

ANNUAL REPORT 2017-2018

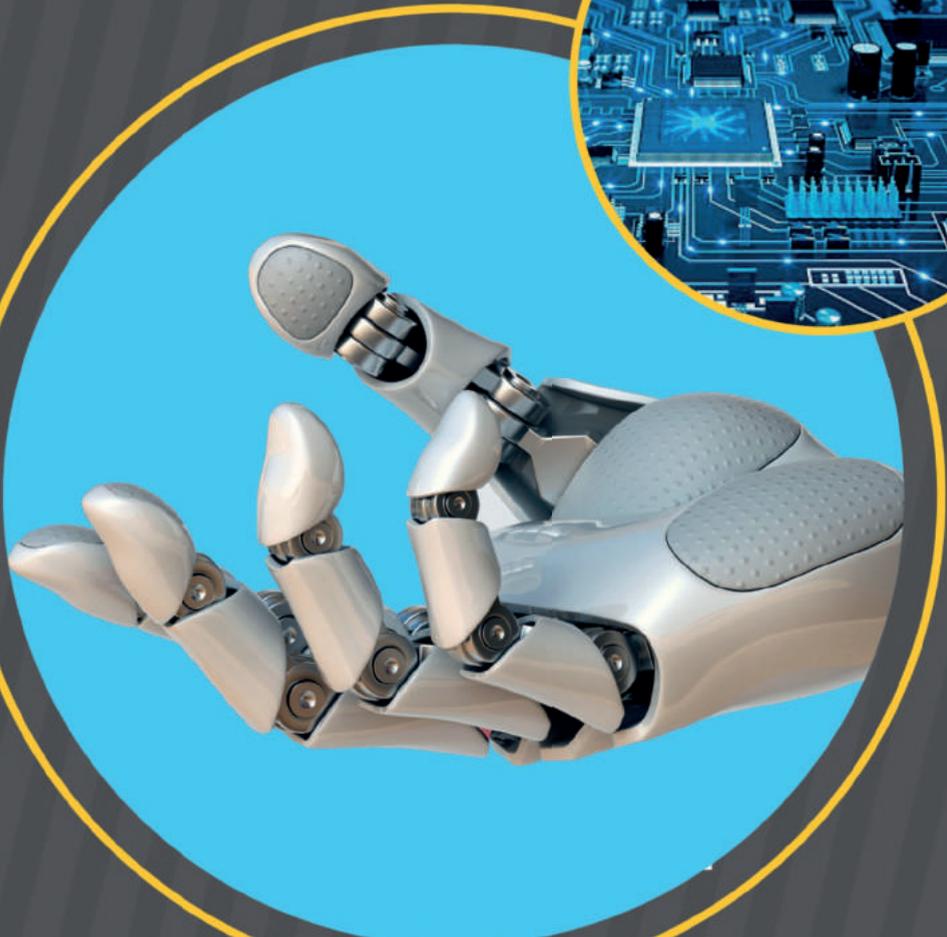


TABLE OF CONTENTS

Foreword by the Chairperson	4
Review by the Acting Chief Executive Officer	7
PART I: ORGANISATIONAL OVERVIEW	12
1 Corporate Overview	12
1.1 NCRST Mandate.....	12
1.2 Mission.....	12
1.3 Vision.....	12
1.4 Values.....	13
1.5 Strategic Themes and Strategic Results.....	13
1.6 Tier 1 Strategic Objectives, Intended Results, Performance Measures and Strategic Initiatives.....	13
2 Board of Commissioners' Structure.....	17
2.1 Functions.....	17
2.2 NCRST Commissioners – till 11 May 2017	20
2.3 NCRST Commissioners – as of 12 October 2017.....	23
2.4 NCRST Committees and Councils.....	26
2.4.1 <i>Executive Committee (EXCO)</i>	26
2.4.2 <i>Foundation for Research, Science and Technology</i>	27
2.4.3 <i>Finance and Audit Committee</i>	29
2.4.4 <i>Human Resources and Remuneration Committee</i>	30
2.4.5 <i>Tender Committee</i>	30
2.4.6 <i>Biosafety Council</i>	31
2.4.7 <i>National Indigenous Knowledge Systems Council (NIKSC)</i>	34
2.4.8 <i>National Space Science Council (NSSC)</i>	36
3 Management and Support Structure	39
3.1 Executive Management	39
3.2 Office of the Chief Executive Officer	40
3.2.1 <i>Internal Audit and Risk</i>	41
3.2.2 <i>Company Secretariat and Legal Advice</i>	41
3.2.3 <i>Quality Assurance and Operational Excellence</i>	41
3.2.4 <i>Corporate Communications and Marketing</i>	41
3.3 Research, Science Technology and Innovation Coordination and Support Department (RSTICS).....	41
3.4 Innovation and Technology Development (Management of National facilities) Department (ITD)	43
3.5 Business Support Department.....	42
PART II: STRATEGIC PERFORMANCE OVERVIEW	48
4 Stakeholder and Customer Satisfaction	48
5 Funding, Resource Mobilisation and Grant Management	49
5.1 Innovation Fostering Service Fees	49
5.2 Research Registration Service Fees	49
6 Cost Reduction/Saving.....	50
7 Networking and Engagement	50
8 RSTI Outputs	54

9	Partnership Frameworks.....	54
10	Access to RSTI Infrastructure	57
11	Policy and Regulatory Frameworks.....	57
	PART III: NCRST FUNDED RESEARCH AND INNOVATION PROJECTS.....	62
12	Fourth (4th) South Africa /Namibia Joint Call	62
13	Strengthening Research Capacity Call.....	65
14	NSFAF/NCRST Turku call	66
	PART IV: GOVERNANCE AND INTERNAL CAPACITY STRUCTURES.....	70
15	Internal Audit and Risk Management	70
16	Legal Compliance.....	70
17	Quality Assurance and Operational Excellence	70
18	Corporate Communications and Marketing	70
19	Human Resources and Organisational Development	71
20	Corporate Financial Management.....	72
21	Information Technology	73
22	Challenges	74
	PART V: FINANCIAL REPORT... ..	76

List of Abbreviations

ABNE	African Biosafety Network of Expertise	NANSO	Namibian National Students Organisation
AEROCLO-SA	Aerosol RadiatiOn and CLOuds in Southern Africa	NAPWU	Namibia Public Workers Union
AMTA	Agro-Marketing and Trading Agency	NCRST	National Commission on Research, Science and Technology
ASP	African School of Physics	NDP5	The Fifth National Development Plan
AVN	African Very Long Baseline Interferometry (VLBI) Network	NEPAD	New Partnership for Africa's Development
BCH	Biosafety Clearing House	NIKSC	National Indigenous Knowledge Systems Council
BSS	Business Support Services Department	NIPAM	Namibia Institute of Public Administration and Management
CEO	Chief Executive Officer	NPC	National Planning Commission
CHPC	Centre for High Performance Computing	NPRSTI	National Program on Research, Science, Technology, and Innovation
CNRS	Centre National de la Recherche Scientifique / French National Centre for Scientific Research	NRF	National Research Foundation
CPUT	Cape Peninsula University of Technology	NRSTF	National Research, Science and Technology Fund
EXCO	Executive Committee of the Commission	NSFAF	Namibia Students Financial Assistance Fund
FAC	Finance and Audit Committee of the Commission	NSS	Namibia Scientific Society
FNI	Fundo Nacional de InvestigaçãO/ The National Research Fund of Mozambique	NSSC	National Space Science Council
FRST	Foundation for Research, Science, and Technology	NTA	Namibian Training Authority
GEF	Global Environment Facility	NUST	Namibia University of Science and Technology
GMO	Genetically Modified Organism	OHS	Occupational Health and Safety
H.E.S.S.	High Energy Stereoscopic System	PhD	Philosophiae Doctor / Doctor of Philosophy
HRRC	Human Resources and Remuneration Committee	PMU	Project Management Unit
ICGEB	International Centre for Genetic Engineering and Biotechnology	POA	Plan of Action
ICT	Information and Communication Technology	PoC	Programme of Cooperation
IFRS	International Financial Reporting Standards	QMS	Quality Management Systems
IKS	Indigenous Knowledge Systems	R&D	Research and Experimental Development
IPR	Intellectual Property Rights	RST	Research, Science, and Technology
ISA	International Standards on Auditing	RSTICS	Research, Science, Technology, Innovation Coordination and Support Department
ITD	Innovation and Technology Development Department	SAIS II	Southern Africa Innovation Support Programme Season 2
IUM	International University of Management	SANBIO	Southern Africa Network for Biosciences
KTH	Kungliga Tekniska Högskolan	SARIMA	Southern African Research & Innovation Management Association
LOC	Local Organising Committee	SGCI	Science Granting Councils Initiative
M&E	Monitoring and Evaluation	SKA	Square Kilometre Array
MEAC	Ministry of Education, Arts and Culture	SME	Small and Medium-sized Enterprises
MHETI	Ministry of Higher Education, Training, and Innovation	STI	Science, Technology, and Innovation
MME	Ministry of Mines and Energy	STI-IMS	Science, Technology, Innovation-Information Management System
MOU	Memorandum of Understanding	TT	Technology Transfer
NAMPORT	Namibian Ports Authority	UNAM	University of Namibia
NAMWATER	Namibian Water Corporation	UNEP	United Nations Environment Programme
NAMWISSET	Namibian Women in Science, Engineering and Technology	UNESCO	United Nations Educational, Scientific and Cultural Organization

Foreword by the Chairperson



It is my pleasure to present the Annual Report of the National Commission on Research, Science and Technology (NCRST) for the 2017/2018 financial year and to congratulate the NCRST management on achieving the goals set out in the Annual Business Plan for the year.

The NCRST continues to play its pivotal role of coordinating, developing, promoting and funding research, science, technology and innovation towards socio-economic advancement for Namibia. Our focus remains that of strengthening the national system of innovation and to address challenges in the system.

The strength of the system would be measured through indicators as set out in the National Programme on Research, Science, Technology and Innovation (NPRSTI) for the period 2014/2015 and 2016/2017.

These indicators include:

- Increase in the number of researchers in the country
- Increase in the Research and Development (R&D) output in the forms of patent as well as of peer reviewed journal articles; and
- An increase in the number of doctoral students supported.

The NCRST recognises that for it to succeed to achieve the above-mentioned targets, it is critical to foster relationships with key stakeholders. For this reason, new strategic partnerships were formed between the NCRST and the following institutions during the period under review:

- Agro-Marketing and Trade Agency (AMTA)

- Namibia Water Corporation (NAMWATER)
- Namibia Ports Authority (NAMPORT)
- The International University of Management (IUM)
- SME Bank, and
- The Namibia Students Financial Assistance Fund (NSFAF).

The NCRST also continues to fully engage with its line Ministry as well as the Ministry of Education, Arts and Culture in order to ensure the successful execution of its mandate.

The year under review has been productive, with its share of challenges and successes, which are detailed in this report. One of the most significant concerns that the Commission was preoccupied with during this year, was the financial sustainability of the NRSTF. We continue to engage key stakeholders to ensure that the NRSTF is well capitalised. This enables the NCRST to fund Research and Development and innovation projects which are focused on developing new ideas and creative thinking, while strengthening concepts of innovation and to be able to address enabling technologies which will provide wide-application solutions that address economic and social challenges within the Namibian society.

The year ahead will hold several changes as the term of office of the current Commissioners comes to an end in May 2017 and that the NCRST will formulate a revised strategy for the period 2017/2018 to 2021/2022. The formulation of the revised strategy for the period 2017/2018 to 2021/2022 will be done to ensure alignment to the Fifth National Development Plan (NDP5).

I would like to sincerely thank the Honourable Dr Itah Kandjii-Murangi, the Minister of Higher Education, Training and Innovation for her leadership and continuous support.

To my fellow Commissioners, Executive Management, Council members and the rest of the staff, I thank you for your commitment and service to the NCRST and our country. I look forward to your continued support as we work together towards transforming growth of our economy through research, science, technology and innovation.



Dr Nortin Titus
Chairperson (NCRST)

Review by the Acting Chief Executive Officer



It is my pleasure to present the Annual Report of the National Commission on Research Science and Technology (NCRST) for the financial year 2017/2018. The report outlines the organisation's performance for the year under review and highlights the achievements in the implementation of the Annual Business Plan for 2017/2018.

Our success is visible in all areas related to the 5 themes of our Strategic Plan:

- **Creating awareness of Science, Technology and Innovation:** Our awareness and promotion activities improved, especially through the launch of the Month of Science and profiling of innovators that are supported by the NCRST.

- **Establishing Smart Partnership and Cooperation:** The NCRST is increasingly recognised as the lead agency for the promotion, coordination, development and funding of science, technology and innovation as can be seen in the number of organisations with which it has partnerships.
- **Creating an enabling Policy Environment:** The NCRST successfully finalised the development of the biosafety regulatory framework which includes its regulations, procedures and guidelines. We also completed a review of the Science Technology and Innovation (STI) landscape and the R&D survey report which are instrumental in providing the evidence required for the finalisation of the STI Policy and its Implementation Plan.

- **Building Research and Development**

Capability: Our efforts in funding research through various funding instruments, are yielding results with tangible output which include publications as well as students completing their Masters and PhDs. The development of the national research facilities is about to become a reality following the approval of the STI infrastructure strategy and the establishment of High-Performance Computing Centres at NUST and UNAM.

- **Promoting Innovation for Namibia's Prosperity:**

The value and meaning of innovation is now realised as tangible products and services are developed with the NCRST initiatives such as the innovation challenges and incubation services for innovators.

We recognise that given the current economic conditions, the investments required for STI toward infrastructure (i.e. the construction of the STI Valley), human resource development and direct funding towards research and innovation activities might be difficult to achieve. Going forward we need to rethink our approach for us to succeed.

This will include:

- Leveraging on our already existing partnerships within the country and explore existing bilateral and multilateral agreements to secure funding
- Focusing on fewer priorities to achieve the desired impact instead of attempting to address all challenges at once which could result in spreading our effort too thinly
- Revisiting our internal process to improve efficiency towards meeting the expectations of our stakeholders, and
- Investing more in our people through training and development opportunities to enable them to execute their functions.

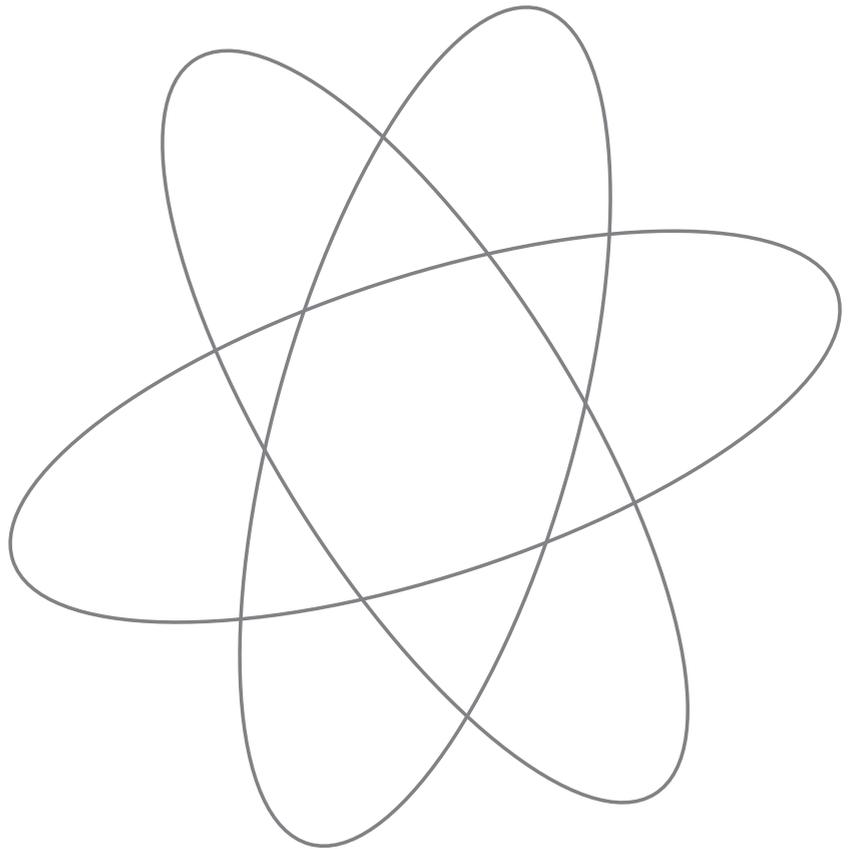
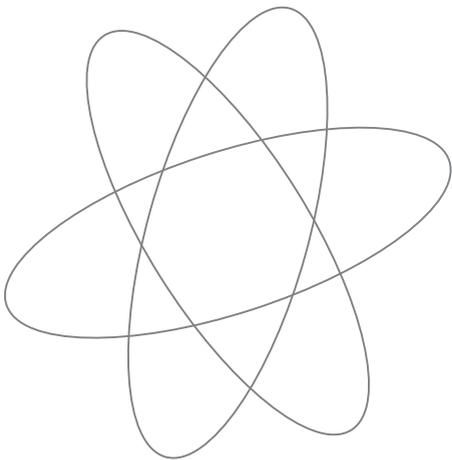
The next financial year will surely bring its own mix of successes and challenges, but our direction is clear, and we know what we must do. Our job is to continue to focus intently on playing our role in contributing to the long-term aspirations to transform Namibia into a knowledge-based society as set out in Vision 2030.

I would like to thank the NCRST Board of Commissioners for their unwavering commitment and support towards the attainment of the NCRST's Vision. I also wish to sincerely thank the NCRST staff who continue to give their time and expertise in carrying out their work as assigned to them.

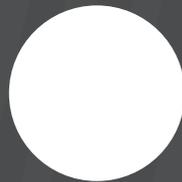
Finally, I wish to express our appreciation to our partners who continue to contribute so generously to the work of the NCRST. I look forward to the collective efforts of all stakeholders as we join hands in Science, Technology and Innovation to build the future we want for our country.



Ms. Enid Keramen
Acting Chief Executive Officer



PART I:
**ORGANISATIONAL
OVERVIEW**





PART I: ORGANISATIONAL OVERVIEW

1 Corporate Overview

1.1 NCRST Mandate

The importance of Research, Science and Technology as an engine of economic growth and development cannot be over emphasised. It is on this premise that Namibia has enacted the Research, Science and Technology Act, 2004 (Act 23 of 2004). The objectives as outlined in Section 1 of the Act are:

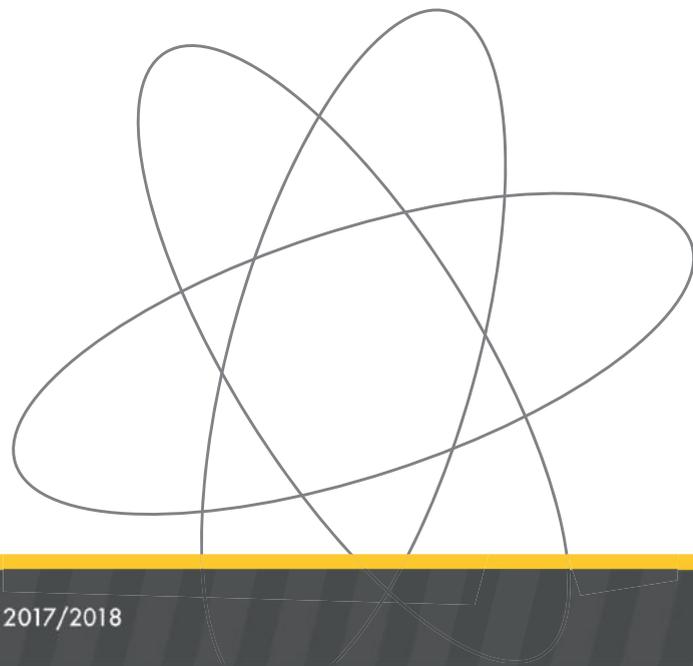
- (a) to ensure the coordination, monitoring and supervision of research, science and technology in Namibia;
- (b) to promote and develop research, science and technology in Namibia;
- (c) to promote common ground in research, scientific and technological thinking across all disciplines, including the physical, mathematical and life sciences, as well as human, social and economic sciences;
- (d) to encourage and promote innovative and independent thinking and the optimum development of intellectual capacity of people in research, science and technology;
- (e) to ensure dedicated, prioritised and systematic funding for research, science and technology application and development in Namibia;
- (f) to promote linkages between Namibia and international institutions and bodies on the development of research, science and technology.

1.2 Mission

To establish and strengthen a national system that promotes, develops and informs Research, Science, Technology and Innovation through effective coordination to realise a knowledge-based society.

1.3 Vision

To be a coordinating agency that facilitates the development of Research, Science, Technology and Innovation towards socio-economic advancement for Namibia by 2022.



1.4 Values

The NCRST strives to further value-based behaviour, engaging and relating, decision making and action. Stakeholders interacting with the NCRST and its representatives should consistently experience these values in all interactions and decisions, and all staff members must consciously practice the values to develop a consistent value-based approach.

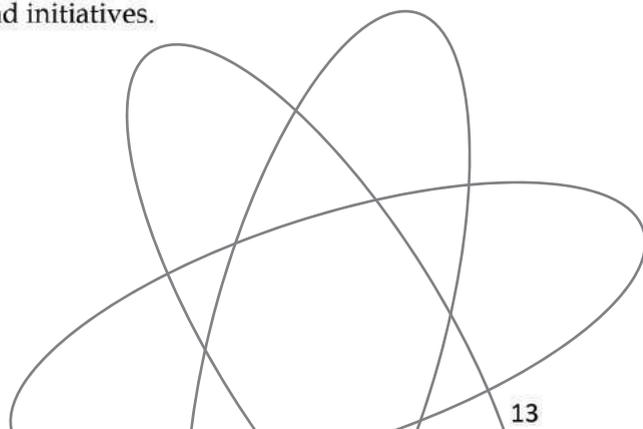
- **Integrity** - We are consistently trustworthy, fair and honest in all our interactions.
- **Pro-activeness** - We take initiative, are change-oriented and anticipatory in our actions as guided by our mandate.
- **Impact-driven** - We set and achieve goals, measure results and continuously improve to make a positive difference in the society.
- **Passion for Excellence** - We strive to achieve high levels of performance.

1.5 Strategic Themes and Strategic Results

The following themes were of vital strategic importance over the financial year and are used to focus all staff efforts on carrying out the Mission and accomplishing the Vision moving forward:

- **Operational Excellence** with a Strategic Result of an Efficient, Cost Effective, Accurate, and Timely Service Delivery.
- **Organisational Sustainability** with a Strategic Result of a Maintained Relevance to our Customers and Stakeholders through provision of required products and services.
- **Strategic Partnership** with a Strategic Result of an Improved Service Delivery through an Increased Quality of our Partnerships.
- **Innovation Excellence** with a Strategic Result of Solutions addressing socio-economic challenges being achieved through innovation.

The strategic themes and results were used to guide the formulation of appropriate strategic objectives, corresponding measures and subsequent strategic projects and initiatives.



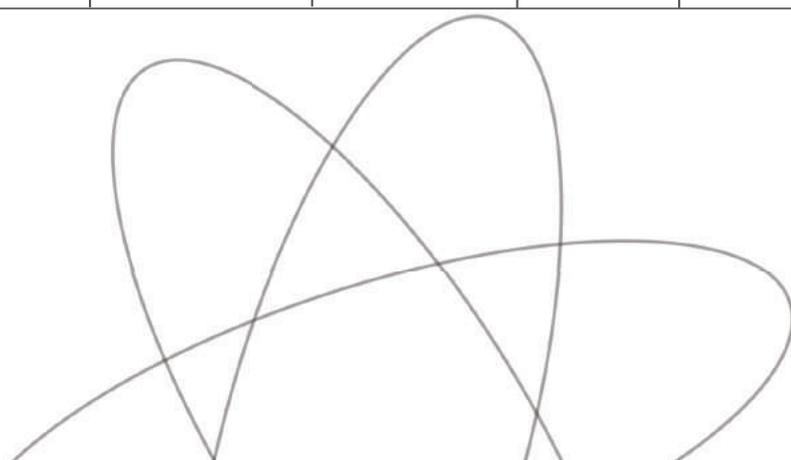
1.6 Tier 1 Strategic Objectives, Intended Results, Performance Measures and Strategic Initiatives

Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
Customer and Stakeholder	Improve Stakeholder Satisfaction Improve Customer Satisfaction	1. Customer Satisfaction with Service Delivery 2. Stakeholder Satisfaction with Mandate Execution	<ul style="list-style-type: none"> Satisfaction Survey Rating Score 	<ul style="list-style-type: none"> Increase from baseline to 80% by Year 5 	<ul style="list-style-type: none"> Implement Customer and Stakeholder Engagement Strategy 	CEO
Financial	Increase Funding	More resources available to carry out / execute the mandate	<ul style="list-style-type: none"> % increase in Funds mobilised; % increase in income from services 	<ul style="list-style-type: none"> 50% Increase per year 	<ul style="list-style-type: none"> Implement strategy for resources mobilisation and investment 	CEO
	Reduce Cost	1. Reduced non- priority expenditures 2. Financial Soundness	<ul style="list-style-type: none"> % administrative cost 	<ul style="list-style-type: none"> Reduce from baseline to 25% of Actual Budget by Year 5 	<ul style="list-style-type: none"> Implement Activity-based Budgeting 	CEO
Internal Process	Improve Networking and Engagement	More / improved linkages & partnership impact in RSTI	<ul style="list-style-type: none"> % of Active Grants emanating from bilateral, multilateral and Agency to Agency Agreements % RSTI Outputs emanating from bilateral, multilateral and agency to agency agreements % of Active Grants emanating from private industry % RSTI Outputs emanating from private industry 	<ul style="list-style-type: none"> Increase by 10% annually 	<ul style="list-style-type: none"> Implement the Cooperation Agreement Action Plan 	RSTICS, ITD

Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
	Improve RSTI Outputs	RSTI outputs are fit for purpose.	<ul style="list-style-type: none"> % increase in RSTI industry outputs 	<ul style="list-style-type: none"> Increase by 10% Annually 	<ul style="list-style-type: none"> Implement the RSTI Monitoring and Evaluation 	RSTICS, ITD
	Improve Projects Execution	<ol style="list-style-type: none"> Aligned project benefits to the strategic objectives of the organisation Successful delivery of envisioned projects' benefits and deliverables 	<ul style="list-style-type: none"> Schedule performance index Cost performance index 	<ul style="list-style-type: none"> Increase from baseline to 90% in the next 5 years 	<ul style="list-style-type: none"> Implement Project Management Framework 	CEO
	Improve Internal Processes	<ol style="list-style-type: none"> All activities have clear processes & procedures Timely flow of information Reduced turnaround time Customers can access services easily and on time 	<ul style="list-style-type: none"> % of key systems operational % of services turnaround time met 	<ul style="list-style-type: none"> Increase from baseline to 90% in the next 5 years 	<ul style="list-style-type: none"> Implementing the Business Process Improvement Program 	CEO



Perspective	Strategic Objective	Intended Results	Performance Measure	Targets	Strategic Initiative	Delegated Lead
Organisational Capacity	<i>Improve Partnership Frameworks</i>	Active and impactful linkages and collaborations	<ul style="list-style-type: none"> • % of Cooperation Agreements active 	<ul style="list-style-type: none"> • Increase Improve from baseline to 80% in the next 5 years 	<ul style="list-style-type: none"> • Develop the Cooperation Agreement Action Plan 	CEO
	<i>Improve RSTI Infrastructure Access</i>	<ol style="list-style-type: none"> 1. More access to RSTI infrastructure, 2. Increased RSTI outputs 	<ul style="list-style-type: none"> • % of RSTI Stakeholders that have access to RSTI Infrastructure 	<ul style="list-style-type: none"> • Increase next 5 from years baseline to 50% in the next 5 years 	<ul style="list-style-type: none"> • Implement the RST Infrastructure Strategy. 	CEO
	<i>Improve Policy and Regulatory Framework</i>	<ol style="list-style-type: none"> 1. Effective implementation and adherence. 2. Thriving RSTI Sector 	<ul style="list-style-type: none"> • % of Policy and Regulatory Frameworks implemented to plan; 	<ul style="list-style-type: none"> • Increase from baseline to 90% in the next 5 years 	<ul style="list-style-type: none"> • Implement Corporate as well as RSTI related frameworks. 	ITD
	<i>Improve Skills and Knowledge</i>	Skilled and knowledgeable work force	<ul style="list-style-type: none"> • % Competency levels to threshold 	<ul style="list-style-type: none"> • Increase from baseline to 80% in the next 5 years 	<ul style="list-style-type: none"> • Develop and implement a Competency Improvement Programme 	ALL
	<i>Improve Organisational Culture</i>	High performing and motivated work force.	<ul style="list-style-type: none"> • % organisation culture plan implemented 	<ul style="list-style-type: none"> • Increase from baseline to 80% in the next 5 years 	<ul style="list-style-type: none"> • Develop and implement an Organisation Culture Plan 	BSS



2. Board of Commissioners'

Structure

1.6 Functions

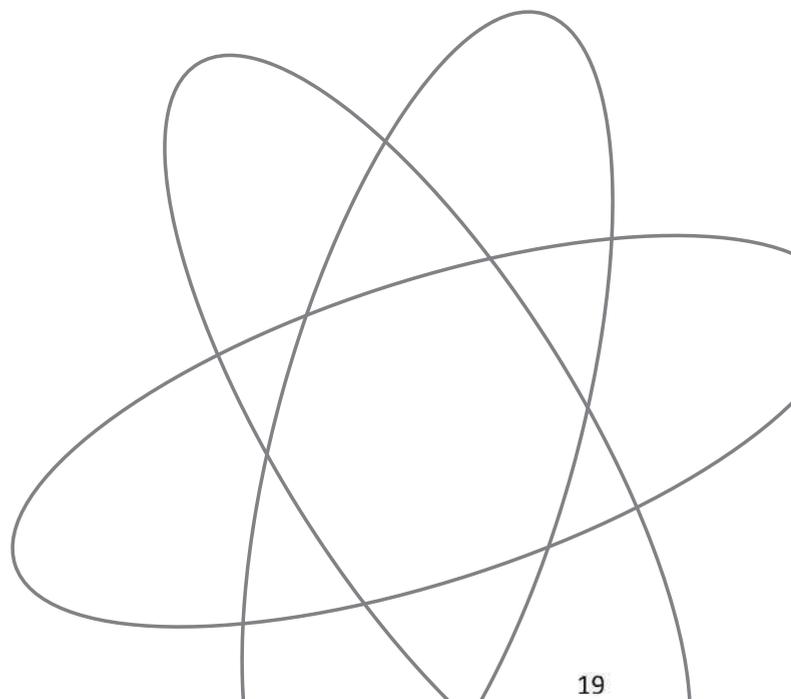
The National Commission on Research Science and Technology (NCRST) is established in terms of Section 4 of the Research Science and Technology Act, 2004 (Act 23 of 2004). The NCRST is governed by the Commission consisting of 15 members appointed by the Minister and a five-member Executive Committee which executes the decisions of the Commission.

The functions and powers of the Commission in terms of Section 5 of the Act are:

- (a) to monitor and supervise the promotion, coordination, development and continuation of research, science and technology in all sectors in Namibia, and to minimise overlapping in the fields of research, science and technology;
- (b) to prepare and review a national programme in the manner referred to in Section 18;
- (c) to coordinate and facilitate the development of research, science and technology at national, regional and local levels, and to provide direction and policy guidance to the research, science and technology innovation systems in Namibia;
- (d) to promote broad participation in research, science and technology activities with the aim of promoting designated groups or persons belonging to designated groups;
- (e) to promote the participation of Namibians and research institutes in regional and international research, science and technology projects and events, and, in cooperation with the Minister of Higher Education, Training and Innovation and Ministers responsible for Foreign Affairs and Finance, to enter into agreements on co-operation and maintenance of relationships with similar foreign institutions in the fields of research, science and technology;
- (f) to promote awareness of and national appreciation for the value of research, science and technology in social, cultural and economic development;
- (g) to promote, facilitate and organise seminars, conferences, lectures, workshops and similar events relating to research, science and technology;
- (h) to promote the application of research, science and technology in the development and improvement of industrial and commercial outputs, designs and productivity;

- (i) in co-ordination with the Minister of Foreign Affairs, to participate in international research, science and technology events of national interest, and to represent Namibia at research, science and technology conferences, meetings, workshops or other similar events;
- (j) to participate, in cooperation with relevant bodies and institutes, in studies on human resources relating to research, science and technology activities, and where appropriate, to promote the growth and development of human resources for such activities;
- (k) to collect and distribute, in accordance with this Act, financial, human and other resources for the efficient management and promotion of councils and research institutes and to solicit and make priorities for funding in respect of:
 - (i) research, science and technology purposes;
 - (ii) a framework for expense on research, science and technology;
 - (iii) the building and maintenance of research, science and technology capacity by way of selective funding of training and development; and
 - (iv) national facilities for research, science and technology;
- (l) to coordinate the use of funds from the Fund and Investments, and to facilitate, separately or in cooperation with the private sector, the use of public goods research outputs, and to stimulate proposals of broad national interest for research;
- (m) to provide research grants, loans, bursaries and similar financial aid in research, science and technology;
- (n) to collect, disseminate and promote any research, science and technology results, statistics, reports, literature, data, services or any other information, including the establishment and maintenance of information systems to support -
 - (i) the monitoring and evaluation of the overall management and functioning of the science and technology system and the national system of innovation; and
 - (ii) the continuous revision of science and technology policies to address changing and new circumstances;

- (o) to undertake, in co-operation with the appropriate institutions and other bodies, the development and exploitation of any research, science and technology invention, and to provide advice and assistance to innovators and inventors in the registration and protection of their innovations and inventions;
- (p) to identify and validate national research and development priorities in or relating to research, science and technology;
- (q) to identify and raise awareness with any authority, institution, body or person, of any need relating to the establishment, transformation or dissolution of any relevant research, science or technology body or policy or other relevant matter, including the coordination of any request for advice in this regard;
- (r) to build capacity, skills and know-how of the staff of the Commission and Councils and Namibian people in general;
- (s) to advise the Minister on procedures of how to secure a sustained basis for the funding of research, science and technology;
- (t) to advise the Minister, the President, Parliament and any other authority or body on the functions and initiatives of the Commission and on any matter relating to research, science and technology;
- (u) to make recommendations to the Minister regarding the amendment of this Act or any other Acts which may contribute to the promotion of research, science and technology;
- (v) at the request of the Minister, or on its own accord, to enquire into, report on and make recommendations on any matter, or the performance of such other tasks, falling within the objects of this



1.7 NCRST Commissioners - till 11 May 2017

This board met before their terms expired in May 2017.

	Name	Representation	Role on the Commission
1	Dr. Johannes D. Shoopala	Ministry of Agriculture, Water and Forestry	Chairperson
2	Ms. Josephine Joste /Haubas	Office of the President	Member
3	Mr. Johannes Aipanda	National Planning Commission (NPC)	Member
4	Mr. Maitjituavi Stanley Kavetu	Namibia National Students Organisation (NANSO)	Member
5	Mr. Uda Nakamhela	The Law Society of Namibia	Member
6	Ms. Elly Hamunyela	Ministry of Environment and Tourism	Deputy Chairperson
7	Ms. Graca D' Almeida	Ministry of Fisheries and Marine Resources	Member
8	Mr. Frans Uirab	Ministry of Works and Transport	Member
9	Ms. Vicky Do Cabo	Ministry of Mines and Energy	Member
10	Dr. Martha Kandawa-Schulz	Chairperson: Biosafety Council	Member
11	Mr. Moses Molatendi Moses	Chairperson: Indigenous Knowledge System Council	Member
12	Dr. Eino Mvula	NCRST: Chief Executive Officer	Ex Officio
13	Ms. Enid Keramen	Head: Company Secretariat & Legal Advice	Company Secretariat and Legal Advice



Dr. Johannes D. Shoopala
Chairperson



Ms. Josephine Joste //Haubas
Member



Mr. Johannes Aipanda
Member



Mr. Maitjituavi Stanley Kavetu
Member



Mr. Uda Nakamhela
Member



Ms. Elly Hamunyela
Deputy Chairperson



Ms. Graca D' Almeida
Member



Mr. Frans Uirab
Member



Ms. Vicky Do Cabo
Member



Dr. Martha Kandawa-Schulz
Member



Mr. Moses Molatendi Moses
Member



Dr. Eino Mvula
Ex Officio



Ms. Enid Keramen
Company Secretariat and Legal Advice

During the period under review, the previous Commissioners held two (2) ordinary meetings as indicated below.

Meeting Type	Date
Ordinary	12 April 2017
Ordinary	10 May 2017



1.8 NCRST Commissioners - as of 12 October 2017



Dr. Nortin Titus
Chairperson



**Ms. Josephine
Joste //Haubas**
Vice Chairperson



Ms. Mirriam Sezuni
Member



Dr. Tshali Iithete
Member



Mr. Joshua Kaumbi
Member



Ms. Sylvia Demas
Member



Ms. Elly Hamunyela
Member



Ms. Graca D' Almeida
Member



Ms. Patience Saushini
Member



Ms. Johanna F. Andowa
Member



Dr. Riaan Steenkamp
Member



Dr. Ronnie Bock
Member



Ms. Ivonne Mujoro-Kaukuetu
Member



Mr. Johannes Ashipala
Member



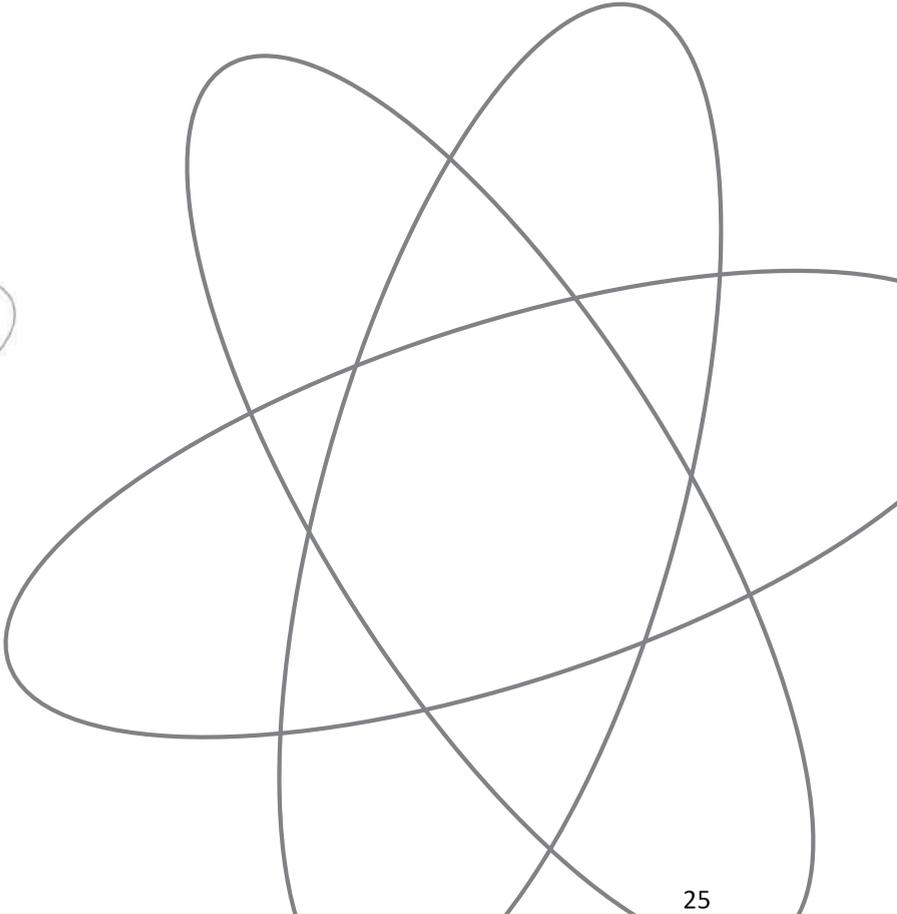
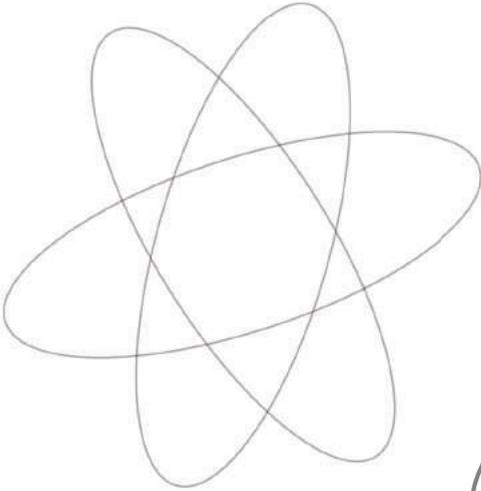
Ms. Enid Keramen
Ex Officio Member



Ms. Maria Andimba
*Company Secretary &
Legal Adviser*

After October 2017 and after the current Board of Commissioners were appointed, the commission met four times as follows:

Meeting Type	Date
Special	20 October 2017
Ordinary	06 December 2017
Ordinary (cont.)	13 December 2017
Ordinary	01 March 2018



The decisions approved by the various boards of Commissioners during the year under review are as follows:

- (a) Revised Strategic Plan for the period 2014/2015 to 2018/2019 and Business Plan for 2017/2018
- (b) Annual Report and Audited Financial Statements for 2015/2016
- (c) Finance related Policies and Procedure
- (d) Training and Development Policy and Procedure
- (e) ICT related Policies and Procedures
- (f) Internal Audit Charter
- (g) Proposals received under the various National Call for Research Proposals in line with Sections 5 (m) and 24 (3c) of the Research, Science and Technology Act, 2004 (Act 23 of 2004)
- (h) Administrative Procedures and Guidelines for the implementation of the Biosafety Act, 2006
- (i) National Strategy for RSTI Infrastructure
- (j) National Space Science Policy
- (k) Appointment of External Auditors
- (l) Construction of STI Valley

1.9 NCRST Committees and Councils

The Commission shall, in terms of Sections 12, 13 and 14 read together with Section 31 of the Act, Research, Science and Technology Act, 2004 (Act no 23 of 2004) delegate certain functions to the Chairperson of the NCRST (“the Chairperson”), the CEO or any other statutory committees established under the Act, without abdicating its own responsibilities.

The functions may be delegated to the following Committees:

- Executive Committee
- Foundation for Research, Science and Technology (FRST);
- Finance and Audit Committee (FAC)
- Human Resources and Remuneration Committee, and
- Tender Committee.

1.9.1 Executive Committee (EXCO)

Section 12 (1) of Research Science and Technology Act, 2004 (Act 23 of 2004) (“the Act”) establishes the Executive Committee (EXCO) whose functions are to execute decisions and manage the affairs and activities of the Commission. The EXCO shall consist of five members appointed by the Commission, comprising the following persons as listed in Section 12 (3) of the Act:

- Chairperson of the Commission (the “Chairperson”)
- Vice-Chairperson of the Commission (the “Vice-Chairperson”)
- Three other Commissioners elected by the Commission
- The Chairperson and Vice-Chairperson of

the Commission shall be the Chairperson, and Vice-Chairperson of the EXCO, respectively.

During the period under review, the Executive Committee held one (1) ordinary meeting and one (1) special meeting as indicated below:

Meeting Type	Date
Ordinary	24 November 2017
Special	18 April 2018
Special (cont.)	23 April 2018

The EXCO duly considered matters from all the other Committees for onwards submission to the Commission. These included:

- Revised Strategic Plan for the period 2014/2015 to 2018/2019 and Business Plan for 2017/2018
- Annual Report and Audited Financial Statements for 2016/2017
- Finance related Policies and Procedure
- Training and Development Policy and Procedure, and
- ICT related Policies and Procedures.

1.9.2 Foundation for Research, Science and Technology

The Foundation for Research, Science and Technology (the “Foundation”) whose functions are as specified in the rules of the Commission, is established in terms of Section 13 (4) of the Research Science and Technology Act 23 of 2004 (the “Act”). The Foundation shall consist of seven members elected by the Commission from their number to serve on an annual basis, or longer period as the Minister may determine on recommendation of the Commission.

The Foundation will have the following powers and functions:

- To advise the Commission on formulating national policies and strategies on Research, Science, Technology and Innovation.
- To oversee the development of the National Research, Science, Technology and Innovation programme and monitor its implementation as provided for in Section 18 of the Act.
- To oversee and approve the allocation of resources necessary to advance and implement the National Research, Science, Technology and Innovation Programme.
- To guide the allocation of the resources necessary to advance

strategic regional and international collaborations in the field of Research, Science, Technology and Innovation.

- To evaluate and approve grants for research and innovation.
- To actively pursue international collaboration and funding opportunities for collaborative research.
- To ensure that Intellectual Property Rights (IPR) issues emanating from publicly funded research, are handled in a fair and equitable manner in line with Section 33 of the Act.

During the period under review, the Foundation on RST held two (2) ordinary meetings and one (1) special meeting as indicated below.

Meeting Type	Date
Ordinary	06 April 2017
Special	27 April 2017
Ordinary	22 November 2017

The FRST duly considered the following and recommended for approval by the Commission:

- (a) Proposals received under various National Call for Research Proposals in line with Sections 5 (m) and 24 (3c) of the Research, Science and Technology Act, 2004 (Act No 23 of 2004)
- (b) National Strategy for Research Infrastructure
- (c) National Space Science Policy.

1.9.3 Finance and Audit Committee

The primary purpose of this Committee is to assist the Commission in discharging its duties relating to the safeguarding of assets, the operation of adequate systems, control processes and the preparation of accurate financial reporting, state of compliance with all applicable legal requirements and accounting standards and risk management.

During the period under review, the Finance and Audit Committee held two (2) ordinary meetings and one (1) special meeting as indicated below.

Meeting Type	Date
Ordinary	04 April 2017
Special	28 April 2017
Ordinary	21 November 2017
Ordinary	20 February 2018

The following items were considered by the Finance and Audit Committee and recommended to the Full Commission for approval:

- a) Audited Financial Statements for 2017/2018
- b) Nomination of Bank Signatories
- c) Risk Register for 2017/2018 and
- d) Audit Plan for 2017/2018.
- e) Budget for 2017/2018
- f) Internal Audit update and risk register update, and

- g) Implementation of public Procurement Act, 2015 (Act 15 of 2015)

1.9.4 Human Resources and Remuneration Committee

This Committee’s major duties are:

- a) To oversee compliance with HR & RC related policies and provide advice on such policies to the Commission.
- b) To initiate and oversee the formulation and review of all HR related policies

and recommend to the Commission for approval with due consideration of guidelines contained in the Labour Act, 2007 and State-Owned Enterprises Governance Act, 2006 (SOE Act) where appropriate.

During the period under review, the Human Resources Committee held one (4) ordinary meeting and one (2) special meeting as indicated below.

Meeting Type	Date
Ordinary	03 April 2017
Ordinary	26 April 2017
Ordinary	22 Nov 2017
Special	27 Nov 2017
Ordinary	19 January 2018
Special	07 March 2018

The HRR Committee has considered and recommended the following to the Commission for approval:

- (a) Training and Development Policy and Procedure
- (b) Cost of Living adjustments for 2017/2018

1.9.5 Tender Committee

The primary purpose of the Committee is to assist the Commission in discharging its duties in ensuring that an appropriate procurement system is established and maintained. During the period under review, pursuant to the inauguration of the Public Procurement ACT 2015 (Act 15 of 2015) the Tender Committee of the Commission falls away.

1.9.6 Biosafety Council

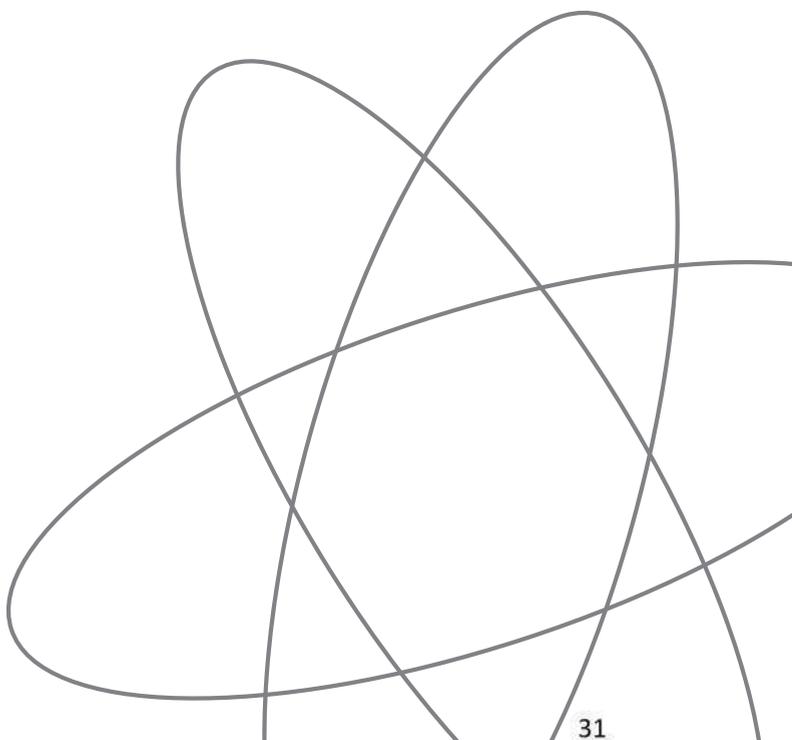
During the period under review, the Commission established the Biosafety Council in terms of Section 5 of the Biosafety Act, 2006 (Act 7 of 2006) and Section 19 (1) of the Research, Science and Technology Act (Act 23 of 2004).

The objectives of the Biosafety Act are:

- (a) To introduce a system-and-procedure approach for the regulation of Genetically Modified Organisms in Namibia, in order to provide an adequate level of protection to the conservation and sustainable use of biological diversity, considering:
 - (i) potential risks to the health and safety of humans and potential harmful consequences to the environment that could be posed by genetically modified organisms or genetically modified products; and
 - (ii) social, cultural, ethical and economic considerations; Provided that lack of scientific knowledge due to insufficient relevant scientific information or scientific consensus should not be interpreted as

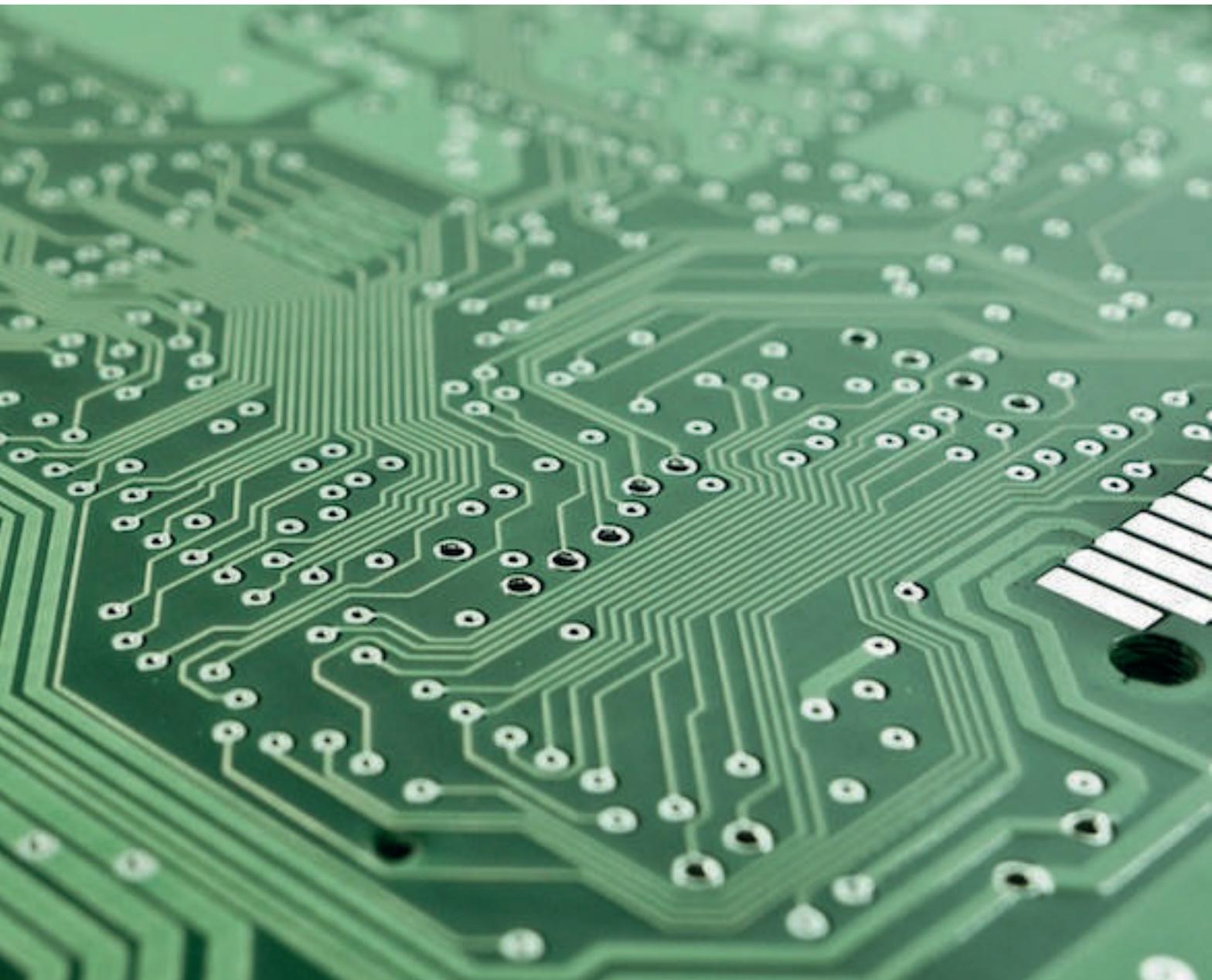
indicating a particular level of risk, or absence of risk, or an acceptable risk; and

- (b) To provide a framework for responsible research, development and the use of genetic engineering and to manage the potential risks posed by or as a result of gene technology by regulating activities involving the development, production, use, import, export, transport, release into the environment, marketing and other uses of genetically modified organisms and genetically modified products.



The composition of the Biosafety Council is prescribed in terms of Section 6 of the Biosafety Act:

- a) Environmental issues, including environmental assessment
- b) Public health issues, including food hygiene and food safety related agricultural issues
- c) Animal health and welfare or other
- d) Molecular Biology
- e) Law
- f) Research, Science and Technology, and
- g) Trade and Economy



Members of Biosafety Council are:



Dr. Ronnie A Bock
Chairperson



**Dr. Martha
Kandawa-Schulz**
Deputy Chairperson



Dr. Herbert Schneider
Member



Mr. Marthin K. Kasaona
Member



Mr. Etuna Josua
Member



Dr. Caroline //Garus-Oas
Member



Mr. Benjamin Jacobs
Member

During the period under review, the Biosafety Council held three (3) ordinary meetings as indicated below:

Meeting Type	Date
Ordinary	10 May 2017
Ordinary	01 February 2018

During the period under review, the Biosafety Council concluded its Annual Work Plan for 2017/2018 and recommended to the Commission for approval. The Council has finalised the drafting of administrative procedures, guidelines and forms for the implementation of the Biosafety Act, 2006, and submitted to the full commission for approval.

1.9.7 National Indigenous Knowledge Systems Council (NIKSC)

The establishment of the National Indigenous Knowledge Systems Council (NIKSC) draws its mandate from Section 19 of the Research, Science and Technology Act, 2004 (Act 23 of 2004) which states that -

“the Commission, from time to time in the prescribed manner and after consultation with the Minister, may establish one or more councils in the Research, Science and Technology sector to perform such functions as prescribed and as may be assigned to it by the Commission. A council performs its functions under the supervision of the Commission.”

The objective of the NIKSC is to facilitate the development of a National Agenda related to Indigenous Knowledge in all related sectors. This may include the development of National IKS policy in order to: provide a strategic direction on matters related to IK, e.g. ethics in IK research, identify IK activities relevant to Namibia, promote IK research and development, and gather Namibian IK related material. The NIKSC consists of 5 members appointed by the Commission with prior approval by the Minister.

The appointed members represent the following fields or sectors:

- (a) Culture
- (b) Health
- (c) Natural Sciences
- (d) Social Sciences, and
- (e) Law

Members to the NIKSC are:



**Ms Ivonne Mujoro-
Kaukuetu**
Chairperson



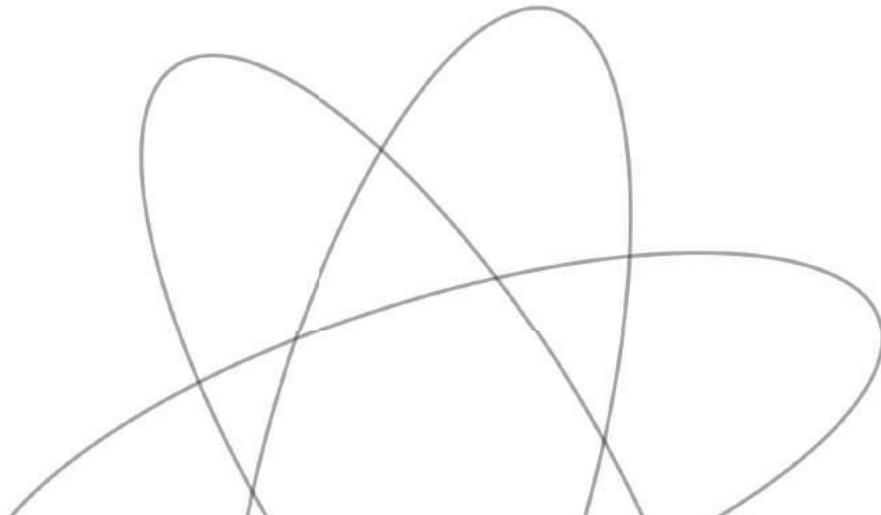
**Prof. Jekura
Uaurika Kavari**
Deputy Chairperson



**Mr. Nyanyukweni
Pandeni Tshifugula (Late)**
Member



Dr. Michael U. Akuupa
Member



During the period under review, the National Indigenous Knowledge Systems Council (NIKSC) provided advice to Government with regards to various IKS related matters including reviewing of the Draft National IKS Policy. One meeting took place during the period under review:

Meeting Type	Date
Ordinary	05 June 2017

1.9.8 National Space Science Council (NSSC)

The establishment of the NSSC draws its mandate from Section 19 of the Research, Science and Technology Act (Act 23 of 2004) which states that;

“the Commission, from time to time in the prescribed manner and after consultation with the Minister, may establish one or more councils in the Research, Science and Technology sector to perform such functions as prescribed and as may be assigned to it by the Commission. A council performs its functions under the supervision of the Commission.”

The major aim is to facilitate the development of a national agenda related to Space Science in all sectors.

This may include national space policy development, provision of a strategic direction on matters related to Space Science (e.g. ethics in Space Science Research), identification of space activities relevant to Namibia, and the promotion of Space Research and Development.

Members expected to serve on NSSC should be persons bringing skills or experience in the following fields:

- a) Astronomy and Astronautics
- b) Engineering
- c) Environmental Sciences
- d) Information Technology
- e) Law, and
- f) Defence Force.

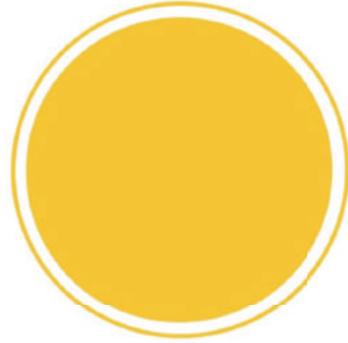
Members of National Space Science Council are:



Dr. Riaan Steenkamp
Acting Chairperson



Mr. Laban Hiwilepo
Member



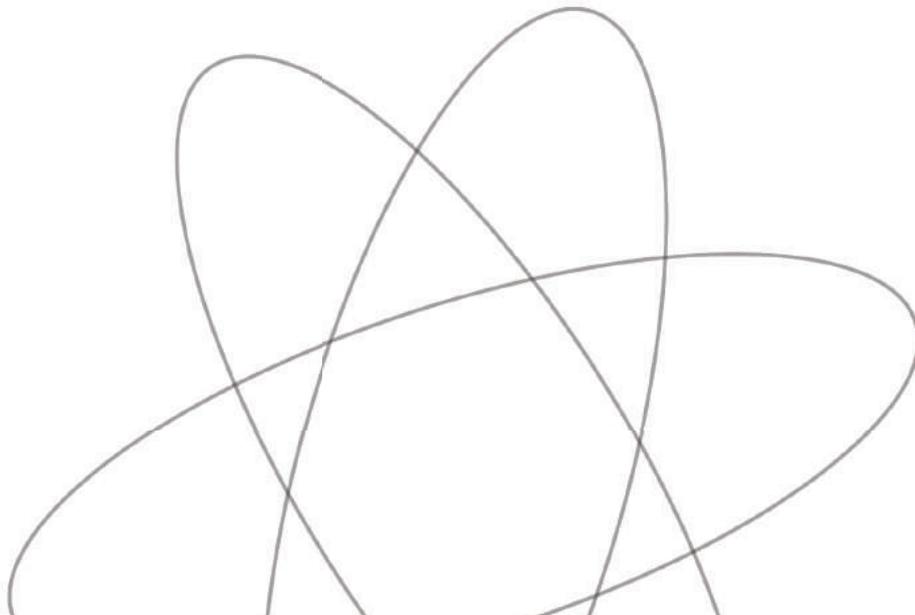
**Mr. Emmanuel
Tsihungileni Kikuyu**
Member



Ms. Emilia Nghikembwa
Member



Ms. Valerie Garises
Member



During the period under review, the NSSC held one (1) meeting, as indicated below:

Meeting Type	Date
Ordinary	02 February 2018

During the period under review, the National Space Science Council (NSSC) provided advice with regards to various space science and technology related matters

including the drafting of the National Space Science and Technology Strategy and as well as reviewing the National Space Science and Technology Policy.



3 Management and Support Structure

3.4 Executive Management Committee

The Chief Executive Officer and the Executive Management Committee members guide the strategic and policy direction of the NCRST.



Dr. Eino Mvula
*resigned in May 2017
and replaced by
Ms. Enid Keramen,
as Acting CEO*



Dr. Diina Shuuluka
*GM: Research, Science,
Technology and Innovation
Coordination and Support*



Mr. Vincent Nowaseb
*GM: Innovation and
Technology Development
(Management of
National Facilities)*



Ms. Enid Keramen
*took up the Acting CEO
position and replaced
by Ms. Maria Andimba
(Acting) Member*



Ms. Albertina Ngurare
GM: Business Support



Mr. Abel Abel
Head: Internal Audit



Mr. Ockert Jansen
*Head: Corporate
Communication and
Marketing*



Mr. Matheus Shikongo
*Head: Quality Assurance
and Operational Excellence*

3.5 Office of the Chief Executive Officer

The CEO is responsible for implementing the strategy set by the Commission, while also exercising specific supervisory roles of the units within the CEO's Office, namely:

Internal Audit Risk, Legal Advice and Company Secretary, Quality Assurance and Operational Excellence, Corporate Communication and Marketing function. These units are managed by the Heads.



Ms. Enid Keramen
(Acting)CEO



Ms. Maria Andimba
(Acting)
Head: Company Secretariat and Legal Advice



Mr. Abel Abel
Head: Internal Audit



Mr. Ockert Jansen
Head: Corporate Communication and Marketing



Mr. Matheus Shikongo
Head: Quality Assurance and Operational Excellence

3.5.1 Internal Audit and Risk

Internal Auditing is an independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of the NCRST.

3.5.2 Company Secretarial and Legal Advice

This unit provides for complete legal services as well as secretariat services to the NCRST Board of Commissioners, its Committees, Councils and Management.

3.5.3 Quality Assurance and Operational Excellence

Quality Assurance and Operational Excellence is tasked to develop Quality Management Systems and provide support and services to other Departments/Divisions/Units in order to ensure superior organisational effectiveness, efficiency and consistency in achieving set objectives throughout the NCRST.

3.5.4 Corporate Communications and Marketing

The Corporate Communications and Marketing department is tasked to position the NCRST both internally and externally as an effective and valuable driver of RSTI in

Namibia by establishing key communications and marketing avenues that will optimally serve the NCRST image and standing, both in the eyes of its customers and stakeholders within the RSTI funnel as well as the eyes of the public, and by leveraging possibilities of maximum positive impact.

3.6 Research, Science Technology and Innovation Coordination and Support Department (RSTICS)

The RSTICS department has four divisions, namely, Policies and Programme Development, Resource Mobilisation and Grant Management, Intellectual Property and Knowledge Management, and Human, Institutional Development and Science Promotion. Through these divisions the department serves:

- To manage and develop Research, Science, Technology and Innovation [RSTI] policy, regulations and strategy
- To develop national research programmes, implementation plans and indicators; and to monitor its implementation and registration
- To implement and maintain the National STI Information Management System
- To develop funding instruments for RSTI

Programmes and to provide grant management services in support of socio-economic development

- To manage the development of platforms for knowledge management, to provide support to researchers and innovators on issues of intellectual property rights, and facilitate the transfer of RSTI outputs to

industry, doing so with dedication, efficiency and professionalism, and

- To create and deepen Research, Science, Technology and Innovation (RSTI) awareness in Namibia, to recognise outstanding contributions made to RSTI in Namibia, and to identify the gaps in terms of Science, Technology and Innovation Human and Institutional Resources and develop programmes to address these gaps.



Dr. Diina Shuuluka
*GM: Research, Science,
Technology and Innovation
Coordination and Support*



Mr Gernot Piepmeyer
*Manager: Policies,
Programmes
and Council Services*



Ms. Alushe Nditya,
*Manager: Resource
Mobilisation
and Grant Management
(resigned in August 2017)*



Ms. Angelique Philander
*Manager: Human and
Institutional Development,
Science and Technology
Promotion*



Mr. Moses M. Moses
*Manager: Knowledge
Management, Intellectual
Property and
Technology Transfer
(Joined January 2017)*

3.7 Innovation and Technology Development (Management of National facilities) Department (ITD)

The ITD department has three divisions, namely, Innovation and Industrial Research, Natural Science Research and Biotechnology. Through these divisions the department serves:

- To ensure the full implementation of the Biosafety Act 2006 (Act 7, 2006) through provision of reliable GMO inspections and accurate GMO detection results

- To create and manage linkages and platforms that promote Industrial Research, Innovations Spin-offs, Value Addition, and Technology Transfer, and
- To coordinate research on new scientific and technological trends in order to support the implementation of the National Programme on Research, Science, Technology and Innovation as well as other related regulatory frameworks



Mr. Vincent Nowaseb
GM: Innovation and Technology Development (Management of National Facilities)



Ms. Lovisa Kambonde - Immanuel
Manager: Innovation and Industrial Research



Ms. Hilya Shikongo
Manager: Natural Science Research



Mr. Paulus Mungeyi
Manager: Biotechnology

3.5 Business Support Services (BSS) Department

The Business Support Services are provided through the four divisions, namely, Finance, Fund and Investments, Human Resources and Organisational Development, and Information and Communications Technology (ICT).

Through these divisions the department serves:

- To provide the required finance administration, estate and fleet logistical support services to the Commission
- To manage and provide accurate and timely information about the Fund's financial position, to develop and coordinate fund framework (mobilisation) and to ensure appropriate investment opportunities
- To deliver strategic human resources programmes, services and technologies to build a talented, diverse, engaged and productive workforce in support of the corporate strategy, and
- To provide strong, flexible, efficient, and secure ICT services enabling the NCRST and its stakeholders to meet the needs of the NCRST Strategic Vision.



Ms. Albertina Ngurare
GM: Business Support



Mr. Simon Nghipangwa
Manager: Finance



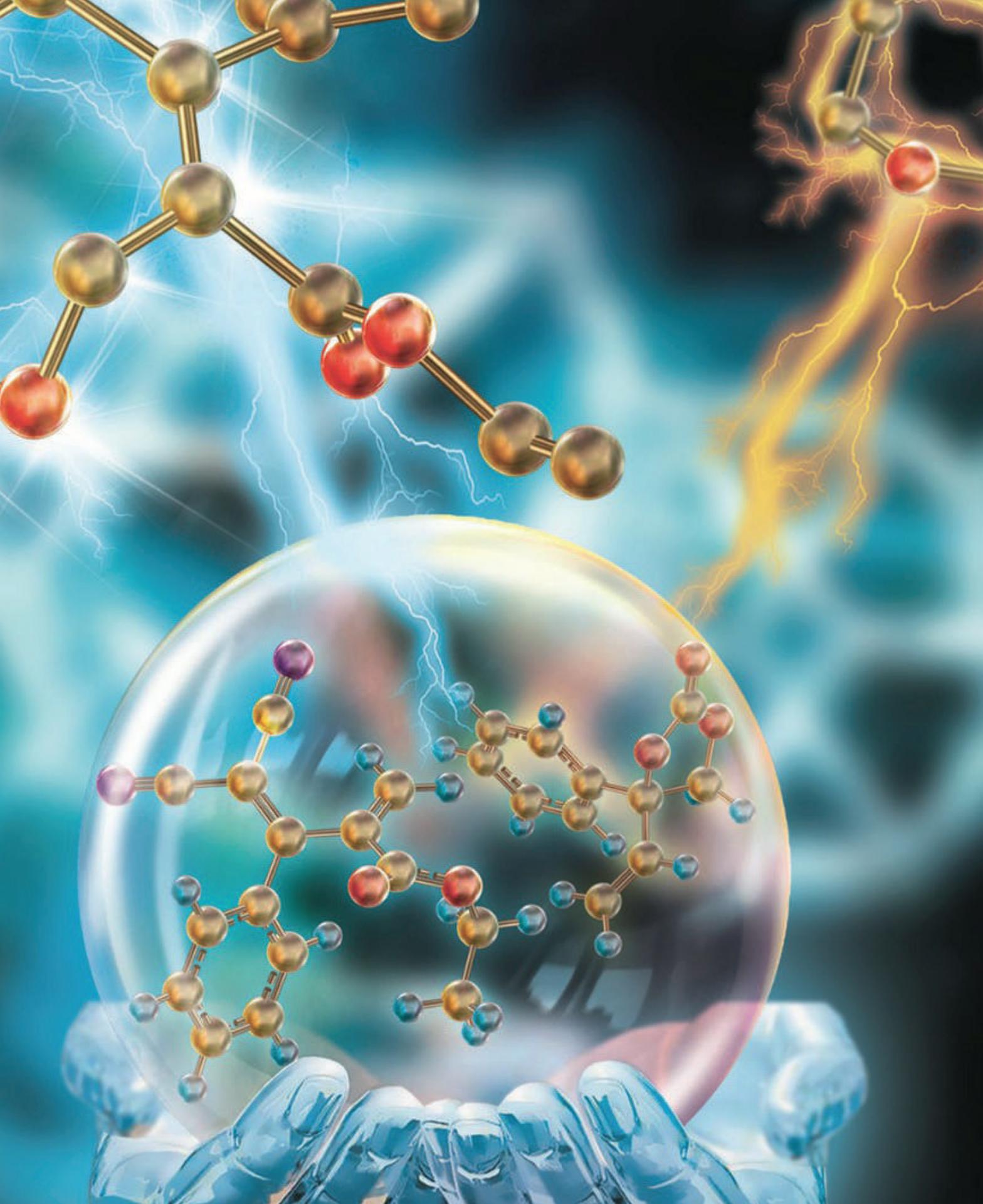
Ms. Saima Neke
Manager: Fund and Investments



Ms. Johana Hatutale
Manager: Human Resources and Organisational Development



Mr. Kevin Fisch
Manager: Information and Communication Technology (ICT)





PART II: **STRATEGIC PERFORMANCE OVERVIEW**



PART II: STRATEGIC PERFORMANCE OVERVIEW

The NCRST measures its success in terms of the implementation of its mandate by gauging the implementation of key strategic initiatives that are aimed at achieving the set strategic objectives. For the period under reporting, the NCRST recorded several successes as indicated below:

4 Stakeholder and Customer Satisfaction

The NCRST has been created to serve customers and to keep stakeholders engaged in furthering RSTI in Namibia for Namibia. With that in mind, the NCRST have been dedicating several improvements efforts to all processes that involve both internal and external stakeholders and customers in order to meet service and efficiency standards. Hence it has become tradition that after every event, workshop, conference, etc. satisfaction surveys are distributed to participants to provide feedback to the NCRST. The feedback is assessed, and corrective actions are put in place.

The NCRST was able to attend to the needs of the internal stakeholders and customers by ensuring the following:

- a) That the NCRST staff operate in a conducive working environment by providing office space, furniture and all office equipment
- b) That there is an efficient fleet system to ensure staff mobility in executing their daily duties, and
- c) That procurement of required goods and services is done efficiently, and supplier accounts are settled timeously.

The NCRST was further able to attend to the needs of the external stakeholders and customers by ensuring the following:

- a) After every event, workshops, conference, etc., surveys are administered to participants to provide feedback to the NCRST. The feedback was assessed, and corrective actions are put in place.
- b) NCRST signed a payroll agreement with AgriBank to allow payroll deductions for staff members without title deeds to have access to Agri-loans earmarked for communal area farming.

5 Funding, Resource Mobilisation and Grant Management

The NCRST has endeavoured to supplement the diminishing government funding by implementing resource mobilisation initiatives as follows:

5.4 Innovation Fostering Service Fees

- University of Tampere paid Demola the facilitating service fee to the NCRST to the tune of N\$ 80 000.00 as well as the N\$ 80 000 for fees earmarked for students.
- The Municipality of Keetmanshoop also made a payment of N\$ 16 000 for students that provided the solution to their challenge.
- AMTA paid N\$31 000.00 to the NCRST for the Joint Research Study on the Evaluation of Post- harvest Losses at the National Strategic Food Reserves (Silos).

5.5 Research Registration Service Fees

The NCRST have developed and maintained the Research Registration Services. The registration of research institutes and monitoring of research and related activities is one of the NCRST's core mandates as stated under Section 20 and 21 of the RST Act (Act 23 of 2004) and Part 3 Section 9 of the RST Regulations of 2011.

Before any type of research is conducted, a written authorisation must be given in terms of Section 21(a) of the RST Act.

The implementation of research registration services started in 2017 and to date the following results were achieved:

- 203 Applications for research registration were processed since 2017-2018.
- 57 Research permits were issued for non-Namibian based research institutes and researchers.
- 82 Research authorisations were issued for Namibian based researchers.
- 20 Research institutes have registered with the NCRST and were granted research certificates.
- Revenue of more than N\$ 500 500.00 were generated from research registration services so far.

An Internal Research Review Committee is also in place to review research applications submitted to recommend approval or rejection of all research project and to provide a technical advisory role on issues relating to research registration and authorisation.

6 Cost Reduction/Saving

In line with the Government's cost saving directives, the NCRST implemented an Activity-based Budgeting approach to execute cost saving measures. The following results have been achieved:

- The NCRST have managed to survive within its limited budget of N\$53.4 Million.
- The NCRST have implemented an effective cash flow management approach to prioritise spending and manage cost.
- The RST Fund also managed its working capital quite efficiently, to avoid running out of cash in case Treasury did not disburse funds on time.

7 Networking and Engagement

The NCRST have successfully hosted a strategic meeting between with the H.E.S.S Steering Committee and deliberated on the continuation of the H.E.S.S operations beyond 2019. Parties to the consortium continues to engage each other to ensure that the continuation of the H.E.S.S operation is provided for. Once completed, parties will enter into a new agreement to operationalise the project.

Following the signing of the Memorandum of Understanding for institutionalising cooperation in Radio Astronomy between African SKA/AVN partner countries in August 2017, the South African Centre for Higher Performance Computing (CHPC) donated additional electronic components to complement the High-Performance Computer Racks donated in 2016. The components were distributed to UNAM and NUST where the Racks are housed. The HPC project is aimed at strengthening research and capacity building in big data.

Technical Assistance was provided by the South African Directorate of Science and Technology with regards to the development of the Space Science Policy and Strategies as well as the formulation of the National IKS Policy through the bilateral agreement between the Republic of Namibia and the Republic of South Africa.

During the year under review, the Commissioners duly considered the panel recommendations and approved the appointment of the Namibia/SA Research Chair in Astronomy and Astrophysics.

The NCRST further facilitated the issuing of visas, the importing of research equipment, the issuing of flight clearance by the relevant authorities which led to successful operation of

the AERosol RadiatiOn and CLOuds in Southern Africa (AEROCLO-SA) project in Namibia.

The NCRST further coordinated the importation of Research equipment and the issuing of visas for the H.E.S.S project.

During the year under review, the division hosted a public lecture on the Indigenous Knowledge Systems topic, namely: Plants at Work: treating mental illness with medicinal plants by traditional healers in Namibia. The platform attracted stakeholders from OMAs, Non - Government Organisation, researchers from public and private institutions.

The National Commission on Research, Science and Technology (NCRST) of Namibia and The Fundo Nacional de Investigação (FNI) Moçambique supported by Theme 3 of the Science Granting Council Initiative (SGCI), launched joint research projects on agro-processing. The programme is aimed at the implementation of joint research projects between Namibian and Mozambican researchers affiliated to institutions at a recognised public or private university, research institution or science council.

Joint research proposals were submitted in the area of Agriculture specifically in the field of agro- processing with the overall aim to find solutions to transform agricultural raw

material to final value-added products.

The NCRST together with the Africa Biosafety Network of Expertise (ABNE) have hosted a GMO applications Mock Evaluation Training Workshop done on 19 - 22 September 2017. Twenty four (24) participants from the bio safety Council and co-implementing agencies attended the workshop and gained the much-needed knowledge. The overall outcomes for the workshop were:

- The participants were successfully introduced to basic concepts of handling applicants.
- Participants have basic understanding of Risk analysis in decision-making pathways.
- Participants have a better understanding of socio-economic issues that may be considered during evaluation of Applications.

The United Nations Environment Programme (UNEP) - Global Environment Facility (GEF) and NCRST hosted the first and second National Biosafety Clearing House (BCH) Training, held 6-8 March 2018, the workshop involved key stakeholders. The main objective of the workshop was to set up procedures and mechanisms needed to achieve the sustainability of an effective participation and the use of the BCH.

The NCRST further conducted a Baseline Survey Phase II aimed at establishing the presence of a GMO in Namibia, samples were sent to the Incotec/Scicorp laboratory in South Africa for analysis and completed in September 2017.

The NCRST further undertook the following activities, aimed at improving networking and engagement with stakeholders:

- a) SARIMA CONFERENCE: Actively organised, participated and attended the SARIMA 2017 Annual Conference, held on 22-25 May 2017 in Windhoek. The NCRST chaired the organising committee.
- b) AMTA post-harvest study: Implemented the NCRST/AMTA cooperation agreement by jointly funding an evaluation study of post-harvest losses at the National Strategic Food Reserves (Silos). Three students were awarded scholarships to undertake the study.
- c) Attended the UNAM career fair to popularise Demola Namibia and invite students to apply for Demola season two.
- d) Hosted the Cape Peninsula University of Technology (CPUT) on their visit to identify technological innovations and collaborative initiatives in Namibia through a Cooperation Agreement with the Technology Innovation Agency (TIA)

in Namibia. Through this agreement and the visit, 14 innovators and businesses assisted in research and development of their different products by CPUT through their Agrifood Technology Station

DEMOLA NAMIBIA Season 2 kicked off with a total of 10 students that provided solutions to the following challenges:

- Interacting smartly with the University of Tampere, and
- Attract investment opportunities with the Keetmanshoop Municipality.

The two projects were all licensed and licensing fees from the institutions were paid to the students through the NCRST.

The NCRST continued to fund and support the three projects under the INNOVATION FOSTERING PROGRAMME:

- Secured Fish Project-Extrusion
- Master Terminator (device) - Satellite Dish, and
- Dynamic Cosmetics (African Radiance).

Sixteen (16) innovators were assisted in terms of business model refinements through the scheduled pitches under the Innovation Fostering Programme.

The NCRST assisted three female national innovators with preparations for pitching at the FEMBIOBIS Season I regional event.

The NCRST successfully bid and was selected as the national Coordinating Agency for the NEPAD-SANBio partnership to implement the FemBioBis II programme, of which a partnership agreement was signed between NCRST and SANBio in March 2018.

In collaboration with SAIS II, the NCRST held a SAIS II information day with different stakeholders to popularise the activities of SAIS II on the 20th of March 2018, at NIPAM. The event was attended by 110-120 participants.

The NCRST conducted a training for the judges of the National Science Fair 2017. This also include meeting the international judging standard and ensure uniformity in judging during the National Science Fair.

- A total number of 24 teachers from 11 regions attended the 2017 Judges' training that was organised by the NCRST from 05-06 June 2017 at Greiters Conference Centre.
- 22 Judges' training Evaluation Questionnaires were collected at the workshop venue and analysed.
- Of the total 24 participants that attended the 2017 Judges' training and given the questionnaire to complete, 22 responded, bringing the response rate to a 91.7%.

The NCRST hosted the Science Film Festival and UNESCO World Science Day to showcase the importance of science, technology and innovation to national development.

The UNESCO Science Week brings together the scientific and innovation community to educate and excite the next generation about STI. Science Week which took place from 6-9 November 2017 was organised by the Goethe Institute and the UNESCO Windhoek Office with the support of the Ministry of Education, Arts and Culture (MEAC), the Ministry of Mines and Energy (MME), the National Commission on Research Science & Technology (NCRST), the Namibia Scientific Society (NSS), the Namibia University of Science & Technology (NUST), and the University of Namibia (UNAM).

The programme included oral presentations, poster presentations, exhibitions and project demonstrations. The NCRST participated by conducting hands-on science workshops and demonstrations.

In preparation for the envisaged hosting of the African School of Fundamental Physics (ASP) by the NCRST, the ASP's Local Organising Committee (LOC) visited the

NCRST. The objective of the site visit was to discuss all aspects of the school's organisation with the LOC and to converge on a timeline of preparatory activities towards the start of the school. In addition to the above, the committee visited some proposed possible venues.

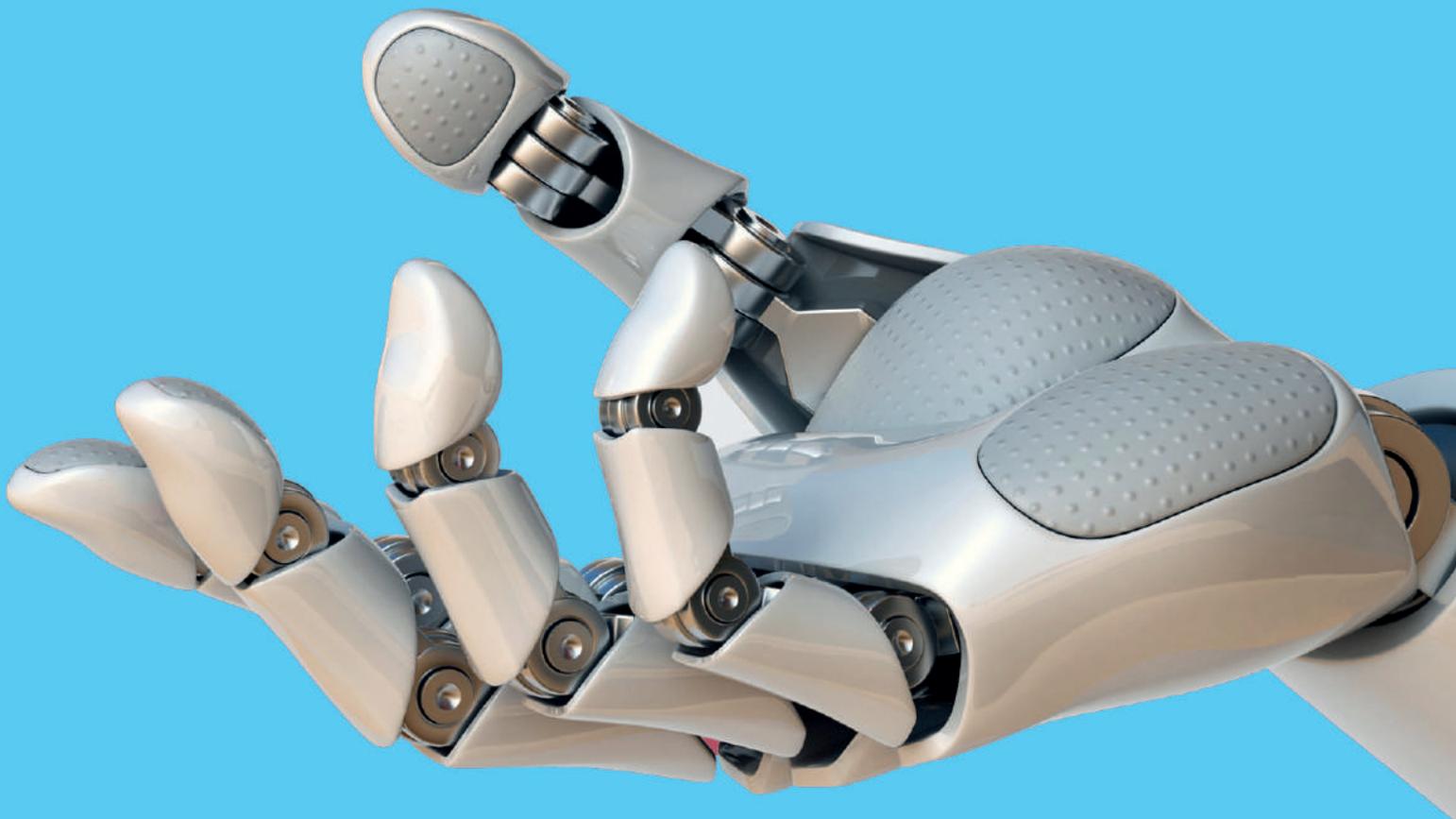
8 RSTI Ouputs

Setting up a Committee on Monitoring and Evaluation for Research and Innovation Grants in 2018, was one of the greatest

achievements as this process aids the NCRST in efficiently steering funded projects towards value added results, providing evidence and whether project outputs and outcomes have been attained.

9 Partnership Frameworks

The NCRST facilitated the development, signing and implementation of the following Memoranda of Understanding (MoUs):



1.1 National Level:	
NCRST and Namibia Scientific Society	<p>The MoU is aimed at strategic partnership in the following areas:</p> <ul style="list-style-type: none"> • Promoting of research, science, technology and innovation in Namibia • Establishment and maintenance of the Namibian Journal for Research, Science, Technology and Innovation • Co-hosting STI engagement and information dissemination platforms such as workshops, seminars, public lectures, national and international conferences • Promoting international collaboration and networking in research, science, technology and innovation • Documenting, preserving, sharing and distributing scientific information, and • Facilitation of Technology Transfer (TT) in various areas of co-operation.
1.2 Regional Level	
NCRST and Fundo Nacional de Investigação (FNI) of Mozambique	<p>The MoU is aimed at promoting cooperation in the field of Science, Technology and Innovation between the parties based on equality and mutual interests. The following are the areas of cooperation:</p> <ul style="list-style-type: none"> • Agriculture • Biotechnology • Energy • Tourism • Infrastructure • Information and Communication Technology, • Indigenous Knowledge Systems • Ethnobotany • Environment and Humanities Sciences • Health, and • Education and Mineral Resources. <p>The action plan to implement the MoU was also developed.</p>
1.3 International Level	
NCRST and Centre National de la Recherche Scientifique (CNRS) of France	<p>The MoU is aimed at strategic cooperation to conduct and implement the AERosol RadiatiON and CLOuds in Southern Africa (AEROCLO- SA) project in Namibia. This includes scientific collaboration between Namibian and French scientists in the areas of climate change and related sciences; capacity building and involvement of Namibian students and scientists in the project. The action plan for the implementation of the MoU was finalised.</p> <p>The action plan to implement the MoU was also developed.</p>

1.3 International Level (cont)	
NCRST and KTH Royal Institute of Technology	The MoU to support joint research and student projects between NCRST and KTH.
NCRST and SAIS II	The agreement as the focal point and host of the Programme Management Unit (PMU) for SAIS II programme.
NCRST and Municipality of Keetmanshoop and the University of Tampere, Finland	This is a project agreement for the co-creation activities where challenges were, provided solutions by Namibia students under the guidance and facilitation of NCRST (Demola Namibia).



10 Access to RSTI Infrastructure

The NCRST has conducted the following activities with respect to the implementation of the RST Infrastructure Strategy:

- Border Analysis to establish inspection stations done in September 2017
- Renovations of the National Biotechnology Testing Laboratory was completed by 8 December 2017
- Procurement of major laboratory equipment completed in December 2017, and
- The National Biotechnology Testing Laboratory launched on 29 January 2018.

11 Policy and Regulatory Frameworks

The NCRST hosted a consultative meeting with the parliamentary standing committee on Innovation and Natural Resources and ICT on the drafted declaration of GMO products.

The Operational Guide of the RSTI Awards is in the process of being reviewed. The Working Group of the NAMWISSET Chapter is in the process of considering the resolutions of the Board of Commissioners. The tender of the operationalising of the Mathematics and Science Computer-based learning Centre's business plan is in process.



Through stakeholder consultations, the following National policies and strategies were reviewed and resubmitted to the board for endorsement prior to submission to the Minister of Higher Education, Training and Innovation:

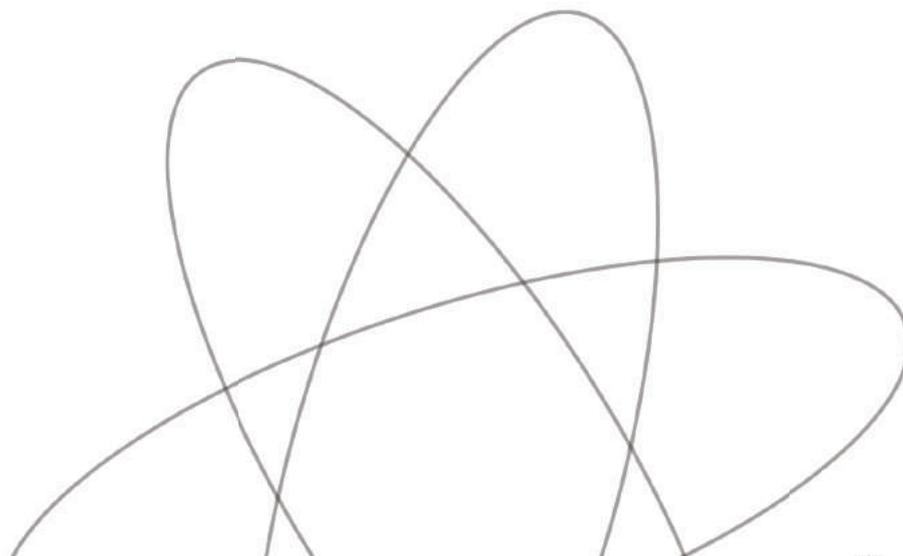
- National Space Science and Technology Policy
- National Space Science and Technology Strategy, and
- National Science, Technology and Innovation Infrastructure Strategy.

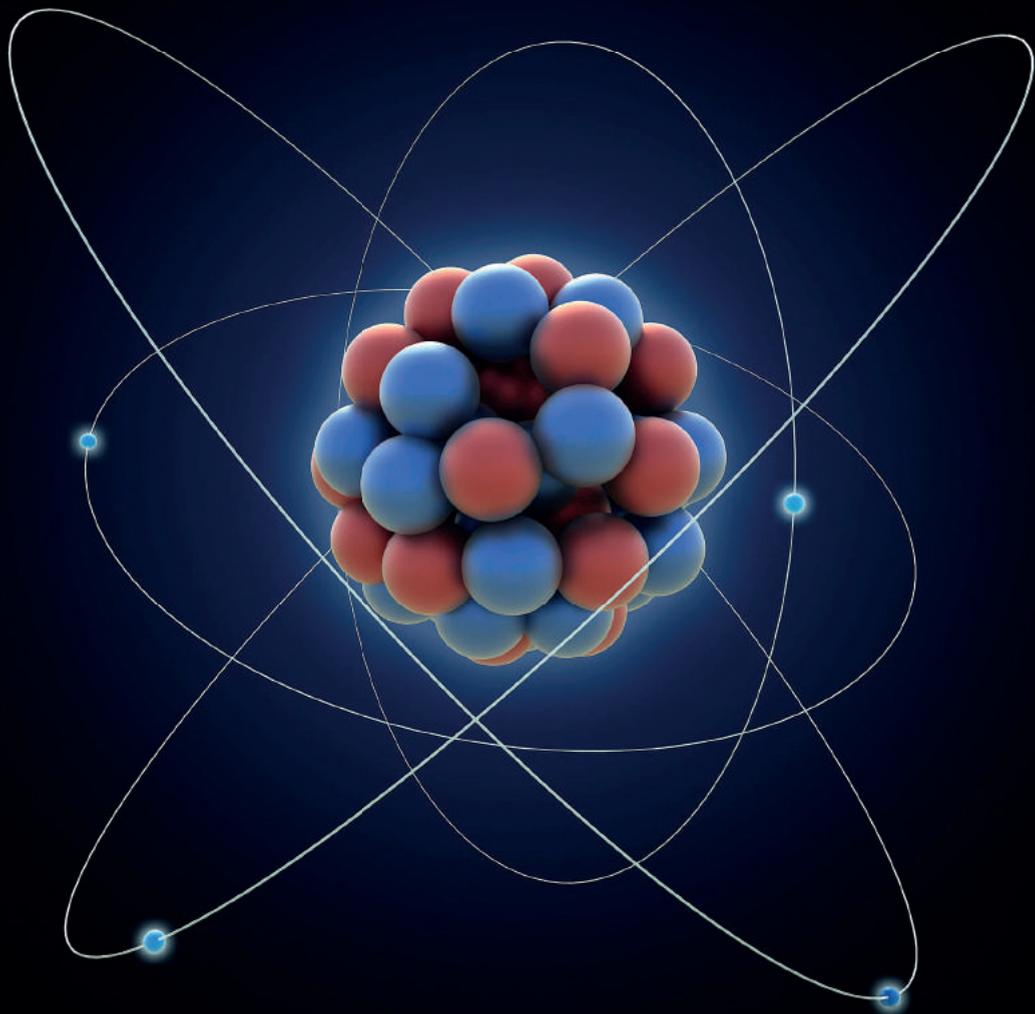
Both documents were endorsed by the Board of Commissioners and submitted to the Minister of Higher Education, Training and Innovation for approval.

The National Indigenous Knowledge Systems Policy was also reviewed through a stakeholder's consultative process and awaits Board endorsement.

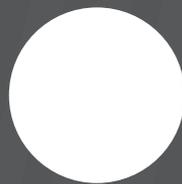
Research is one of the key components of economic development. Research outputs are necessary for addressing national challenges facing any nation. It is therefore imperative that any research activity is carefully coordinated in order to be able to anticipate, scrutinise and commercialise the output thereof to address identified national challenges. To achieve the above objective, intellectual property in any research output needs to be identified, registered and managed properly through available instruments. It was therefore against that background that the NCRST saw it fit to craft an institutional framework in the form of an Intellectual Property and Technology Transfer Policy to facilitate the process.

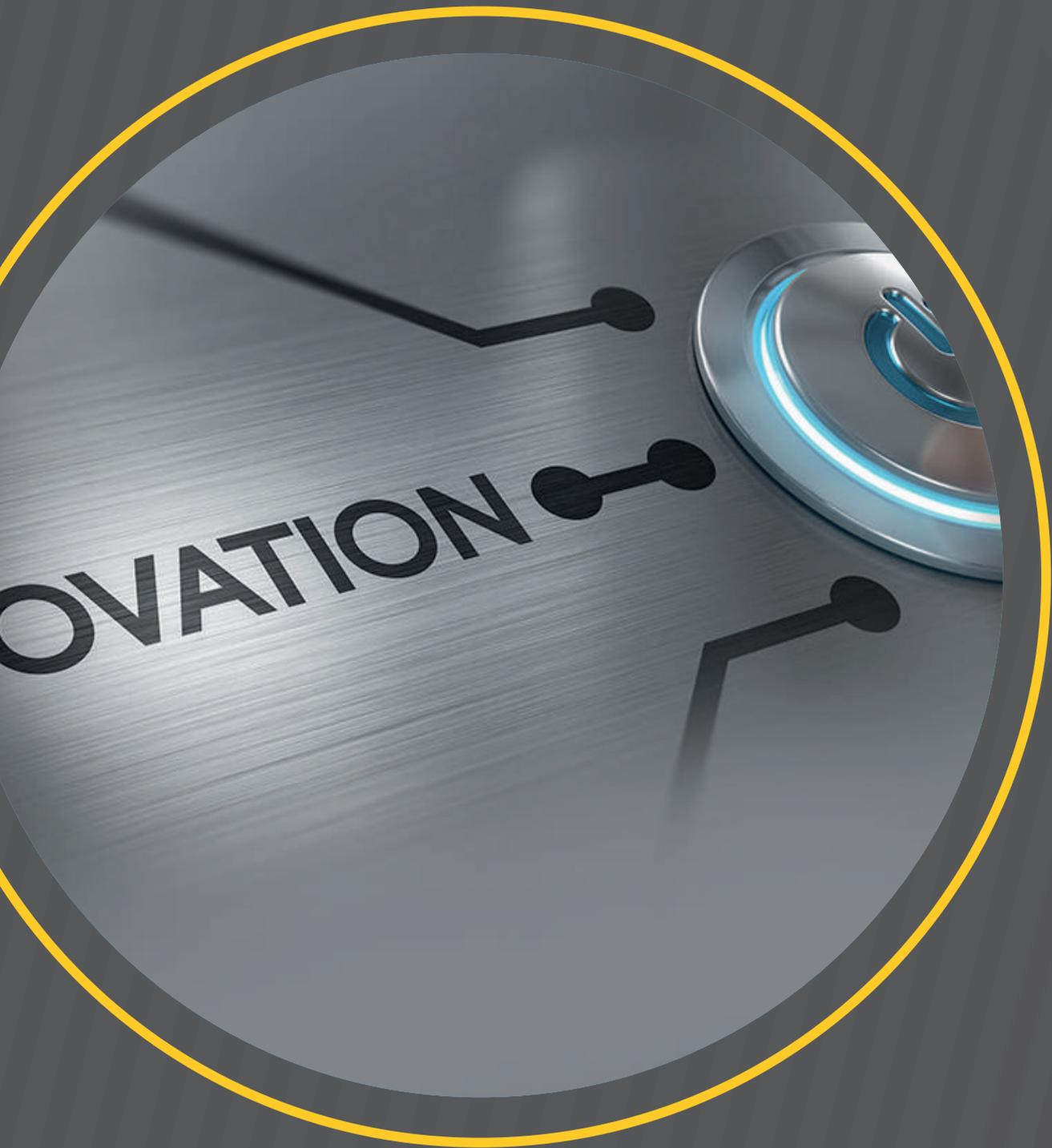
The process of drafting the said Policy started towards the end of 2017. It started with stakeholder engagement and benchmarking exercises, which were undertaken as a desktop exercise.





PART III
NCRST
FUNDED RESEARCH
AND INNOVATION
PROJECTS





PART III: NCRST FUNDED RESEARCH AND INNOVATION PROJECTS

12 Fourth (4th) South Africa /Namibia Joint Call

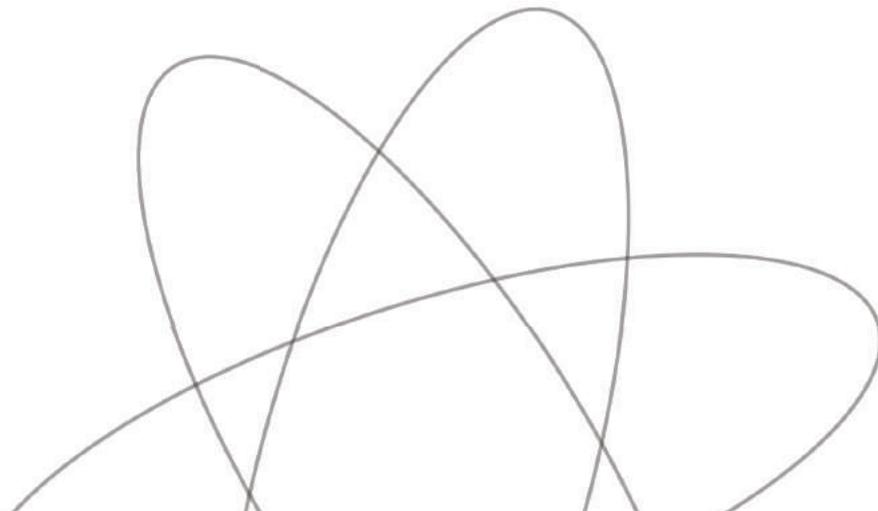
In March 2005 an agreement on collaboration in Science and Technology was signed between the governments of South Africa and Namibia. This was followed by a Programme of Cooperation (PoC) aimed at the implementation of the agreement. The PoC sought to facilitate scientific and technological cooperation between the two countries by supporting researchers from universities, universities of technology, science councils and public research institutes on an equal and mutually beneficial basis.

The two countries also agreed to a Plan of Action (POA) for operationalising full implementation of the Agreement. The parties

intend to support research and development activities and other forms of scientific and technical cooperation between South African and Namibian universities and research institutions. The National Research Foundation (NRF) of South Africa and the National Commission on Research Science and Technology (NCRST) of Namibia were then pleased to announce the launch of the fourth joint call for joint research projects in 2016 where research activities were scheduled to commence in January 2017.

A total of 12 projects were awarded under the 4th Joint Call with a total commitment of N\$ 7,200 000 over a period of 3 years (2017/2018 to 2019/2020). During the Project initiation workshop that took place in March 2017, grant agreements were signed.

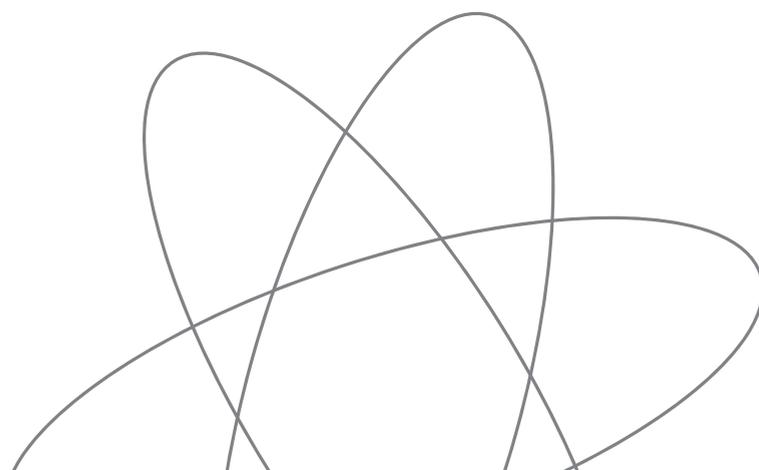
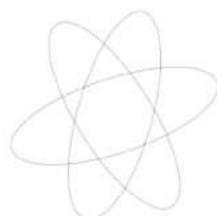
To date, four South Africa/Namibia calls have been published (2010, 2011, 2012 and 2016).



Thematic areas	Institution	Gender	Project Title	Disbursed (N\$)
Biosciences	UNAM	Male	Development of prototypes using $ti6al4v$ and copper for biomedical implant applications	200000.00
Biosciences	UNAM	Female	Bio-screening of synthetic agents against pancreatic cancer cell models	200000.00
Environmental Sciences	NUST	Female	Conductive polymer biosensors for detection of organic pollutants in water systems	200000.00
Environmental Sciences	UNAM	Male	Impacts of climate change on coastal fisheries and aquaculture in Namibia	200000.00
Environmental Sciences and Biosciences	UNAM	Female	Supporting the blue economy: developing molecular tools for fisheries management	200000.00



Thematic areas	Institution	Gender	Project Title	Disbursed (N\$)
Environmental Sciences	NUST	Male	Integrated Mobile Veld Fire Detection, Monitoring and Sharing Platform for Namibia and South Africa	200000.00
IKS-ICT	NUST	Female	IKAROS: Indigenous Knowledge Actively Revitalised in Digital Worlds	200000.00
IKS	UNAM	Male	Toxic plants as potential anticancer agents	200000.00
ICT & Social Science	NUST	Female	Live Design, Transform Life: Relevant technologies and digital services for the wellbeing of the youth	200000.00
Social Sciences	NUST	Male	Prison reform and the inmate population in SADC countries	200000.00
Social Sciences	UNAM	Female	Prevalence and risk factors of alcohol abuse amongst the youth in Musina Town, Limpopo Province: Republic of South Africa	200000.00
Energy	UNAM	Male	Sustainability, Climate Change and the Role of Mineral and Energy Law in South Africa and Namibia	200000.00



In 2017 there were no funds for the grant holders to commence, as all calls were put on hold. However, in 2018, the first funds were disbursed but this has led to researchers in Namibia lagging behind as opposed to their partner researchers in South Africa. Therefore, research activities were not synchronised.

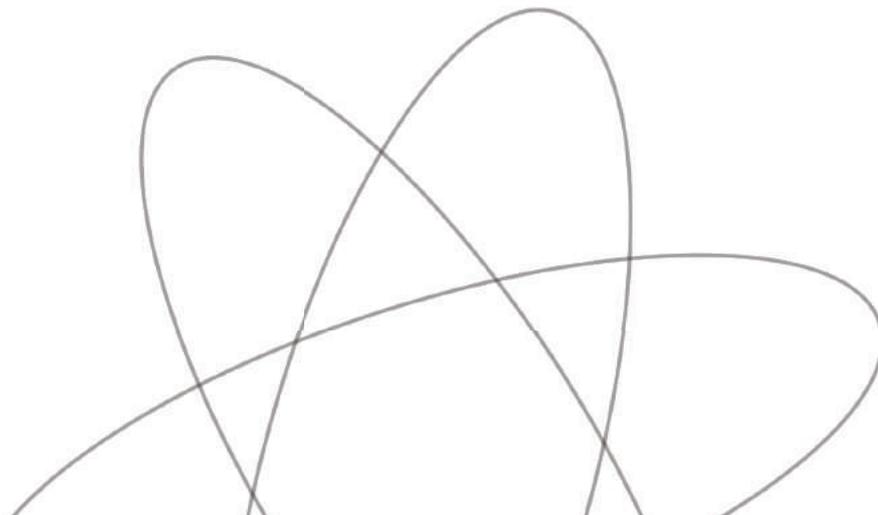
13 Strengthening Research Capacity Call

One of the priorities of the National Programme on RSTI is to focus on Building Research Capacity with emphasis to address the training of university graduates to become qualified researchers through postgraduate education, namely involving the attainment of a PhD. This would require consolidation of existing or emerging research units on specific topics or lines of research, with the critical

mass to guarantee the sustainability in order to develop a sound research system.

The purpose of the NCRST National Call for Strengthening Research Capacity at Universities is to provide an opportunity for Namibian Universities and Research Institutions to strengthen their research capacity, particularly towards increased postgraduate student output through a long term (2-3 year) programme.

A total of 7 Projects were awarded under the Strengthening Research Capacity call with a total commitment of N\$ 42 000 000 over a period of 3 years (2017/2018 to 2019/2020). During the project initiation workshop that took place in March 2017, grant agreements were signed.



Thematic areas	Institution	Gender	Project Title	Disbursed (N\$)
Indigenous Knowledge System	UNAM	Male	Capacity Building in the use of Indigenous Knowledge of Medicinal Plants: Research, Innovation and Herbal Drug Prototypes	113802.00
Agriculture	UNAM	Male	Promoting development and value- addition in Food and Beverages	238739.00
Agriculture	GOBABEB	Female	Developing capacity for evaluating livestock and rangeland resilience to climate variability	55000.00
Energy	UNAM	Male	Namibia Solar Energy Research Initiative	302342.00
Energy	NUST	Female	The Namibian Energy Fuel Mix and its Implications for Climate Variability and Sustainability	0
Space Science	UNAM	Male	Computing for Astronomical Research in Namibia	194926.00
Water	NUST	Female	A water secure future: Building Climate Smart Cities in Namibia	0

In 2017 there were no funds for the grant holders to commence, as all calls were put on hold. However, in 2018, only tuition fees were paid, except research fees, as a result there was little or no progress on research activities. This hampered the goal towards building capacity. It is recommended that whenever funds are committed as agreed, it should remain in the RST Fund.

14 NSFAF/NCRST Turku Call

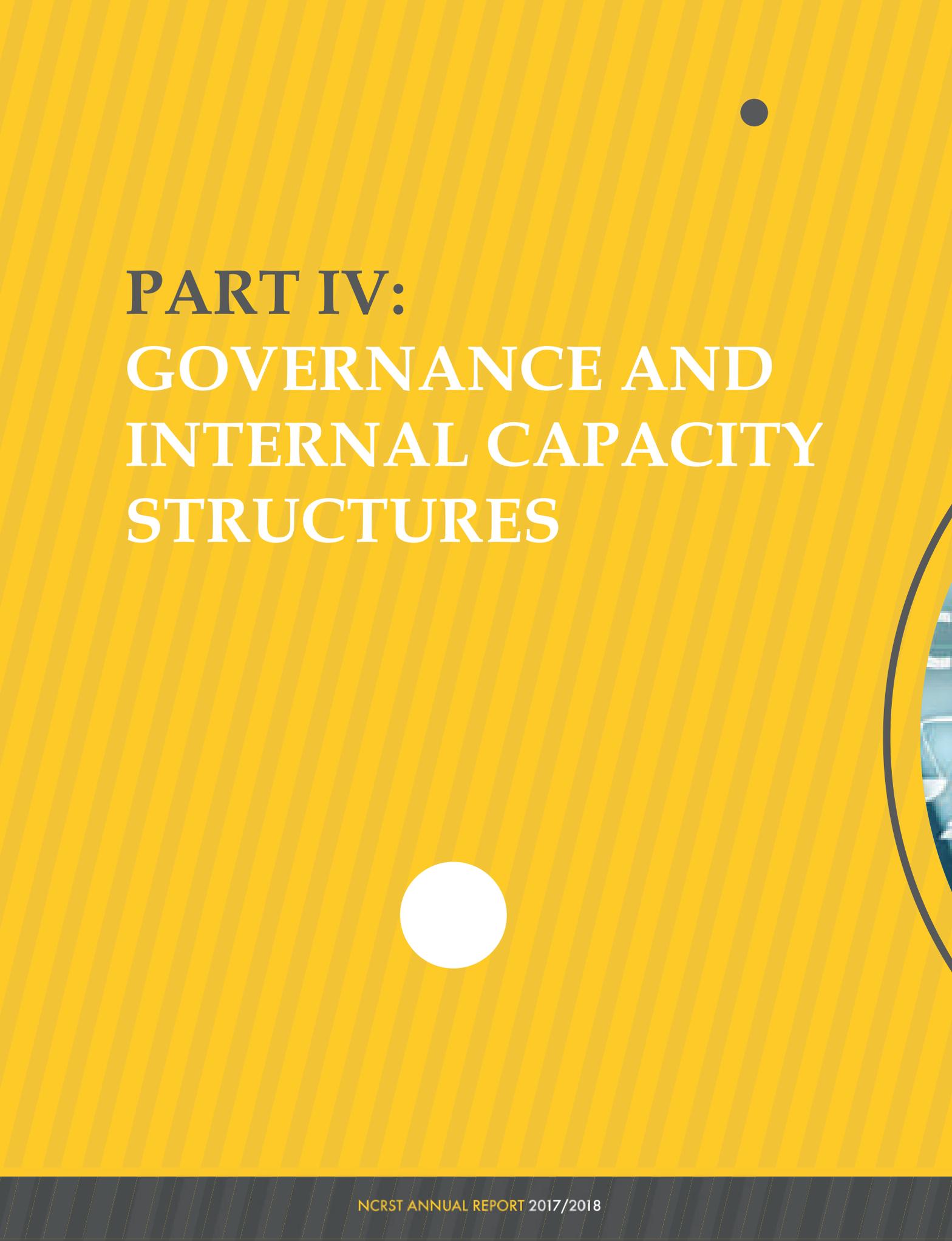
The Namibia Students Financial Assistance Fund (NSFAF) and the National Commission on Research Science and Technology (NCRST) announced a collaborative, jointly funded Call for Study Opportunities for Namibian Students to pursue doctoral degrees at the University of Turku, Finland in 2016.

There were 2 students awarded full scholarship to undertake studies under the Doctoral Programme in Mathematics and Computer Science at the University of Turku

Graduate School in Finland. The scholarship was awarded through a collaboration between NSFAP and NCRST. Classes commenced on 1 January 2017.

Thematic areas	Institution	Gender	Project Title	Total budget	Disbursed (up to April 2018)
ICT	Turku University	Female	Strategies to improving the performance of students with learning difficulties in Mathematics: A Namibian case	974,269.00	367,284.84
ICT	Turku University	Male	Methods for multivariate longitudinal data analysis	974,269.00	367,284.84





PART IV:
**GOVERNANCE AND
INTERNAL CAPACITY
STRUCTURES**



PART IV GOVERNANCE AND INTERNAL CAPACITY STRUCTURES

15 Internal Audit and Risk Management

NCRST developed a risk register to address risks targeting the Tier 1 Strategic Objectives. The risk based Internal Audit Plan was also developed to target the areas in which risks identified, are covered.

16 Legal Compliance

The NCRST is committed to ensure compliance to applicable statutory requirements. In this connection, the NCRST has conducted a legislative review workshop of the RST Act to facilitate amending of the Act. In terms of compliance with the RST Act, the NCRST has initiated the process of drafting the Compliance Risk Management Plan for the NCRST based on the audit conducted during the year under review. With the adoption of the Code of Conduct and Ethics Policy during 2014/2015 financial year, it is imperative that its implementation becomes a reality. For this reason, the NCRST conducted a workshop for its staff in order

to initiate process to implement the Code of Conduct and Ethics Policy. All NCRST management team members have also signed the declaration of outside interest in line with the Code of Conduct and Ethics Policy.

17 Quality Assurance and Operational Excellence

The NCRST is committed to ensure that it develops internal capacity in terms of establishing key delivery processes & supporting systems to meet service and efficiency standards.

18 Corporate Communications and Marketing

The NCRST is committed to ensure that it fulfils its mandate related to public understanding of STI through an effective stakeholder engagement strategy. In this connection, the Stakeholder Engagement Plan to coordinate our deliberate efforts with our stakeholders, was formulated. The stakeholder engagement that was conducted during the year under review includes various media campaigns and events to boost NCRST media-based awareness.

19 Human Resources and Organisational Development

The Human Resources and Organisational Development Office has a prime responsibility as an enabler of the Commission’s Strategy, by ensuring availability of the right human capital on different levels.

The following achievements were recorded:

- The NCRST signed a payroll agreement with AgriBank.
- It participated in the annual wage negotiations with NAPWU.
- Coordination of a 2 days’ management retreat as well as after-workshop activities related to organisational re-alignment.
- Team building efforts – A successful wellness week was hosted which included:
 - Health screenings
 - Meditation and affirmation
 - Wellness, work and life balance
 - Physical fitness and diet
 - Managing personal finances
 - Mental well-being.
- Successful participation in the annual financial audits, and
- Successfully submitted training claims from the NTA for a maximum claim of \$139,766.09.

Below is the Human Resources process update:

Description	Number
Resignations – Total	9
Resignations – General Staff	6
Resignations – Supervisory Staff	1
Resignations – Management Staff	1
Resignations – Executive Staff	1
Appointments	4
Promotion	1

- Effective and consistent implementation of various HR Policies/systems, i.e. monthly payroll management; administration and management of employees' benefits; recruitment and selection, employee relations, etc.
- Continuous implementation of Occupational Health and Safety (OHS) measures.
- Upgrade of the HR and Payroll Management system, from SAGE VIP Premier to SAGE VIP People.
- Staff development efforts - funding of thirteen (13) employees towards their further studies; with successful completion of the following qualifications:
 - Doctor of Philosophy × 1;
 - Master's Degree × 2;
 - Postgraduate Diploma × 2.
- Facilitation of a workshop with management on leave benefits and management.
- Organising and hosting the Wellness Week that also served as a teambuilding exercise for NCRST staff and resulted in the NCRST receiving a wellness award.

20 Corporate Financial Management

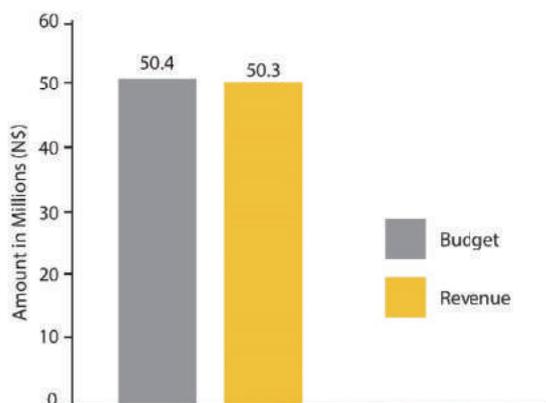
The NCRST highlighted major achievement during the 2017/18 financial year as follows:

- Drafted the Resource Mobilisation Policy and Investment Policy
- Reviewed the Supply Chain Management Policy and aligned it to the Public Procurement Act (Act 15 of 2015), designed at improving controls on procurement and payment processes for goods and services.
- Improved accounting processing and financial reporting.
- Improved turnaround times on grant management services.
- Enhanced Grant Management Financial Reporting Templates through strengthening grant controls, monitoring and evaluation of funded projects.
- Drafted the Resource Mobilisation Policy and submitted it for Commission approval.
- Drafted the Investment Policy and submitted it for Commission approval.

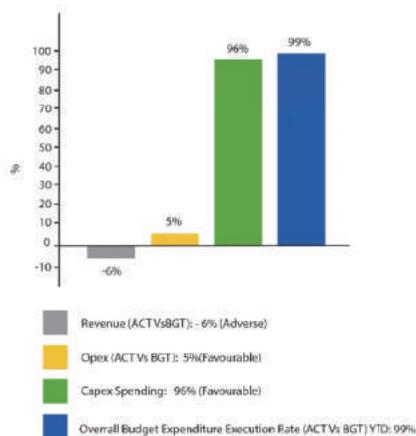
With the above measures, the NCRST (Fund) achieved the following results for 2017/2018:

Key Highlights:

Performance for the financial year ended 31 March 2018:



Revenue:



Opex:

The total fund operational expenditures recorded for the year amounts to N\$51.7 million, as compared to the budgeted expenditures of N\$54.5 million for the same period. This translates to a 5% cost saving.

Fund Operating Surplus/(Deficit):

The Fund has recorded an operating surplus of N\$1.4 million for the year, as compared to the budgeted operating deficit of N\$1.1 million for the same period. This translates to a better performance of 15%.

Capital Expenditures/Projects:

Total capital expenditures recorded for year amounts to N\$5.4 million as compared to the budget of N\$5.6 million. This translates into a budget execution of 96% for the year.

Overall Budget Expenditure Execution Rate:

The Commission's overall budget expenditure execution for the year stood at the rate of 99%, as at 31 March 2018.

21 Information Technology

NCRST achieved the following:

- Upgrading of the HR Management system, from SAGE VIP Premier to SAGE VIP People.
- Implementation of a new Help Desk and Desktop Management Software.
- Completion of the STI information management system (portal) and awaiting data population.

22 Challenges

The NCRST has challenges ranging from budget cuts, high staff turnover, delays in the appointment of Board of Commissioners, etc. which hampered the operation in a severe manner.

The following initiatives were planned but did not realised due to the above challenges:

- Launching of the Science Technology and Innovation – Information Management System (STI - IMS) Portal
- Population of the STI - IMS (portal)
- Integration of the Research Registration and Grant Management into STI - IMS Portal
- Approval of the draft STI Policy
- Implementation of the NPRSTI (2018 to 2022)
- Conduct the next R&D surveys
- Conducting the M&E for Policy implementation







ANNUAL FINANCIAL STATEMENTS 2017-2018



National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
General Information

Country of Incorporation	Namibia
Nature of Business and Principal activities	To coordinate, facilitate and develop research science and technology in Namibia
Commissioners	Dr. Nortin Titus - Chairperson Ms. Josephine /Haubas - Deputy Chairman Dr. Riaan Steenkamp Mr. Johannes Aipanda Dr. Tshali Iithete Ms. Mirriam Sezuni Mr. Joshua Kaumbi Ms. Sylvia Demas Mr. Benjamin Katjipuka Ms. Graca D'Almeida Ms. Elly Hamunyela Ms. Patience Saushini Ms. Johanna Andowa Ms. Ivonne Mujoro-Kaukuetu
Business Address	c/o Louis Raymond and Grant Webster Street Olympia, Windhoek
Postal Address	Private bag 13253 Windhoek Namibia
Bankers	First National Bank of Namibia Standard Bank
Auditors	Grand Namibia Registered Accountants and Auditors Chartered Accountants Namibia

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Index

The Reports and statements set out below comprise the annual financial statements presented to the shareholder:

Index	Page
Auditor General Audit Report	3
Commissioners Responsibilities and Approval	4
Independent Auditors Report	5-7
Commissioners Report	8
Statement of Financial Position	9
Statement of Comprehensive Income	10
Statement of Changes in Equity	11
Statement of Cash Flows	12
Accounting Policies	13 - 15
Notes to the Annual Financial Statements	16 - 21
Detailed Income Statement	22 - 23

AUDIT COMPLIANCE CERTIFICATE ON THE ACCOUNTS
OF THE NATIONAL COMMISSION ON RESEARCH, SCIENCE AND
TECHNOLOGY
FOR THE YEAR ENDED 31 MARCH 2018

The documentation as compiled by the firm Grand Namibia of Windhoek which is registered in terms of the Public Accountant's and Auditor's Act, 1951, who was appointed by the National Commission on Research, Science and Technology, has been examined by officials of the Office of the Auditor-General.

In terms of Section 26 & 27 of the Research, Science and Technology Act, 2004 (Act 23 of 2004), I certify that the above-mentioned audit of the annual financial statements for the year ended 31 March 2018 has been carried out to my satisfaction.

WINDHOEK, November 2018



JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL



National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Commissioners responsibilities and approval

The Commissioners are required to in terms of the Research, Science and Technology Act (Act No. 23 of 2004) to maintain adequate accounting records and are 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 Fund 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 commissions acknowledge that they are ultimately responsible for the system of internal financial control established by the Fund and place considerable importance on maintaining a strong control environment. To enable the Commissions to meet these responsibilities, the 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 Fund and all employees are required to maintain the highest ethical standards in ensuring the Fund's business is conducted in a manner that in all reasonable circumstances is above approach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the Fund endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Commissioners are of the opinion, based on the information and explanation given by management that then 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 Commissioners have reviewed the Fund's cash flow forecast for the year 31 March 2019 and, in the light of this review and the current financial position, they are satisfied that the Fund's external auditors and their report is presented on pages 5-7.

The annual financial statements set on pages 9 to 24, which have been prepared on the going concern basis, were approved on 28 January 2019 and were signed on its behalf by:



Dr. Nortin Titus (Chairperson)



Enid Keramen (Chief Executive Officer)

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Independent Auditors Report

To the Commissioners of the National Research, Science and Technology Fund

Opinion

We have audited the annual financial statements of National Research, Science and Technology Fund set out on pages 9 to 24, which comprise the statement of financial position as at 31 March 2018, and the statement of comprehensive income, the statement of changes in equity and statement of cashflow for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies and the Commissioner's report.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of National Research, Science and Technology Fund as at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards, and requirements of the Research, Science and Technology Act (Act No. 23 of 2004).

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are Independent of the Fund in accordance with the independence requirements applicable to performing audits of financial statements in Namibia which is consistent with the international Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). We have fulfilled our other ethical responsibilities in accordance with the ethical requirements applicable to performing audits in Namibia. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material Uncertainty Related to Going Concern

The ability of the Fund to continue as a going concern is dependent on a number of factors. The most significant of these is the Commissioner's ability to continue to procure funding for the ongoing operation of the Commission from the Ministry of Higher Education, Training and Innovation.

We draw attention to the Going concern paragraph 3 in the commissioners' Report, which indicates that the Fund realised a deficit during the year under review.

These events/circumstances indicate that a material uncertainty exists that may cast significant doubt on the Fund's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other information

The Commissioners are responsible for there other information. The other information comprises the detailed income statement which we obtained prior to the date of this auditor's report. The other information does not include the annual financial statements and auditors report thereon.

Our opinion on the 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.

Commissioners' Responsibility for the Annual Financial Statements

The funds commissioners are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards, and the requirements of the Research, Science and Technology Act (Act No. 23 of 2004) and for such internal control as the commissioners determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

In preparing the annual financial statements, the Commissioners are responsible for assessing the Fund'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 commissioners either intend to liquidate the Fund 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 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 ISAs 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 ISAs, we exercise professional judgements and maintain professional scepticism throughout the audit. We also: Identify and assess the risk 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 Fund's internal control.
- Evaluate the appropriateness of accounting policies used and reasonableness of accounting estimates and related disclosures made by Commissioners.
- Conclude on the appropriateness of the Commissioner'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 Fund's ability to continue as a going concern. If we conclude that material uncertainty exists we are required to draw attention in our auditors 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 conditions may cause the Fund 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 Commissioners 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.
- We also provide the commissioners with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Grad Nawibia

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Commissioners' Report

The Commissioners submit their report for the year ended 31 March 2018.

1. Establishment of the National Research, Science and Technology Fund

The National Research, Science and Technology Fund has been established in terms of section 23 of the Research, Science and Technology Act (Act No. 23 of 2004).

The National Commission on Science, Research and Technology is responsible for the management of the Fund in terms of Section 24(2) of the said Act.

2. Review of activities

Main business and operations

The Fund recorded a deficit of N\$ 1,236,909 (2017: N\$ 14,654,272 deficit) for the year under review.

3. Going concern

We draw attention to the fact that at 31 March 2018, the Fund realised a deficit of N\$ 1,236,909 (2017: N\$ 14,654,272 deficit).

The ability of the Fund to continue as a going concern is dependent on a number of factors. The most significant of these is that the Commissioners continue to procure funding for the ongoing operation of the Commission from the Ministry of Higher Education, Training and Innovation.

4. Events after the reporting period

The Commissioners are not aware of any matter or circumstance arising since the end of the financial year that has a material impact on the annual financial statements.

5. Commissioners

The Commissioners of the Fund during the year and to the date of this report are as follows:

Name	Appointment and Termination
Dr. Nortin Titus (Chairperson)	Appointed 12 October 2017
Ms. Josephine /Haubas (Deputy Chairperson)	Appointed 12 October 2017
Dr. Riaan Steenkamp	Appointed 12 October 2017
Mr. Johannes Ashipala	Appointed 12 October 2017
Dr. Tshali Iithete	Appointed 12 October 2017
Ms. Mirriam Sezuni	Appointed 12 October 2017
Mr. Joshua Kaumbi	Appointed 12 October 2017
Ms. Sylvia Demas	Appointed 12 October 2017
Mr. Benjamin Katjipuka	Appointed 12 October 2017
Ms. Elly Hamunyela	Appointed 12 October 2017
Ms. Graça D`Almeida	Appointed 12 October 2017
Ms. Patience Saushini	Appointed 12 October 2017
Ms. Johanna Andowa	Appointed 12 October 2017
Ms. Ivonne Mujoro-Kaukuetu	Appointed 12 October 2017

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Statement of Financial Position

		2018 N\$	2017 N\$
Assets			
Non-Current Assets			
Property, plant and equipment	3	21,831,299	21,782,987
Intangible assets	4	1,380,572	209,058
		23,211,871	21,992,045
Current Assets			
Cash and cash equivalents	5	15,200,293	4,114,565
Trade and other receivables	7	238,199	-
Total Assets		38,650,363	26,106,610
Equity and Liabilities			
Equity			
Retained income		12,647,728	13,884,637
Liabilities			
Non-Current Liabilities			
Deferred income	9	24,436,602	5,872,017
Current Liabilities			
Trade and other payables	6	417,586	5,490,706
Provisions	8	1,148,447	859,250
		1,566,033	6,349,956
Total Liabilities		26,002,635	12,221,973
Total Equity and Liabilities		38,650,363	26,106,610

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Statement of Comprehensive Income

		2018 N\$	2017 N\$
Revenue	11	147,463	13,870
Other Income	12	50,151,154	58,736,109
Operating expenses		(51,741,597)	(73,796,359)
Operating Surplus		(1,442,980)	(15,046,380)
Investment revenue	13	210,566	406,847
Finance costs		(4,495)	(14,739)
Deficit for the year		(1,236,909)	(14,654,272)

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Statement of Changes in Equity

	Retained income N\$	Total equity N\$
Balance at 1 April 2016		
Deficit for the year	28,538,909	28,538,909
Other comprehensive income	(14,654,272)	(14,654,272)
Total comprehensive Loss for the year	-	-
	(14,654,272)	(14,654,272)
Balance at 1 April 2017	13,884,637	13,884,637
Deficit for the year	(1,236,909)	(1,236,909)
Balance at 31 March 2018	12,647,728	12,647,728

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Statement of Cash Flows

		2018 N\$	2017 N\$
Cash flows from operating activities			
Cash receipts from Government and other sundry sources		68,625,003	60,317,587
Cash paid to suppliers and employees		(52,340,958)	(67,542,956)
Cash generated from (used in) operations	15	16,284,045	(7,225,369)
Finance costs	13	210,566	406,847
		(4,495)	(14,739)
Net cash from operating activities		16,490,116	(6,833,261)
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(3,884,141)	(21,249,549)
Purchase intangible assets	4	(1,520,247)	(210,646)
		(5,404,388)	(21,460,195)
Net cash from investing activities			
Total cash movement for the year		11,085,728	(28,293,456)
Cash at the beginning of the year		4,114,565	32,408,021
Total cash at end of the year		15,200,293	4,114,565

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and the Research, Science and Technology Act (Act No. 23 of 2004). The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars.

1.1 Property, plant and equipment

The cost of 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 company; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment loss.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

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

Item	Average useful life
Furniture and fixtures	7 years
Motor vehicles	5 years
Office equipment	5 years
Computer equipment	3 years
Leasehold improvements	3 years (Lease period)
Laboratory Equipment	3 years

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

1.2 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the Fund; and
- the cost of the asset can be measured reliably.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Computer Software	3 years

1.3 Financial Instruments

Initial recognition and measurement

The Fund classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement.

Financial instruments are measured initially at fair value, except for equity investments for which a fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets.

For financial instruments which are not at fair value through profit or loss, transaction costs are included in the initial measurement of the instrument.

Subsequent measurement

Financial instruments at fair value through profit or loss are subsequently measured at fair value, with gains and losses arising from changes in fair value being included in profit or loss for the period.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in profit or loss when there is objective evidence that the asset is impaired. Trade and other receivables are classified as loans and receivables.

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

1.4 Provisions and contingencies

Provisions are recognised when:

- the Fund 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.

1.5 Government grants

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

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.

1.6 Revenue

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

- the Fund has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the Fund 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 Fund; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the company;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue shall be recognised only to the extent of the expenses recognised that are recoverable.

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.

Interest is recognised, in profit or loss, using the effective interest rate method.

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Notes to the Annual Financial Statements

2018 **2017**
N\$ **N\$**

2. New Standards and Interpretations

2.1 Standards and interpretations not yet effective

The institution has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the institution accounting periods beginning on or after 01 April 2015 or later periods:

New and revised as at 31 March 2018

The following table contains effective dates of IFRS's, which have not been early adopted by the Commission and might affect future financial periods:

New standards

IAS/IFRS	Pronouncement	Effective Date
IFRS 15 Revenue from Contracts from Customers	New standard that requires entities to recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. This core principle is achieved through a five step methodology that is required to be applied to all contracts with customers.	01 January 2018
IFRS 16 Leases	New standard that introduces a single lessee accounting model and requires lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value	01 January 2019
IFRS 9	Classification and measurement of financial assets. Incorporating revised requirements for the classification and measurement of financial liabilities and carrying over the existing derecognition requirements from the IAS 39 Financial Instruments: Recognition and Measurement.	01 January 2018
IFRS 7 Statement of Cash Flows	Amendments requiring entities to disclose information about changes in their financial liabilities. The additional disclosures will help investors to evaluate changes in liabilities arising from financing activities, including changes from cash flows and non-cash changes (such as foreign exchange gains or losses).	01 January 2017

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Notes to the Annual Financial Statements

	2018			2017		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
3. Property, plant and Equipment						
Furniture and fixtures	2,355,245	(1,055,572)	1,299,672	2,349,285	(719,109)	1,630,176
Motor vehicles	1,415,127	(1,325,540)	89,587	1,415,127	(1,189,109)	226,018
Office equipment	142,826	(108,394)	34,433	132,480	(80,644)	51,836
Computer Equipment	3,317,180	(3,094,568)	222,612	3,282,733	(2,501,914)	780,819
Leasehold improvements	7,656,331	(3,277,155)	4,379,176	4,498,475	(1,289,274)	3,209,201
Laboratory Equipment	2,263,951	(857,239)	1,406,712	1,881,769	(102,588)	1,779,181
Work in progress	14,399,107	-	14,399,107	14,105,756	-	14,105,756
Total	31,549,767	(9,718,468)	21,831,299	27,665,625	(5,882,638)	21,782,987
Reconciliation of property, plant and equipment - 2018						
			Opening balance	Additions	Depreciation	Total
Furniture and fixtures			1,630,177	5,959	(336,464)	1,299,672
Motor vehicles			226,018	-	(136,431)	89,587
Office equipment			51,836	10,346	(27,750)	34,433
Computer Equipment			780,819	34,447	(592,653)	222,612
Leasehold improvements			3,209,201	3,157,856	(1,987,881)	4,379,176
Laboratory Equipment			1,779,181	382,182	(754,650)	1,406,712
Work in progress			14,105,757	293,350	-	14,399,107
			21,782,987	3,884,141	(3,835,829)	21,831,299
Reconciliation of property, plant and equipment - 2017						
Furniture and fixtures			1,329,728	584,342	(283,894)	1,630,176
Motor vehicles			508,411	-	(282,393)	226,018
Office equipment			78,584	-	(26,748)	51,836
Computer Equipment			1,750,991	179,207	(1,149,379)	780,819
Leasehold improvements			-	4,498,475	(1,289,274)	3,209,201
Laboratory Equipment			-	1,881,769	(102,588)	1,779,181
Work in progress			-	14,105,756	-	14,105,756
			3,667,714	21,249,549	(3,134,276)	21,782,987

Work in progress relates to Professional Fees incurred towards the construction of the GMO Testing, Training and Research Laboratory project.

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Notes to the Annual Financial Statements

4. Intangible Assets	2018			2017		
	N\$			N\$		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Computer software, other	1,975,722	(595,150)	1,380,572	455,476	(246,418)	209,058

Reconciliation of property, plant and equipment - 2018

	Opening balance	Additions	Depreciation	Total
Computer software	209,058	1,520,245	(348,731)	1,380,572

Reconciliation of intangible assets - 2017

	Opening balance	Additions	Amortisation	Total
Computer software	30,309	210,646	(31,897)	209,058

5. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	15,200,293	4,114,565
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6. Trade and other payables

Trade payables	417,586	4,722,840
Payroll accruals	-	759,181
Deposit received	-	8,685
	417,586	5,490,706

7. Trade and other receivables

Trade receivables	33,440	-
Payroll related prepayments	194,026	-
Advances	10,733	-
	238,199	-

8. Provisions

Reconciliation of provisions - 2018

Leave Provision	859,250	289,197	1,148,447
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Reconciliation of provisions - 2017

	Opening balance	Additions	Total
Leave Provision	839,204	20,046	859,250

Reconciliation of provisions - 2017

Leave Provision	839,204	20,046	859,250
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Leave pay is only paid out when the employee resigns. Leave pay is paid out based on the days accumulated.

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)

Annual Financial Statements for the year ended 31 March 2018.

Notes to the Annual Financial Statements

	2018 N\$	2017 N\$
9. Deferred income		
Grants related to assets:		
Carrying Value of Motor vehicles financed by the Ministry of Education	89,586	226,017
Development Grant- 2014	3,796,000	3,796,000
Development Grant- 2017	1,850,000	1,850,000
Development Grant- 2018	18,701,016	-
Closing balance	24,436,602	5,872,017
Opening balance	5,872,017	4,304,410
Additions	19,604,000	1,850,000
Release from deferred income	(1,039,415)	(282,393)
Closing balance	24,436,602	5,872,017
Deferred Revenue includes Development Grant of N\$ 3 796 000, N\$ 1 850 000 and N\$ 19 604 000 received in respectively, but partly not utilised as yet.		
10. Operating (deficit)		
Operating (deficit) for the year is stated after accounting for the following:		
Operating lease charges		
Premises		
Contractual amounts	3,979,644	3,378,746
Amortisation on intangible assets	348,731	31,897
Depreciation on property, plant and equipment	3,835,829	3,134,276
Employee costs	30,523,981	28,209,253
Research and development	291,965	761,296
11. Revenue		
Registration fees	147,463	13,870
12. Other income		
Government Grant	46,069,000	55,280,000
Sundry income	369,435	203,502
Grant Income Recognised	1,039,415	282,393
Government Grant- Rental	1,492,679	1,356,981
Resource Mobilisation Funds	1,180,625	1,613,233
Total other income	50,151,154	58,736,109
13. Investment revenue		
Interest revenue		
Bank	210,566	406,847

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Notes to the Annual Financial Statements

	2018 N\$	2017 N\$
14. Related parties		
Relationships		
Related party transactions		
Board and Councils Fees	778,425	1,247,449
Government Grants		
Ministry of Higher Education, Training and Innovation (operating lease grants is paid for by the Ministry of Works and Transport)	67,165,679	56,636,981
Key Management		
Salaries	3,720,061	3,751,515
15. Cash generated from (used in) operations		
(Deficit)/Surplus for the year		
Adjustments for:		
Depreciation and amortisation	(1,236,909)	(14,654,272)
Interest received	4,184,562	3,166,173
Finance costs	(210,566)	(406,847)
Movements in provisions	4,495 289,197	14,739
Movements in Deferred income	18,564,584	20,046
Trade and other receivables	(238,199)	(1,567,607) -
Trade and other payables	(5,073,119)	3,067,185
	16,284,045	(7,225,369)
16. Risk management		
Liquidity risk		
The company is reliant on government funding and the absence of adequate alternative sources of funds implies that the Fund could potentially be exposed to liquidity risk in the event that the government struggles financially or there is a delay in the disbursements of grants.		
Interest rate risk		
The Fund is exposed to interest rate risk as a result of excess cash holdings invested at variable rates.		
Credit risk		
Credit risk consists mainly of cash deposits. The Fund only deposits cash with major banks with high quality credit standing.		

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Notes to the Annual Financial Statements

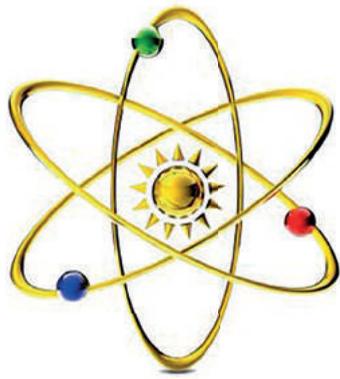
	2018 N\$	2017 N\$
17. Financial assets by category		
The accounting policies for financial instruments have been applied to the line items below:		
2018		
	Loans and receivables	Total
Cash and cash equivalents	15,200,293	15,200,293
2017		
	Loans and receivables	Total
Cash and cash equivalents	4,114,565	4,114,565
18. Financial liabilities by category		
The accounting policies for financial instruments have been applied to the line items below:		
2018		
	Financial liabilities at amortised cost	Total
Trade and other payables	417,586	417,586
2017		
	Financial liabilities at amortised cost	Total
Trade and other payables	5,490,706	5,490,706

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Detailed Income Statement

	2018 N\$	2017 N\$
Revenue		
Registration fees	147,463	13,870
Other income		
Sundry Income	1,550,060	1,816,735
Government Grant-	1,492,678	1,356,981
Operating lease	1,039,415	282,393
Grant Income Recognised	210,566	406,847
Interest received	46,069,000	55,280,000
Government grants	50,509,182	59,142,956
Expenses (Refer to page 21)	(51,741,597)	(73,796,359)
Operating (deficit)/surplus	(1,232,414)	(14,639,533)
Finance costs	(4,495)	(14,739)
Surplus/ (Deficit) for the year	(1,236,909)	(14,654,272)

National Research, Science and Technology Fund
(Administered by National Commission on Research, Science and Technology)
Annual Financial Statements for the year ended 31 March 2018.
Detailed Income Statement

	2018 N\$	2017 N\$
Operating expenses		
Advertising	(389,089)	(3,498,933)
Air travel costs	(223,341)	(2,570,302)
Astrio Quiz	(975)	(1,057,088)
Auditors remuneration	(76,820)	(78,450)
Bad debts	(4,562)	(711,935)
Bank charges	(38,850)	(59,427)
Bilateral and Multilateral	(1,616,580)	(548,132)
Board and Councils Meetings	(46,062)	(30,162)
Cleaning	(207,598)	(268,379)
Computer expenses	(1,548,320)	(1,723,803)
Consulting fees	(460,557)	(146,328)
Depreciation, amortisation and impairments	(4,184,562)	(3,166,173)
Electricity and Water	(854,787)	(273,779)
Employee cost	(30,523,981)	(28,209,253)
Board and Council fees	(778,425)	(1,247,449)
Estate Repairs and Maintenance	(164,130)	(627,397)
Grants on Requests	(422,121)	(4,941,496)
ICGEB Membership Fees	(4,190)	(13,083)
IST Africa	(6,880)	(23,330)
Insurance	(319,828)	(265,265)
Lease rentals on operating lease	(3,979,644)	(3,378,746)
Leasing and Hiring	-	(26,390)
Local Travel and Accommodation cost	(86,094)	(1,564,490)
Magazines, books and periodicals	-	(10,200)
National Biotechnology Programme	(748)	(459,187)
National IKS and Plato Project	(21,308)	(505,023)
National Science Fair	(1,760)	(2,955,455)
Office Expenses	(189,412)	(275,764)
Pearl Millet Project	(18,030)	(77,142)
Petrol and oil	(74,143)	(121,639)
Platform for linkage creation	(328,252)	(1,327,038)
Postage	(13,843)	(27,358)
Printing and stationery	(418,737)	(771,953)
Project Management Expense	(1,172,704)	(1,720,379)
QMS Programme	(26,117)	(1,036,434)
Relocation Expenses	-	(22,330)
Research and development costs	(291,965)	(843,919)
STI Capacity, legal and policy	(366,935)	(2,268,052)
Security	(564,268)	(341,176)
Software expenses	(9,083)	(215,010)
Space Science Project	(18,495)	(364,448)
Staff welfare	(150,085)	(151,575)
Survey and Benchmarking	(243,974)	(720,025)
Telephone and fax	(643,297)	(682,964)
Training and Workshops	(1,187,169)	(4,330,471)
Vehicle repairs and Maintenance	(63,878)	(138,438)
	(51,741,597)	(73,796,359)



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