

**NCRST**  
NATIONAL COMMISSION ON  
RESEARCH, SCIENCE & TECHNOLOGY

# Integrated Annual Report 2022/23

—  
*Annual Report  
National Commission on Research,  
Science & Technology (NCRST)  
FY 2022/23*



**H<sub>2</sub>**  
HYDROGEN



<https://ncrst.na>



*“This report highlights the progress NCRST achieved in driving research, innovation, and socio-economic growth in Namibia.”*

# TABLE OF CONTENTS

<b>Executive Summary</b> .....	<b>4</b>	<b>ix. Operational Review</b> .....	<b>30</b>
<b>i. Chairperson’s Statement</b> .....	<b>5</b>	1) Office of the Chief Executive Officer (CEO) .....	30
<b>ii. CEO’s Report</b> .....	<b>7</b>	2) Research, Science, Technology, Innovation, Coordination and Support (RSTIC&S) .....	41
<b>iii. Commissioners</b> .....	<b>9</b>	3) Innovation Technology Development Department (ITD) .....	52
1) Profiles of Commissioners .....	10	4) Business Support Services .....	62
2) Board Committees .....	13	<b>x. Human Capital</b> .....	<b>64</b>
3) Report from Board Committees and Commission Meetings .....	14	1) Employee Demographics .....	64
<b>iv. Executive Management Committee (EMC)</b> .....	<b>17</b>	2) Staff Complement .....	65
<b>v. Strategic Overview</b> .....	<b>19</b>	3) Talent Management .....	65
1) About Us, Mandate, Vision, and Values .....	19	4) Employee Engagement and Retention .....	65
2) Industry Trends and Market Analysis .....	20	5) Training and Development .....	65
<b>vi. Governance</b> .....	<b>23</b>	6) Recruitment and Employment Equity .....	65
1) Governance Framework .....	23	7) Employee Wellness .....	65
2) Acts .....	23	<b>xi. Stakeholder Engagement</b> .....	<b>66</b>
3) Compliance and Regulatory Framework .....	24	1) Engagement with Key Stakeholders .....	66
4) Ethics and Social Responsibility .....	25	2) Community Outreach and Corporate Social Responsibility .....	66
<b>vii. Risk Management</b> .....	<b>26</b>	<b>xii. Future Outlook</b> .....	<b>67</b>
1) Risk Management Framework .....	26	1) Challenges and Opportunities .....	67
2) Key Risks and Mitigation Strategies .....	26	2) Strategic Direction for Next Year .....	67
<b>viii. Financial Review</b> .....	<b>27</b>	3) Conclusion .....	67
1) Financial Performance Overview .....	27	<b>xiii. Appendices</b> .....	<b>68</b>
2) Fund Income .....	27	1) Glossary .....	68
3) Operational Expenditures .....	28	2) Acronyms .....	69
4) Fund Surplus/(Deficit) .....	28	3) Financial Statements .....	1-21
5) Achievements and Challenges .....	29		

# EXECUTIVE SUMMARY

---

The Integrated Annual Report of the National Commission on Research, Science & Technology (NCRST) provides a comprehensive overview of the organisation's performance and activities during the 2022/23 Financial Year. The report covers various aspects, including strategic overview, governance, risk management, financial review, operational review, human capital, stakeholder engagement, future outlook and appendices.

The Chairperson's Statement sets the tone for the report, highlighting the NCRST's achievements, challenges, and future prospects. The CEO's Report offers a detailed analysis of the organisation's performance, outlining key initiatives and milestones.

The report provides profiles of the Commissioners, including their roles and responsibilities, as well as information on the Board Committees. It also presents the outcomes of Board Committee meetings and Commission meetings.

Moreover, it highlights the vital role of the Executive Management Committee (EMC) in providing strategic leadership and guidance for the NCRST's promotion of research, science and technology in Namibia.

A strategic overview section outlines the vision, mission, and values of the organisation, along with an industry trends and market analysis section that provides insights into the current market dynamics and emerging trends.

The governance section delves into the organisation's governance framework, compliance, regulatory framework, and commitment to ethics and social responsibility. The risk management section discusses the organisation's risk management framework, key risks and mitigation strategies.

The financial review section offers an overview of NCRST's financial performance, including a financial performance overview as well as achievements and challenges.

An operational review is provided for each department within the organisation, including the Office of the CEO, Research, Science, Technology & Innovation Coordination & Support (RSTICS), Innovation Technology Development (ITD), and Business Support Services (BSS). Each department's activities, achievements, and challenges are highlighted.

The human capital section examines employee demographics, talent management initiatives, and employee engagement and retention strategies.

Stakeholder engagement is emphasised in a dedicated section, which discusses the organisation's engagement with key stakeholders and its efforts in community outreach and corporate social responsibility.

The report concludes with a future outlook section that outlines the challenges and opportunities ahead, as well as the strategic direction for the next year.

Appendices provide additional information, such as a glossary, acronyms, financial statements and other relevant details.

Overall, the Integrated Annual Report offers a comprehensive view of NCRST's performance, strategic direction, governance, risk management, financials, operations and human capital, showcasing its commitment to advancing research, science and technology in Namibia.

# i. CHAIRPERSON'S STATEMENT

---

I am delighted to present the Integrated Annual Report of the National Commission on Research, Science & Technology (NCRST) for the 2022/23 Financial Year. This report highlights the progress NCRST achieved in driving research, innovation, and socio-economic growth in Namibia.

Under the distinguished leadership of Dr Nortin Titus, the outgoing Chairperson, and his team of Commissioners, NCRST reached significant milestones in its mandate. NCRST extends its heartfelt appreciation to Dr Titus and the entire Board for their exceptional guidance, support and dedication throughout their tenure. Their contributions have been instrumental in shaping the strategic direction of NCRST and laying a solid foundation for our future endeavours.

Through the Hon Dr Itah Kandjii-Murangi, Minister of Higher Education, Technology & Innovation (MHETI), NCRST extends its sincere gratitude to the Government of the Republic of Namibia for recognising our vital role of the national research facilitation responsibility towards national development.

In this annual report, NCRST explores the key achievements, notable milestones, and impactful initiatives that have shaped our journey throughout the 2022/23 Financial Year. NCRST also addresses the challenges encountered and the strategies implemented to overcome them, showcasing our resilience and unwavering commitment to our mission.

Aligned with Namibia's national development goals, NCRST's strategic direction has focused tremendously on driving innovation, fostering collaboration, and ensuring the long-term sustainability of our organisation. During the period under review, significant progress was made in promoting interdisciplinary research, strengthening partnerships, and creating an enabling environment for scientific breakthroughs. Innovation, collaboration, and societal impact remain NCRST's top priorities.

NCRST extends its heartfelt appreciation to all stakeholders who have contributed to the pursuit of scientific excellence. Our engagements with government agencies, academia, industry, and the public have been instrumental in shaping our initiatives. The partnerships and collaborations forged indispensably facilitated knowledge exchange, technology transfer and economic growth.



**Prof Jacob Nyambe**  
Chairperson



*During the period under review, significant progress was made in promoting interdisciplinary research, strengthening partnerships, and creating an enabling environment for scientific breakthroughs.*

## i. CHAIRPERSON'S STATEMENT

During the period under review, NCRST would also like to extend gratitude to Ms Albertina Ngurare for her contributions during her tenure as the Acting Chief Executive Officer (CEO).

As NCRST continues to navigate in difficult economic times, we remain steadfast in our commitment to prudent financial management and the exploration of innovative funding models. NCRST recognises the importance of capacity building and talent development, and we prioritise training and development opportunities for our researchers and scientists.

Looking ahead, NCRST will strengthen its research infrastructure, promote interdisciplinary collaborations, and foster inclusivity and diversity in the research and technology sectors. Our goal is to address pressing challenges, contribute to evidence-based policymaking, and drive positive change in Namibia.

In conclusion, NCRST is extremely proud of the achievements accomplished during the 2022/23 Financial Year and the positive impact made in advancing Namibia's research and technology landscape.

It is through collective efforts with our stakeholders that we can make significant strides in research, science and technology, working towards a prosperous and knowledge-driven Namibia.

With this report, I express my optimism for the future of NCRST. With the new leadership of Prof Anicia Peters as Chief Executive Officer (CEO), NCRST will be reaching new heights in driving research, science, technology, and innovation. We value the partnerships we have forged and will continue to engage stakeholders for knowledge exchange in realising our national mandate.

Thank you for your continued commitment and collaboration as we strive to contribute to the prosperity and well-being of Namibia and its people.

Thank you.



### Chairperson

National Commission on Research, Science & Technology (NCRST)

## ii. CEO'S REPORT

---

I am delighted to present the CEO's Report for the 2022/23 Financial Year, highlighting the progress and achievements of the National Commission on Research, Science & Technology (NCRST). This year has been nothing short of remarkable as we continue to drive research, science, and technology in Namibia, making progress towards our mission of promoting innovation and contributing to national development.

Our dedication to empowering entrepreneurs and fostering innovation has yielded good results. One significant accomplishment is the successful organisation of FemBioBiz IV, an initiative that has empowered female entrepreneurs in remarkable ways. Through this programme, we provided e-commerce training, mentorship and funding opportunities to women-led startups, driving innovation and fuelling economic growth.

Our Grassroot Innovation Programme (GIP) played a pivotal role in facilitating grassroots innovation. By extending support and resources to local communities, we helped nurture social innovative ideas from community-level SMEs, transforming them into viable products or services through comprehensive training and coaching.

Another noteworthy endeavour is the BOOST Up Series, a programme that focused on capacity building and training for startups and entrepreneurs. Through an array of workshops, seminars, and networking events, we equipped participants with the necessary skills and knowledge to thrive in the vibrant innovation ecosystem.

Our active participation in the SIDA/UNESCO project further demonstrates our commitment to shaping the research, science, and technology landscape in Namibia. Through stakeholder consultation workshops held across various locations, we have made significant progress in the development of approved and draft documents that will have a lasting impact on research and innovation in the country.

In our continuous pursuit of increasing research publication output, we implemented strategic initiatives to enhance the Namibian Journal for Research, Science and Technology (NJRST). By improving publication processes, expanding online journal subscriptions, and fostering collaborations with other journals, we successfully migrated NJRST to a continental platform hosted by the prestigious University of Cape Town (UCT), marking a significant milestone in our efforts.



**Prof Anicia Peters**  
Chief Executive Officer

*Looking ahead, we acknowledge the challenges before us, including the reduction in shareholder funding and budgetary constraints that impact our spending on Research, Science, Technology, and Innovation (RSTI) activities.*

## ii. CEO'S REPORT

Financially, the NCRST demonstrated resilience and responsible management throughout the 2022/23 Financial Year. Despite the challenges we encountered, we maintained financial stability by analysing revenue sources and managing expenditures. Our total fund income amounted to an impressive N\$40.6 million, with research and GMO permit revenue reaching N\$397,319, government grant income totalling N\$32 million, and additional income of N\$8.2 million. Although we experienced a slight decline in fund income due to reduced government funding, the positive trends in research and GMO permit revenue signifies growth in our core revenue streams.

To ensure financial prudence, we implemented effective cost control measures, resulting in operational expenditures of N\$41.5 million, a reduction compared to the previous year. By optimising resource allocation and prioritising cost-efficiency, we not only managed operational costs effectively but also remained steadfast in fulfilling our mandate.

While the financial year concluded with a deficit of N\$633,000, I must assure you that the NCRST is fully committed to achieving financial sustainability. We are actively exploring revenue growth opportunities, reinforcing cost control measures, and strengthening our internal controls and risk management practices. These efforts are aimed at reducing our reliance on government grants and therefore positioning NCRST for a self-sustaining financial future.

Looking ahead, we acknowledge the challenges before us, including the reduction in shareholder funding and budgetary constraints that impact our spending on Research, Science, Technology and Innovation (RSTI) activities. Our focus on strategic partnerships, innovative initiatives, and efficient resource management will enable us to continue driving positive change in the research and technology landscape of Namibia.

In conclusion, I am proud to reflect on the achievements of the 2022/23 Financial Year and the impactful contributions the NCRST has made to advance Namibia's research and technology landscape. I extend my heartfelt gratitude to the outgoing Chairperson, Dr Nortin Titus, and our esteemed Board members for their invaluable contributions. I also extend my deepest appreciation to Ms. Albertina Ngurare, the NCRST team, stakeholders, and esteemed partners for their unwavering support, collaboration and steadfast dedication.

Together, we will continue to contribute to the prosperity and well-being of Namibia through our steadfast commitment to research and innovation.

Thank you.



**Chief Executive Officer**  
National Commission on Research,  
Science & Technology (NCRST)



## iii. COMMISSIONERS

---

The NCRST remains steadfast in its commitment to advancing research, science and technology in Namibia. In this section of the 2022/23 Integrated Annual Report, the NCRST aims to highlight the crucial role played by our Commissioners within our governance structure. The NCRST emphasises the expertise and strategic guidance provided by both our former and current Commissioners.

Additionally, the report examines the vital role of the Commissioner's Committees and the appointment of our new CEO, signifying leadership milestones for the NCRST. Through this section, stakeholders will gain an understanding of the NCRST's governance framework, the achievements of our Commissioners, and our organization's commitment to driving research, science, and technology for Namibia's progress.

### Commissioners

The NCRST is privileged to have a group of Commissioners who bring a diverse range of expertise to the table. With backgrounds spanning research, science, technology, legal, financial and human resources (HR), the NCRST's Commissioners offer insights and perspectives that help the organization to set strategic priorities that are aligned with the organization's mission and goals. This diversity allows for discussions and well-informed decision-making, ensuring effective oversight of the NCRST's operations. Representing academia, industry, and the public sector, the NCRST's Commissioners foster a holistic approach to governance.

The primary mandate of the NCRST's Commissioners is to provide strategic direction and guidance to the organisation. They play a pivotal role

in setting the NCRST's goals and objectives, ensuring alignment with national priorities and the advancement of research, science, and technology in Namibia. The Commissioners of the NCRST meet regularly to review and approve budgets, strategic plans, programs, and initiatives that propel the NCRST's mission forward. They are committed to upholding the NCRST's compliance with all relevant laws, regulations, and ethical standards. They actively monitor the NCRST's operations to ensure transparency, accountability, and responsible resource utilisation. This has fostered a culture of integrity within the organization.

The Commissioners' collective expertise and experience have played a pivotal role in the NCRST's achievements and successes. Their understanding and knowledge of the research, science, and technology landscape have enabled them to navigate the ever-evolving field with precision and effectiveness.

The Commissioners demonstrate astute foresight, insights, and strategic thinking. They identify emerging trends, anticipate challenges, and seize opportunities within the research, science, and technology sectors. Their insights and strategic thinking have guided the NCRST to new heights of innovation and knowledge creation.

In addition, the Commissioners leverage their wealth of knowledge and experience to provide guidance and direction to the NCRST. They are committed to ensuring that the NCRST remains a world-class organization that is making a positive impact on Namibia's development. They have an understanding of best practices, industry and global

Collaborations. This has positioned the NCRST at the forefront of scientific innovation.

Through their expertise, the NCRST has forged strategic partnerships, fostered collaborations and driven transformative research initiatives with far-reaching impact.

The Commissioners are also committed to excellence and continuous improvement. They are dedicated to advancing research, science, and technology, and they inspire and motivate the entire NCRST team to strive for excellence and surpass expectations.

The Commissioners actively engage with stakeholders and participate in various Commissioner Committees. They make invaluable contributions to committees such as the Human Resources Committee, Finance, Risk, and Audit Committee, and the Foundation on Research Science and Technology Committee. In these capacities, they diligently oversee specific areas of the NCRST's operations, ensuring effectiveness, compliance, and continuous improvement.

Their collective wisdom, expertise, and unwavering commitment empower the NCRST to fulfill its mission and make significant contributions to the socio-economic development of the nation.

The NCRST extends its sincere appreciation to its Commissioners for their contributions, dedication, and exemplary leadership.

### iii. COMMISSIONERS

## 1. Profiles of Commissioners

### Former Commissioners

Under the visionary leadership of Dr Nortin Titus, the previous Commissioners played a pivotal role in driving the NCRST's growth. Their expertise and forward-thinking leadership shaped the organisation and fostered collaborations across academia, industry, and government sectors, establishing a strong foundation for progress.

The former Commissioners, whose term started on 28 September 2017 and ended on 30 July 2022, comprised of the following individuals:

1. Dr Nortin Titus (Chairperson)
2. Ms Josephine /Haubas (Deputy Chairperson)
3. Dr Tshali Iithete
4. Ms Graca Bauleth D'Almeida
5. Ms Elly Hamunyela
6. Ms Patience N Saushini
7. Dr Riaan Steenkamp
8. Ms Sylvia Demas
9. Ms Ndiitah Nghipondoka-Robiati

10. Ms Mirriam Sezuni
11. Ms Johanna Andowa
12. Ms Ivonne Mujoro-Kaukuetu

During the second quarter of the 2022/23 Financial Year, the organisation underwent a significant transition with the appointment of new Commissioners. This transition marked a milestone in the organisation's governance structure, ensuring fresh perspectives and expertise to drive its future initiatives.

While the former Commissioners did not convene a meeting during this period, the focus was on facilitating a seamless transition and preparing the new Commissioners for their roles and responsibilities. The organisation expresses gratitude for the contributions made by the previous Commissioners and is enthusiastic about the opportunities and achievements that lie ahead with the new leadership in place.



### iii. COMMISSIONERS

#### Current Commissioners

The current NCRST Commissioners, appointed on 18 August 2022, consist of accomplished individuals dedicated to promoting scientific excellence in Namibia and advancing research, science, and technology for national development. These Commissioners, who will serve a three-year term ending on 18 August 2025, were appointed by Hon Dr Itah Kandjii-Murangi, Minister of Higher Education, Technology, and Innovation (MHETI). Each Commissioner brings a diverse set of qualifications, fresh perspectives, and expertise, further enhancing the organisation's ability to drive scientific excellence and innovation in Namibia.

#### Profiles of Current Commissioners:

**Prof Jacob Nyambe (Chairperson):** With over 18 years of experience in Namibia and South Africa, Prof Jacob Nyambe serves as the Executive Dean of the Faculty of Commerce, Management and Law where he is overseeing multiple schools at the University of Namibia (UNAM). He is widely recognised for his expertise in quantitative economic policy areas and applied econometric techniques, contributing to the academic community through extensive research, consultancies, and fundraising. Prof Nyambe's leadership and knowledge in the field are invaluable assets to the NCRST and its mission in promoting scientific excellence and innovation in Namibia. His expertise is in orthodox economics and its applications to the primary sectors. His research interests are in economics of growth, risk and uncertainty, development finance, climate change, agricultural policy, and livelihoods.



**Prof Teresia Kaulihowa (Deputy Chairperson):** Prof Kaulihowa holds the position of Associate Dean at the School of Commerce and Management Sciences at the Namibia University of Science & Technology (NUST). With a wealth of academic and leadership experience, her focus lies in financial economics, poverty alleviation, and addressing inequality issues. Prof Kaulihowa actively contributes to advancing knowledge in her field and plays a pivotal role in shaping the strategic direction of research and scientific endeavours in Namibia.

**Dr Fillemon Nangolo (Member):** Dr Nangolo is an accomplished academic, researcher, technical expert and leader in the field of Engineering (Mechanical & Industrial), Innovation, Research and Development, who brings extensive experience and expertise in providing technical, academic, strategic, and transformational leadership. Through his diverse academic experiences at both UNAM and NUST, as well as his industrial and leadership positions, he has showcased proficiency in academia, engineering, research, and development. Dr Nangolo's contributions extend beyond academia, as he actively engages in community and industrial development initiatives. His notable research accomplishments in areas such as structural and vibration analysis, dynamic modelling, control systems, manufacturing, renewable energy systems, innovation, business process re-engineering, operation, and maintenance greatly benefit Namibia's scientific landscape.



### iii. COMMISSIONERS

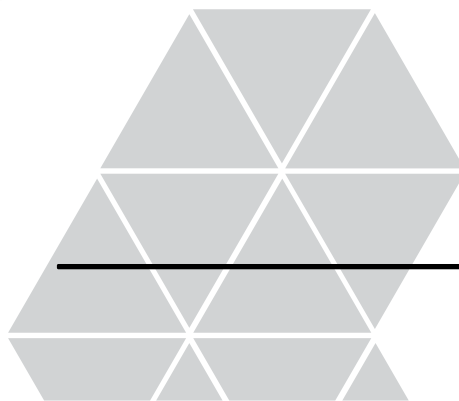


**Dr Marius Mutorwa (Member):** Dr Mutorwa, a senior researcher and lecturer, has been instrumental in the establishment and development of the Department of Biology, Chemistry and Physics at the Namibia University of Science and Technology (NUST). Dr Mutorwa's research focuses on the development of innovative, natural product-inspired solutions for various industries such as therapeutics, agriculture, bio-based materials manufacturing, bio-energy production, and environmental remediation. Moreover, he possesses extensive expertise in the field of Intellectual Property (IP) management and commercialisation strategies. With a strong commitment to academia, research and innovation efforts in Namibia, his work has far-reaching implications for sustainable development and environmental stewardship.

**Ms Alisa Amupolo (Member):** Ms Amupolo is a highly accomplished leader who currently serves as the Chief Executive Officer (CEO) of Namib Desert Diamonds (NAMDIA), Namibia's state-owned diamond marketing and sales company. She is an all-rounder who has served across a broad spectrum of industries. She possesses a solid foundation in overseeing cross functional teams namely; commercial, technical, and engineering functions, finance, and administration inclusive of HR and Procurement, Legal and Governance, and by extension Audit and IT. Her multifaceted experience and insights contribute to the overall success and growth of Namibia's diamond sector. Prior to that she was a former CEO of PowerCom, a tower company. In addition to her role at NAMDIA, she is an independent non-executive director at Energy Utilities Assets (Pty) Ltd and The Namibian. She holds a Master of Arts (MA): International Communications from the University of Leeds and a Bachelor of Arts: Media studies from the University of Namibia. She is an alumni of the London Business School's Emerging Leaders Programme and a graduate of the Stanford Seed transformation programme.



**Ms Nailoke Mhanda (Member):** With an impressive track record spanning over for 20 years, Ms Mhanda is a highly-skilled Namibian legal practitioner, duly admitted by the High Court of Namibia. Her expertise lies in corporate-commercial law, corporate governance, energy law and international arbitration, making her invaluable assets to the NCRST. Currently a point of reference in the legal, compliance and governance space, Ms Mhanda's proficiency and her unwavering commitment to research significantly contribute to the development and success of Namibia's legal landscape.



### iii. COMMISSIONERS



**Prof Martha Kandawa-Schulz (Member):** Prof Kandawa-Schulz is a biosafety expert and academic leader. With extensive experience as the Head of Department (HOD) in the Department of Chemistry and Biochemistry at the University of Namibia (UNAM) for six years, she has held key positions such as Chairperson of the Namibia Standard Council (NSC), Chairperson of the Namibia Biotechnology Association (NABA), and later Chairperson of the Biosafety Council. Her contributions include promoting biotechnology development and ensuring the safe and responsible use of genetically modified organisms (GMOs) in Namibia. Prof Kandawa-Schulz's expertise in biosafety research and dedication to responsible biotechnology practices contribute to scientific advancements in the country. She is a respected leader, esteemed scientist, and passionate advocate for the responsible use of biotechnology, making her an invaluable asset to the field.

**Mr Titus Kanyanda (Member):** Mr Kanyanda is an accomplished Chartered Accountant registered with the Institute of Chartered Accountants in Namibia. With extensive expertise in finance, auditing and management consulting, he plays a pivotal role in the effective management of research and scientific activities in Namibia. In addition to offering management consulting services through his firm, ProlifiK Consulting, Mr Kanyanda holds the position of Group FM at MeatCo. His financial acumen and strategic insights greatly contribute to the success and growth of the NCRST's endeavours.



With their diverse backgrounds, exceptional accomplishments, and unwavering commitment to scientific excellence and innovation, the Commissioners at the NCRST are perfectly positioned to drive Namibia's research, science, and technology landscape to unprecedented heights. Their visionary leadership and expertise empower the organisation to propel the nation forward in realizing its scientific aspirations. As guardians of progress, these Commissioners bring invaluable knowledge and experiences that will shape a brighter future for research and technology in Namibia.

## 2. Board Committees

The NCRST has established three committees to enhance its functioning and oversight:

### Human Resources Committee (HRC):

<b>Chairperson</b>	Ms Nailoke Mhanda
<b>Deputy Chairperson</b>	Dr Fillemon Nangolo
<b>Committee Member</b>	Prof Martha Kandawa-Schulz
<b>Responsibilities</b>	The HRC focuses on formulating and implementing effective human resources strategies, policies, and practices to support the workforce of the Commission. The primary objective of the HRC is to create a conducive working environment and actively drive talent management within the organisation.

### iii. COMMISSIONERS

#### Finance, Risk, and Audit Committee (FAC):

<b>Chairperson</b>	Mr Titus Kanyanda
<b>Deputy Chairperson</b>	Ms Alisa Amupolo
<b>Committee Member</b>	Prof Teresia Kaulihowa
<b>Responsibilities</b>	The FAC is responsible for the oversight of financial management, including conducting risk assessments and monitoring audit outcomes within the NCRST. It ensures the implementation of sound financial practices, assesses, and mitigates risks, and provides diligent oversight of audit engagements. By promoting transparency and accountability, the FAC significantly contributes to the overall integrity and effectiveness of the NCRST's financial operations.

#### Foundation on Research Science and Technology (FRST):

<b>Chairperson</b>	Dr Fillemon Nangolo
<b>Deputy Chairperson</b>	Dr Marius Mutorwa
<b>Committee Members</b>	Mr Titus Kanyanda, Prof Martha Kandawa-Schulz, Prof Jacob Nyambe
<b>Responsibilities</b>	The FRST plays a crucial role in promoting, coordinating, developing, and advancing research, science, and technology across all sectors in Namibia. Its primary objective is to minimise duplication and overlapping in these fields, ensuring effective utilisation of resources and fostering synergy among various stakeholders.

The committees at NCRST play a crucial role in overseeing key areas, ensuring efficient management, and fostering research and technological advancements in Namibia. With their expertise and unwavering dedication, they significantly contribute to the overall success of the organisation, driving scientific excellence and advancing the research, science, and technology agenda.

### 3. Report from Board Committees and Commission Meetings

The NCRST operates through multiple committees that ensure effective governance and oversight. The table below provides details of the scheduled Commission and Committee meetings for Quarters 3 and 4 of the financial year, including attendance information. These quarterly meetings involve the participation of diverse members and play a crucial role in shaping the strategic direction and operational processes of the organisation. The "Attendance" column specifies the attendance record for each meeting.

### iii. COMMISSIONERS

#### Commission and Committee Meeting Schedule:

	Quarter 3		Quarter 4	
	Ordinary Meeting	Attendance	Ordinary Meeting	Attendance
HRC	21 Nov 2022	Ms Nailoke Mhanda Dr Fillemon Nangolo Prof Martha Kandawa-Schulz	07 March 2023	Ms Nailoke Mhanda Dr Fillemon Nangolo Prof Martha Kandawa-Schulz
FAC	21 Nov 2022	Mr Titus Kanyanda Prof Teresia Kaulihowa	08 March 2023	Mr Titus Kanyanda Ms Alisa Amupolo Prof Teresia Kaulihowa
FRST	23 Nov 2022	Dr Fillemon Nangolo Dr Marius Mutorwa Mr Titus Kanyanda Prof Martha Kandawa-Schulz Prof Jacob Nyambe	09 March 2023	Dr Fillemon Nangolo Dr Marius Mutorwa Prof Martha Kandawa-Schulz Prof Jacob Nyambe
Commission meeting	30 November 2022	Dr Fillemon Nangolo Dr Marius Mutorwa Mr Titus Kanyanda Prof Martha Kandawa-Schulz Prof Jacob Nyambe Ms Alisa Amupolo Prof Teresia Kaulihowa Ms Nailoke Mhanda	27 March 2023	Dr Fillemon Nangolo Dr Marius Mutorwa Mr Titus Kanyanda Prof Martha Kandawa-Schulz Prof Jacob Nyambe Ms Alisa Amupolo Prof Teresia Kaulihowa Ms Nailoke Mhanda
	11 October 2022	Dr Fillemon Nangolo Dr Marius Mutorwa Mr Titus Kanyanda Prof Martha Kandawa-Schulz Prof Jacob Nyambe Ms. Alisa Amupolo Prof Teresia Kaulihowa Ms Nailoke Mhanda		

#### Commission Activities:

##### Commission Meeting

The Commissioners convened three meetings during the last two quarters of the Financial Year, specifically on 11 October 2022, 30 November 2022, and 27 March 2023. These meetings served as crucial platforms for the Commissioners to deliberate and make important decisions regarding various matters, ensuring effective governance and strategic direction for the NCRST. Key approvals were granted during these meetings, addressing significant issues such as:

- Governance and Individual Performance Agreement (Commissioners)
- National Bioeconomy Strategy 2023-2028
- Annual Reports for FY 2020/21 and FY 2021/22

- Performance Management Agreement for Acting Chief Executive Officer
- Internal Audit Plan for FY 2023/24 and FY24/25
- Audited Annual Financial Statements for the Financial Year Ending 30 March 2022
- Mid-year Budget Review

Furthermore, the Commissioners engaged in constructive discussions and provided their approval for several vital documents and policies, including:

- Charter of the Commission
- Delegation of Authority
- Internal Audit Plan FY 2023/24 and FY 2024/25
- Business Risk Register
- Accepted Risk Register
- Terms of Reference (ToR) for the Human Resources and Remuneration Committee

### iii. COMMISSIONERS

- Terms of Reference (ToR) for the Finance, Audit and Risk Committee
- Terms of Reference (ToR) for the Foundation on Research, Science, Technology
- Institutional Intellectual Property and Technology Transfer Policy

#### Board Induction Training

The Commissioners participated in a comprehensive Board Induction Training, organised by the Ministry of Finance and Public Enterprises and the Namibian Institute of Public Administration and Management (NIPAM), in February 2023. This training programme was specifically tailored to provide the Commissioners with crucial knowledge and insights to effectively carry out their roles, particularly in terms of promoting good governance practices.

Through interactive training sessions, the Commissioners gained valuable guidance, resources, and a deeper understanding of their responsibilities, empowering them to make significant contributions to the organisation's success through effective governance.

#### Appointment of the Chief Executive Officer (CEO)

On 1 March 2023, Prof Anicia Peters took on the role of CEO at the NCRST, commencing a five-year term. The Commissioners welcomed her appointment, recognising her valuable expertise and exceptional leadership qualities.

Prof Peters' wealth of knowledge and vast experience uniquely position her to make substantial contributions to the NCRST's mission of advancing research, science and technology in Namibia. Her visionary approach and dedication are set to drive the organisation's growth and success in the coming years.

#### Strategic Review Session

As the financial year drew to a close, the Commissioners actively engaged in a Strategic Review Session. This session was conducted with the aim of identifying organisational objectives, perspectives, and initiatives that align with the approved 2021-2026 Integrated Strategic Business Plan. The purpose of the session was to provide a clear direction for future operations and foster the growth and development of the organisation.

These activities exemplify the Commissioner's commitment to effective leadership, continuous learning, and strategic planning. Through the appointment of a new CEO, active participation in Board Induction Training, and the conduct of Strategic Review Sessions, the Commissioners fortified their position as a driving force in advancing research, science, and technology in Namibia. These concerted efforts guarantee that the NCRST maintains its position at the vanguard of promoting research and technological advancements, benefitting the scientific community and society at large.



## iv. EXECUTIVE MANAGEMENT COMMITTEE (EMC)

---

The Executive Management Committee (EMC) assumes a pivotal role in ensuring the NCRST's effective operation and strategic management. Comprised of skilled and experienced individuals, the EMC is responsible for overseeing and guiding the organisation towards the achievement of its goals and objectives in promoting research, science, and technology in Namibia.

Comprising of senior executives and key decision-makers within the NCRST, including the Chief Executive Officer (CEO) and heads of various units within the Office of the CEO, the EMC boasts a diverse composition that ensures representation from different areas of expertise. This diversity enables comprehensive and well-rounded decision-making, aligning the organisation with the dynamic needs of the research landscape.

The EMC's primary function lies in providing strategic direction to the NCRST. Through regular meetings and consultations, the committee engages in discussions and formulates strategic objectives, policies, and initiatives. These deliberations take into account the evolving research landscape, emerging trends, and national development priorities, shaping the NCRST's strategic direction and activities accordingly.

Another crucial responsibility of the EMC is to ensure effective management and coordination of the NCRST's resources. This encompasses overseeing the allocation and utilisation of financial resources, human capital, and infrastructure to support research and innovation projects.

Working closely with relevant departments, the committee ensures efficient resource management, adherence to financial regulations, and accountability in the use of funds.

Additionally, the EMC plays an important role in monitoring and evaluating the NCRST's progress and performance. Through regular reviews and assessments, the committee evaluates the effectiveness of policies, programmes, and projects implemented by the organisation. This evaluation process enables the committee to identify areas of improvement, make informed decisions and ensure alignment with the NCRST's strategic objectives.

Recognising the significance of collaboration in advancing research and technological advancements, the EMC also plays a crucial role in fostering partnerships. The committee actively seeks opportunities to engage with stakeholders from academia, industry, government agencies and international organisations. These collaborations facilitate knowledge exchange, resource sharing and joint initiatives that drive innovation and scientific excellence in Namibia.

Furthermore, the EMC serves as a platform for effective communication and coordination within the NCRST. It provides a forum for heads of departments and heads of divisions to share information, align activities, and address any challenges or issues that may arise.

Through regular meetings and open communication channels, the committee promotes a cohesive and collaborative work environment, ensuring seamless operations and effective project implementation.

The EMC upholds the principles of good governance and ethical practices with utmost dedication. It maintains high standards of integrity, transparency and accountability in all its activities and ensures compliance with relevant regulations, policies and guidelines, fostering a culture of responsible and ethical conduct within the NCRST.

In conclusion, the Executive Management Committee of the NCRST assumes a vital role in driving the organisation's mission of promoting research, science and technology in Namibia. Through strategic direction, resource management, performance evaluation, collaboration, and effective communication, the EMC provides leadership and guidance to the NCRST, contributing to the advancement of scientific knowledge, innovation, and socio-economic development in the country.

iv. EXECUTIVE MANAGEMENT COMMITTEE (EMC)

# EXECUTIVE MANAGEMENT COMMITTEE



**Prof Anicia Peters**  
Chief Executive Officer (CEO)



**Dr Nhlanhla Lupahla**  
General Manager: Research, Science,  
Technology and Innovation  
Coordination and Support (RSTIC&S)



**Ms Albertina Ngurare**  
General Manager: Business  
Support Services (BSS)



**Ms Lovisa Immanuel**  
General Manager: Innovation &  
Technology Development (IID)



**Ms Liz Tashiya**  
Head: Corporate Communication  
& Marketing (CCM)



**Mr Matheus Shikongo**  
Head: Quality Assurance &  
Operational Excellence (QA & OE)



**Ms Gaynor Hockey**  
Acting Head: Legal Advise &  
Company Secretariat (LACS)



**Mr Silas Niishinda**  
Head: Internal Audit (IA)

# v. STRATEGIC OVERVIEW

## 1. About Us, Mandate, Vision, and Values

### About Us

The NCRST is a statutory body established in accordance with section 4 of the Research Science and Technology (RST) Act, 2004 (Act 23 of 2004). The core business process of NCRST revolves around coordinating and mobilising the various stakeholders and mechanisms that make up a Research, Science, Technology, and Innovation (RSTI) delivery funnel. This is done to create RSTI outputs as a lead indicator of socio-economic development within the context of a knowledge-based economy. NCRST's primary objective is to establish an effective framework for RSTI development, promotion, coordination, and the creation of linkages to harness RSTI potential and its contribution to socio-economic development in Namibia.

NCRST recognises the importance of collaboration and cooperation among diverse stakeholders from academia, industry, government agencies, and other relevant sectors. By fostering this collaborative approach, NCRST ensures the alignment of RSTI activities and the optimisation of available resources. This enables NCRST to enhance the effectiveness of RSTI initiatives and maximise their impact on socio-economic development.

In addition to coordination, NCRST actively promotes RSTI development by providing support to research institutions, scientists, innovators, and entrepreneurs. Through its programmes and initiatives, NCRST encourages the creation and dissemination of cutting-edge knowledge, technological advancements, and innovative solutions. These efforts drive the growth of Namibia's knowledge-based economy and enhance its competitiveness on a global scale.

NCRST's focus also extends to establishing linkages between RSTI and socio-economic progress. By fostering connections between RSTI outputs and practical applications across different sectors, NCRST addresses societal challenges and drives transformative change. These linkages promote the adoption of RSTI-based solutions, resulting in improved productivity, sustainable development, and overall societal well-being.

Operating in accordance with the principles and provisions outlined in the Research Science and Technology Act, NCRST upholds integrity, transparency, and accountability in all its endeavours. NCRST maintains compliance with relevant regulations, policies, and guidelines, ensuring responsible and ethical conduct within the RSTI landscape.

In conclusion, NCRST serves as a catalyst for RSTI-driven socio-economic development in Namibia. Through coordination, promotion, and linkage creation, NCRST aims to harness the potential of RSTI and its contributions to the nation's progress. By fostering collaboration, supporting innovation and establishing connections, NCRST positions Namibia as a knowledge-driven nation, driving sustainable growth and prosperity.

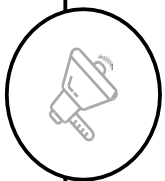
### Mandate of the NCRST

The NCRST is entrusted with a clear mandate that revolves around advancing Research, Science, Technology and Innovation (RSTI) within Namibia. As stipulated in the Research Science and Technology (RST) Act of 2004, the NCRST's mandate focuses on harnessing the transformative power of RSTI to drive socio-economic development.

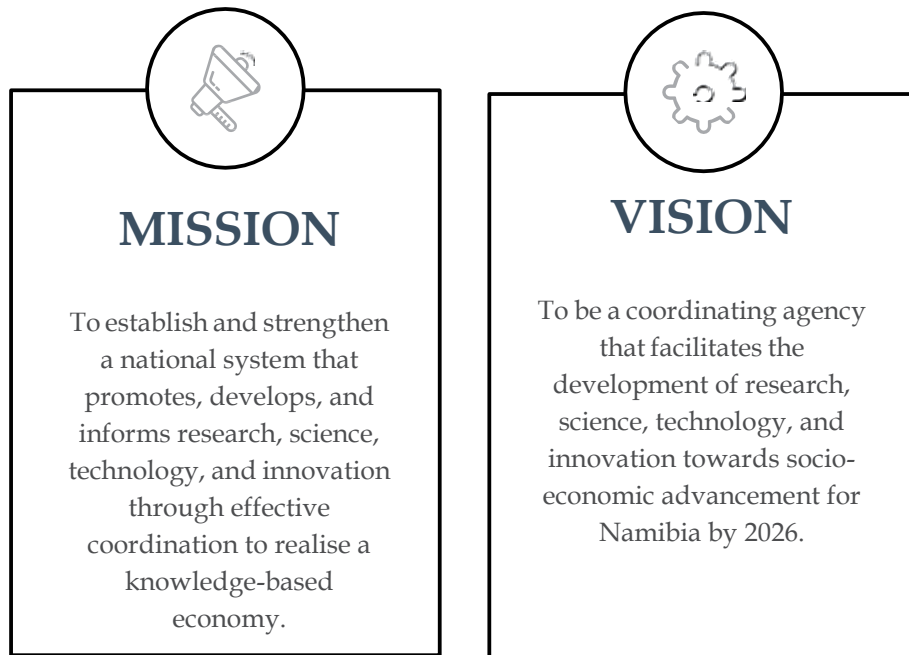
The Namibian Government recognises the pivotal role of RSTI in fostering economic growth and development. Consequently, the NCRST was established in accordance with section 4 of the RST Act, 2004, to actively promote and coordinate RSTI initiatives and create an enabling environment for their successful implementation.

**NCRST's mandate encompasses several key dimensions. They are to:**

1. ensure the coordination, monitoring and supervision of research, science technology and innovation in Namibia.
2. promote and develop research, science and technology and innovation in Namibia.
3. promote common ground in research, scientific technological and innovation thinking across all disciplines, including the physical, mathematical and life sciences, as well as human, social and economic sciences.
4. encourage and promote innovative and independent thinking and the optimum development of intellectual capacity of people in research, science, technology, and innovation.
5. ensure dedicated, prioritised, and systematic funding for research, science technology and innovation application and development in Namibia.
6. promote linkages between Namibia and international institutions and bodies on the development of research, science technology and innovation.



## v. STRATEGIC OVERVIEW



## Values

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

The Values are:

- 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.

## 2. Industry Trends and Market

### Industry Trends

The research, science, and technology (RST) industry in Namibia is experiencing rapid growth, driven by various factors that contribute to its thriving ecosystem. These factors include:

#### *Government Support:*

The Namibian government has demonstrated a strong commitment to fostering the RST sector. Through strategic investments in research and development, favourable tax incentives for RST businesses, and the establishment of an enabling regulatory framework, the government created an environment conducive to industry growth.



## v. STRATEGIC OVERVIEW

### *Young and Growing Population:*

Namibia benefits from a youthful and expanding population, which serves as a valuable talent pool for the RST sector. This demographic advantage provides a steady stream of skilled individuals who can contribute to the sector's innovative endeavours and technological advancements.

### *Abundant Natural Resources:*

Namibia's vast reserves of natural resources, including diamonds, uranium and copper present significant opportunities for research and development. The RST sector can leverage these resources to drive advancements in mining, energy and environmental protection, promoting sustainable practices and contributing to the country's socio-economic progress.

### **Market Analysis**

While the Namibian RST market is still in its early stages of development, it holds a huge potential for rapid growth in the coming years. Several key trends are currently shaping the market and influencing its trajectory:

#### *The Rise of Digital Technologies:*

Digital technologies, such as artificial intelligence, blockchain and the Internet of Things, are revolutionising the RST sector. These transformative technologies are being harnessed to develop innovative products and services, enhance operational efficiency, and streamline processes, paving the way for increased competitiveness and sustainable growth.

### *Growing Demand for Innovation:*

Businesses across all sectors are increasingly seeking innovative solutions to address their unique challenges. This rising demand presents significant opportunities for RST businesses to develop and deliver cutting-edge products, services, and solutions that cater to the evolving needs of industries and society at

### *The Need for Collaboration:*

The RST sector is undergoing a significant shift toward collaboration. Businesses are recognising the value of partnerships and are actively engaging with government entities, academic institutions, and other organisations to foster innovation and drive economic growth. Collaborative initiatives are becoming vital to address complex challenges and accelerate technological advance-

### *Implications for the NCRST:*

The evolving landscape of the RST sector in Namibia has significant implications for NCRST. To effectively fulfil its role as a catalyst for industry development, the NCRST must:

#### *Continuous Support to Research and Development:*

The NCRST must sustain its commitment to investing in research and development, ensuring that Namibia remains competitive on the global stage. By allocating resources to foster innovation, the NCRST can drive scientific breakthroughs, technological advancements and ultimately, contribute to the country's economic prosperity.

### *Attract and Retain Talent:*

To maintain a vibrant RST sector, the NCRST must attract and retain top talent. By offering competitive remuneration packages, compelling career development opportunities, and a supportive work environment, the NCRST can attract skilled professionals, fostering a culture of innovation and excellence within the sector.

### *Build Strategic Partnerships:*

Collaboration lies at the heart of successful RST initiatives. The NCRST should actively seek partnerships with businesses, government entities, academia, and other relevant organisations. By forging strategic alliances, the NCRST can harness collective expertise, pool resources, and accelerate the pace of innovation, ultimately driving sustainable economic growth.

The NCRST is well-equipped to address these challenges and assumes a leadership role in shaping the future of the RST sector in Namibia. Through vigilant monitoring of industry trends and market conditions, the NCRST ensures that its programmes and initiatives remain aligned with the dynamic needs of the sector. By embracing a proactive and forward-thinking approach, the NCRST can effectively navigate the evolving landscape and contribute to the realisation of Namibia's RST potential.

# vi. GOVERNANCE

---

## 1. Governance Framework

The NCRST operates within a robust and comprehensive governance framework that encompasses key elements essential for effective oversight and management. This framework includes:

### *Strategic Plan:*

The NCRST has developed a strategic plan that outlines its goals and objectives for the next five years. This plan serves as a roadmap for the organisation, guiding its activities and ensuring alignment with its mission and vision.

### *Policies and Procedures:*

To ensure transparency, accountability, and efficiency, the NCRST has implemented a comprehensive set of policies and procedures. These govern various aspects of its operations and provide clear guidelines for staff members to follow.

### *Commissioners:*

The NCRST is governed by Commissioners who oversee the organisation's activities. These Commissioners play a crucial role in setting the strategic direction of the NCRST and ensuring its effective implementation.

### *Executive Management Committee (EMC):*

The NCRST is managed by a dedicated team of professionals who form the Executive Management Committee. This committee is responsible for the day-to-day operations of the organisation and works to ensure the achievement of the NCRST's goals and objectives.

The NCRST's governance framework ensures that the organisation is well-managed, operates within defined parameters, and utilises its resources efficiently. It also guarantees accountability to the Namibian government and the public, ensuring that the NCRST remains transparent and responsive to the needs of its stakeholders.

## 2. Acts

The NCRST operates in accordance with the following key acts:

### *Research, Science and Technology Act (RST), (Act 23 of 2004):*

This act establishes the NCRST and outlines its powers and functions. It provides the legal framework within which the NCRST operates and ensures that it carries out its mandate effectively.

### *Public Enterprises Governance Act, (Act 1 of 2019):*

This act sets out the principles and procedures for the governance of public enterprises, including the NCRST. It provides guidelines for sound governance practices, accountability, and transparency within the organisation.

### *Biosafety Act, 2006 (Act No.7 of 2006):*

This act regulates the research, development, use, import, export, transport, release into the environment, and marketing of genetically modified organisms (GMOs) in Namibia. The NCRST is responsible for implementing the Biosafety Act as the National Competent Authority and ensuring that GMOs are used safely and responsibly in Namibia.

### *Public Procurement Act, (Act 15 of 2015):*

This act regulates the procurement of goods and services by public entities, including the NCRST. It ensures that procurement processes are fair, transparent, and competitive.

The NCRST's adherence to these acts is essential for ensuring that it is a credible and effective organisation that can contribute to the development of Namibia.

## vi. GOVERNANCE

Specific examples of how the NCRST adheres to these acts:

- The NCRST's strategic plan is aligned with the RST Act and the Public Enterprises Governance Act. This ensures that the NCRST's activities are aligned with the national priorities for research, science, and technology.
- The NCRST has a Board of Commissioners that is responsible for its governance. The board is made up of independent experts who are responsible for ensuring that the NCRST is managed in a sound and transparent manner.
- The NCRST has a procurement policy that is aligned with the Public Procurement Act. This policy ensures that the NCRST's procurement processes are fair, transparent, and competitive.

### **The NCRST's commitment to operating within the legal and regulatory boundaries**

The NCRST strictly adheres to these acts, ensuring compliance with the legislative framework established by the competent authorities. By upholding these acts, the NCRST demonstrates its commitment to operating within the legal and regulatory boundaries and fulfilling its obligations to the Namibian society.

### **The NCRST's work on Biosafety**

The NCRST is also committed to working with stakeholders to ensure that the benefits of GMOs are realised while minimizing the risks. The NCRST has developed a Biosafety Framework that sets out the principles and procedures for the safe and responsible use of GMOs in Namibia. The Act provides that a Biosafety Council is to be established and that it serves as an advisory council administering the Biosafety act and advising the Minister of Higher Education Technology & Innovation (MHETI) relating to biosafety through the NCRST Commissioners.

The NCRST's work on biosafety is essential for ensuring that Namibia can benefit from the potential of GMOs while minimizing the risks. The NCRST is committed to working with stakeholders to ensure that the safe and responsible use of GMOs is a reality in Namibia.

## 3) Compliance and Regulatory Framework

Compliance with applicable laws, regulations, and standards is of paramount importance to the NCRST. The organisation is dedicated to maintaining adherence to the regulatory framework prescribed by relevant authorities.

To ensure continuous compliance, the NCRST maintains a comprehensive understanding of its regulatory obligations and actively monitors updates and changes. The organisation implements robust internal control measures and rigorous risk management practices to mitigate the potential risks associated with non-compliance.

The NCRST's commitment to compliance is reflected in its adherence to the following measures:

### *Risk Assessment Framework:*

The NCRST has established a risk assessment framework that enables the identification and assessment of compliance risks. By proactively assessing these risks, the organisation can develop strategies to address and mitigate them effectively.

### *Monitoring and Reporting:*

The NCRST has implemented a robust monitoring and reporting system to ensure ongoing compliance. Through regular monitoring, the organisation can detect and address potential non-compliance issues promptly. Comprehensive reporting mechanisms provide a transparent view of the organisation's compliance status.

The NCRST's compliance framework serves as a safeguard, helping the organisation avoid non-compliance and effectively respond to any compliance-related challenges. By implementing internal controls, rigorous risk management practices, and fostering a culture of compliance, the NCRST maintains its commitment to upholding applicable laws and regulations.



## vi. GOVERNANCE

### 4) Ethics and Social Responsibility

Ethics and social responsibility are integral to the NCRST's operations. The organisation adheres to a code of ethics that outlines the expected standards of behaviour for its staff members. This code covers various areas, including the avoidance of conflicts of interest, bribery, and discrimination, among others.

In addition to ethical considerations, the NCRST actively embraces its social responsibility by supporting initiatives that benefit the Namibian community. These initiatives include:

#### *Grants & Scholarship Programmes:*

The NCRST with the support of local and international players provides scholarships to students pursuing studies in Science, Technology, Engineering, and Mathematics (STEM), thereby investing in the development of future RST professionals.

#### *Funding Research Projects:*

The NCRST allocates funds to research projects that address the needs of the Namibian community. By supporting these projects, the organisation contributes to the advancement of knowledge and the solution of societal challenges.

#### *Training and Skills Development:*

The NCRST is committed to providing training and skills development opportunities to Namibian citizens. By equipping individuals with valuable skills and knowledge, the organisation contributes to human capital development and empowers individuals to contribute to the RST sector.

The NCRST integrates ethical considerations and social responsibility into its decision-making processes, partnerships, and engagements with diverse stakeholders. The organisation continually assesses its societal impact, striving to foster positive outcomes and promote sustainable development.

Through its robust governance framework, diligent compliance with regulations, and adherence to ethical and social responsibility principles, the NCRST ensures effective and responsible management of its operations. The organisation remains committed to making substantial contributions to the advancement of research, science, and technology in Namibia while upholding the highest standards of governance, compliance, and ethical conduct.

# vii. RISK MANAGEMENT

## 1. Risk Management

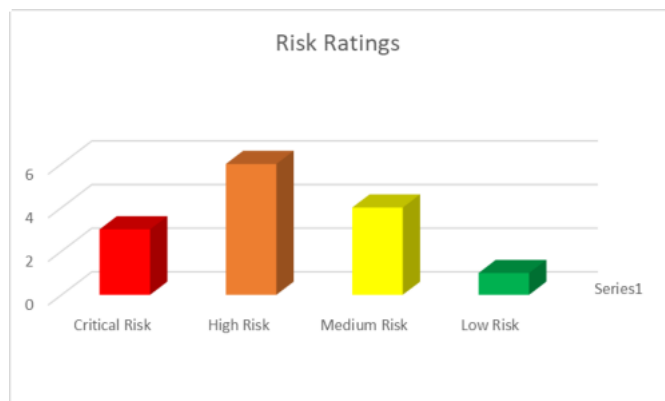
The NCRST has implemented an enterprise-wide risk management approach that ensures a structured and systematic handling of identified material risks. This approach aligns with the Commission's corporate governance responsibilities and encompasses the entire organisation.

Recognising the complexity of business risks, the NCRST aims for consistent and integrated risk management across all departments. The objective is to reduce risk appropriately without impeding business operations. The commitment to the NCRST's risk management philosophy promotes a safer work environment for employees and asset preservation.

During the 2022/23 Financial Year, management engaged in ongoing risk management exercises to assess the level of risk within the organisation. These exercises identified significant challenges and risks that hindered the NCRST from achieving its strategic goals and fulfilling its mandate. Challenges such as legal disputes regarding the RST Act, insufficient funding, and a lack of human capital were identified as key risks.

However, the NCRST developed strategies to mitigate these key risks and challenges. Throughout the year, the organisation successfully identified and mitigated a total of 14 risks, as summarised in Figure 1.

Figure 1. Risk ratings



## 2. Key Risks and Mitigation Strategies

The NCRST has identified certain risks that directly impact its ability to fulfil its mandate and strategic objectives. The following key risks were identified during the 2022/23 Financial Year:

Summary of Risk Event	Risk Mitigation Strategies
<b>Human Capital</b>	
Inadequate human capital to execute the NCRST mandate.	<ul style="list-style-type: none"> <li>Aligning the strategy to the workforce</li> <li>Reviewing and adopting a leaner organisational structure.</li> </ul>
Low staff morale	<ul style="list-style-type: none"> <li>Employee development and recognition through promotions and allocation of extra duties.</li> </ul>
Poor Staff Retention	<ul style="list-style-type: none"> <li>Reviewing and benchmarking the organisational remuneration and benefits packages to the industry offerings.</li> </ul>
<b>Financial</b>	
Inadequate Funding	<ul style="list-style-type: none"> <li>Adopting resource mobilisation strategies to ensure that adequate funding is sourced to further the mandate.</li> </ul>
<b>Operational</b>	
Legal Challenges to the RST Act hinders the organisation from fully implementing its mandate.	<ul style="list-style-type: none"> <li>There is ongoing mediation between the State and the applicants to resolve the matter.</li> </ul>
Misconceptions about the NCRST mandate.	<ul style="list-style-type: none"> <li>Through stakeholder engagements, the organisation continues to inform the various stakeholders on its mandate.</li> </ul>

The NCRST maintains a risk-averse approach and exhibits a low-level risk appetite. However, the current global economic outlook, impacted by geopolitical tensions, has resulted in increased costs of living worldwide. Consequently, the NCRST faces challenges in partnering with international organisations to promote and fund research, science, and technology in Namibia. The organisation continues to monitor the evolving economic landscape and explore alternative avenues to fulfil its mandate despite these challenges.

# viii. FINANCIAL REVIEW

## 1. Overview

The financial year ended 31 March 2023 was another challenging year, as Fund income continued to be under pressure, mainly due to continued reduction in shareholder funding – Government grant. However, core revenue - Research and GMO permit revenue continues to grow, signalling a slow but steady recovery from effects of Covid-19. Other income stream depicted some decline but remains relatively in line with funding accessed through existing development partners and sponsors. During this financial year, the Fund recorded a total income of N\$40.6 million as compared to N\$45.4 million recorded in the previous financial year (2022).

Cost control measures continued to be enforced to ensure that operational cost remained under control. During this financial year, the Fund recorded a total operational expenditure of N\$41.5 million as compared to N\$44.0 million recorded in the previous financial year (2022).

As a result of decline in fund income, the Fund recorded a deficit of N\$502,187 as compared to a surplus of N\$1.58 million recorded in previous financial year (2022).

Both Management and the Board aspire to see NCRST achieve financial sustainability and remain a viable going-concern entity. This can be made possible by amongst other things, revenue growth, cost control, and increased internal controls and risk management.

## 2. Financial Performance

NCRST's overall strategy is growth oriented. The NCRST continues to consult and engage relevant authorities and institutions to ensure that the Research, Science and Technology Act, Act No. 23 of 2004 (RST Act) is implemented fully. The full implementation and enforcement of this Act would enable the NCRST to take control of research registration in the country and regulation thereof, and as a result be able to bill and

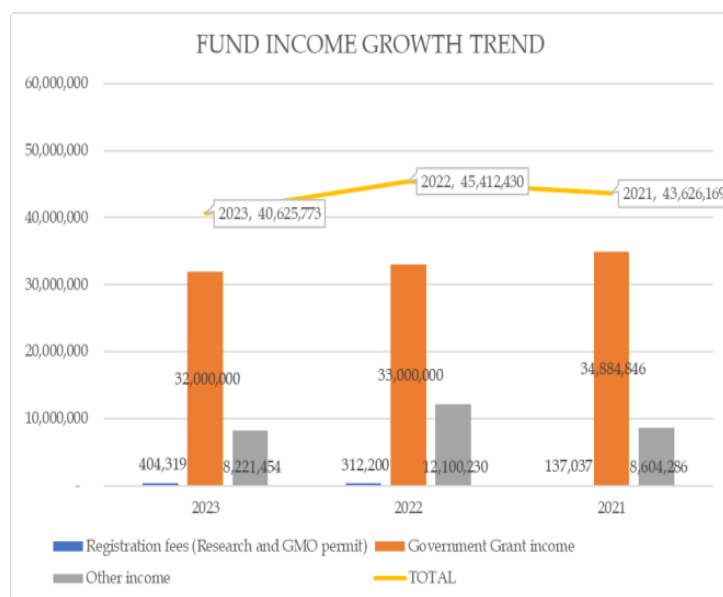
collect all due revenues from research registration and issuing of research permits.

This achievement would enable the NCRST to generate sufficient revenues to cover its operational costs and reduce continued reliance on shareholder funding – Government grant.

The NCRST wants to achieve income break-even point, where it would not need operational funding from shareholder - Government. The only funding to required would be for development (Capital projects).

## 3. Fund Income

Fund income posted a slight decline, mainly the reduction in Government funding (grant). See Fund Growth Trend per the illustration below.

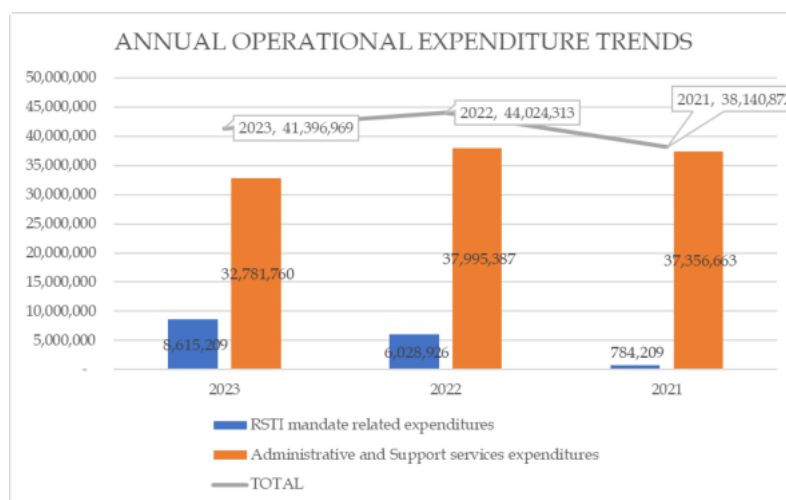


	2023	2022	2021
<b>REVENUE GROWTH</b>			
Registration fees (Research and GMO permit)	404 319	312 200	137 037
Government Grant income	32 000 000	33 000 000	34 884 846
Other income	8 221 454	12 100 230	8 604 286
<b>TOTAL</b>	<b>40 625 773</b>	<b>45 412 430</b>	<b>43 626 169</b>
<b>% Growth</b>	<b>-10.54%</b>	<b>4.09%</b>	

viii. FINANCIAL REVIEW

### 4. Operational Expenditures

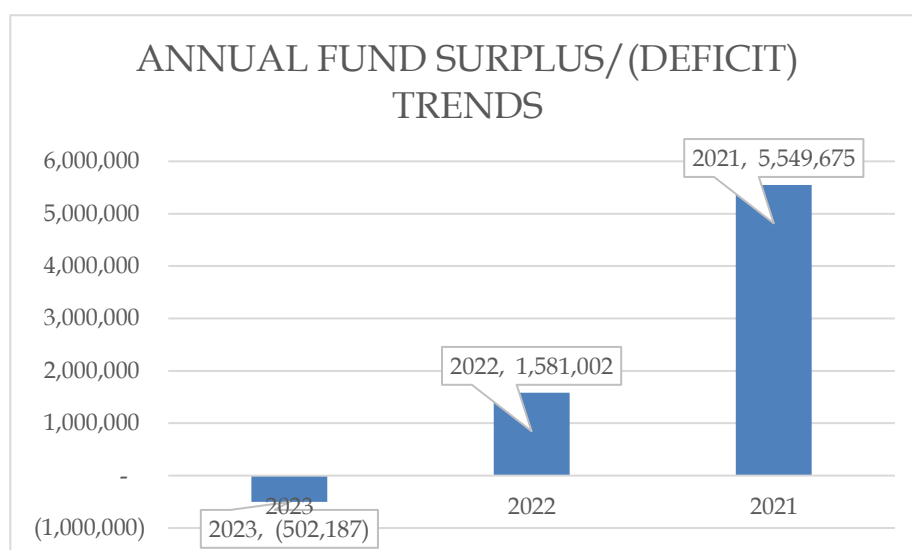
Operational expenditure decreased by over N\$2.6 million, from N\$44.0 million in the previous year to N\$41.5 million in the current year (2023), mainly due to increased cost control measures. This is a reflection that, cost control remained a management’s focus area. See Operational Expenditure Trend per the illustration on the right:



ANNUAL OPERATIONAL EXPENDITURE TREND	2023	2022	2021
RSTI mandate related expenditures	8 615 209	6 028 926	784 209
Administrative and Support services expenditures	32 781 760	37 995 387	37 356 663
<b>TOTAL</b>	<b>41 396 969</b>	<b>44 024 313</b>	<b>38 140 872</b>
<b>% Growth</b>	<b>-5.9%</b>	<b>15.43%</b>	

### 5. Fund Surplus/(Deficit)

NCRST posted a deficit of N\$502,187 in the current year, compared to a surplus of N\$1,581,002 million in prior year (2022). This deficit is attributed to reduction in Government grant in the current year as compared to prior year. The illustration below depicts Fund performance in the last three (3) years.

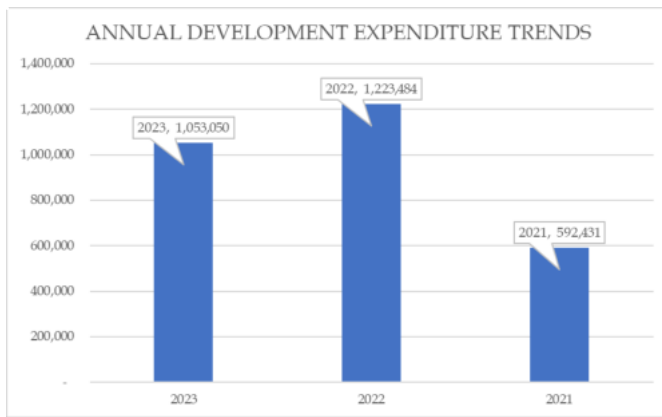


ANNUAL FUND SURPLUS/(DEFICIT) TRENDS	2023	2022	2021
FUND SURPLUS/(DEFICIT)	(502 187)	1 581 002	5 549 675
<b>% Growth</b>	<b>-131.76%</b>	<b>-71.51%</b>	

viii. FINANCIAL REVIEW

## 6. Capital (Development) Expenditures (CAPEX)

Given the limited budget, investment into capital expenditures (Capex) to grow the asset base has been slow but steady and progressive. During the current year, NCRST invested N\$1,1 million in the current year as compared to that of prior year of N\$1,2 million, mainly due to increased cost control measures. This is a reflection that, cost control remained a management’s focus area. See Capital Expenditure Trend per the illustration below:



ANNUAL DEVELOPMENT EXPENDITURES	2023 N\$	2022 N\$	2021 N\$
Development/capital expenditures	1 053 050	1 223 484	592 431

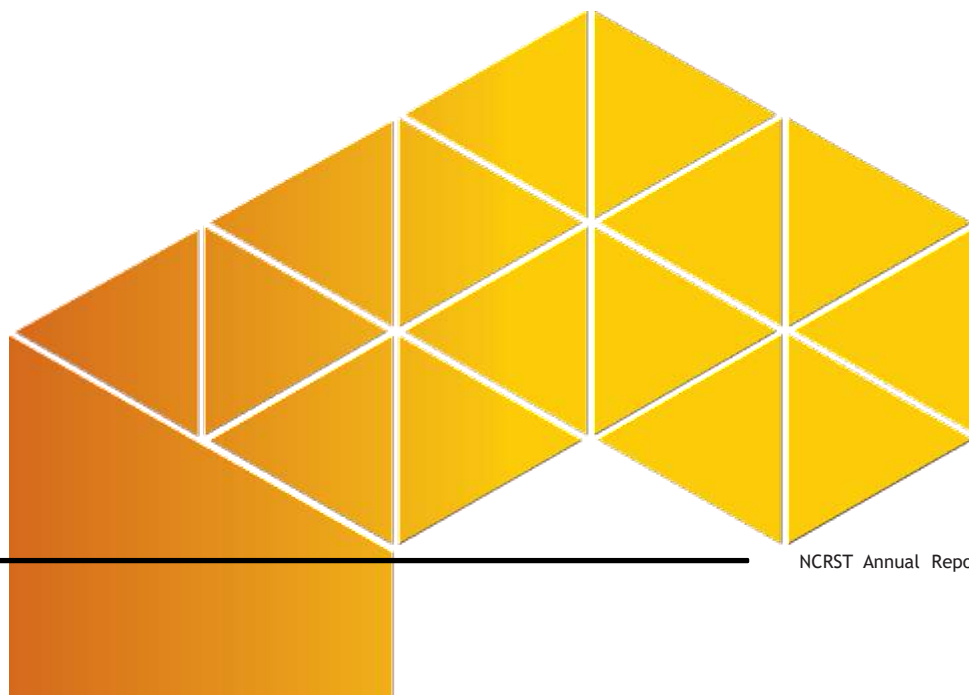
## 7. Achievements and Challenges

Despite the ripple effects of Covid-19, the NCRST still recorded some notable achievements during the 2022/23 financial year as follows:

- Improved accounting record-keeping and financial reporting;
- Clean Statutory audit 2021/22;
- Improved cost efficiency – operational cost reduction/minimization;
- Improved fleet control and fuel cost minimization;
- Improved cashflow management; and Improved controls around procurement and payment for goods and services.

However, the following remains key challenges to the NCRST:

- Reduction in shareholder funding – Government grants, and
- Limited spending on RSTI mandate activities – due to limited budget
- Lack of sufficient office space and parking for staff.



# ix. OPERATIONAL REVIEW

---

## 1. Office of the Chief Executive Officer (CEO)

The Office of the Chief Executive Officer (CEO) plays a pivotal role within the NCRST, serving as the central coordinating body responsible for providing strategic direction, overseeing operations, and ensuring the effective implementation of the organisation's objectives. Comprising four specialised units, the Office of the CEO acts as a support system for the entire organisation, working collaboratively to contribute to the NCRST's success in promoting research, science, and technology for national development. Under the leadership of the CEO, the Office of the CEO guides the NCRST towards its vision and goals.

### Units Operating within the Office of the CEO

#### *Corporate Communication & Marketing (CCM):*

The Corporate Communication & Marketing unit serves as the mouthpiece of the organisation, responsible for managing and enhancing the NCRST's corporate image, brand, and public perception. Through communication strategies and marketing initiatives, they ensure that the NCRST's message reaches the target audience, stakeholders, and the public. The CCM unit engages in strategic communication planning, brand management, public relations, media relations and management, social media management, content creation and management, stakeholder engagement, crisis communication, and marketing and promotional activities. Their efforts significantly contribute to increasing the NCRST's visibility, building strong stakeholder relationships, promoting initiatives, and advancing research, science, and technology development in Namibia.

#### *Legal Advice & Company Secretariat (LACS):*

The Legal Advice & Company Secretariat unit provides legal guidance, ensures compliance with laws and regulations, and handles legal documentation to safeguard the NCRST's interests. They play a crucial role in contract and agreement management, corporate governance, and fostering strategic alliances through partnerships. Additionally, they facilitate collaboration with external entities, strengthening the NCRST's position in the research, science, and technology landscape. The LACS contributes to the NCRST's governance framework by ensuring legal compliance and supporting the organisation's strategic objectives.

#### *Internal Audit and Risk:*

The Internal Audit and Risk unit plays a vital role in evaluating and enhancing the NCRST's internal control systems, risk management processes, and governance practices. They conduct independent assessments to ensure compliance, identify areas for improvement, and provide recommendations to enhance operational efficiency and effectiveness. Through their work, they contribute to the organisation's overall governance and risk management framework. The Internal Audit and Risk unit safeguards the NCRST's resources, integrity, and accountability.

#### *Quality Assurance & Operational Excellence (QA&OE):*

This unit focuses on continuously improving the NCRST's management systems, processes, and operational performance. They aim to achieve organisational excellence by optimising efficiency, reducing errors and costs, and leveraging technology. Their efforts ensure that the NCRST operates at a high level of quality, consistency, and effectiveness in achieving its objectives. The QA&OE unit drives continuous improvement within the organisation, enhancing the NCRST's performance and its ability to deliver impactful research, science, and technology initiatives.

Together, the units under the Office of the CEO work in synergy to support the NCRST's mission and drive the organisation towards its vision. By providing strategic guidance, coordinating activities, ensuring legal compliance, conducting independent audits, and enhancing operational performance, they contribute to the NCRST's success in promoting research, science, and technology for the benefit of Namibia.

## Corporate Communication & Marketing (CCM)

### Overview of Activities

The Corporate Communication & Marketing (CCM) unit within the Office of the CEO plays a pivotal role in shaping the organisation's corporate image, strengthening its brand identity, and effectively communicating with stakeholders. Through strategic communication and marketing practices, the unit enhances the NCRST visibility, credibility, and reputation in the research, science, and technology sector.

## ix. OPERATIONAL REVIEW

The CCM engages in various activities, including strategic communication planning, brand management, public relations, media relations, content creation and management, social media management, stakeholder engagement, crisis communication, marketing, and promotional activities, as well as measurement and evaluation. These efforts significantly contribute to increasing the NCRST's visibility, building strong stakeholder relationships, promoting initiatives, and advancing research, science, and technology development in Namibia.

### Achievements and Contributions towards Strategic Objectives

The CCM unit has demonstrated its commitment to achieving the organisation's strategic objectives through the following activities:

### Enhanced Stakeholder Engagement and Visibility:

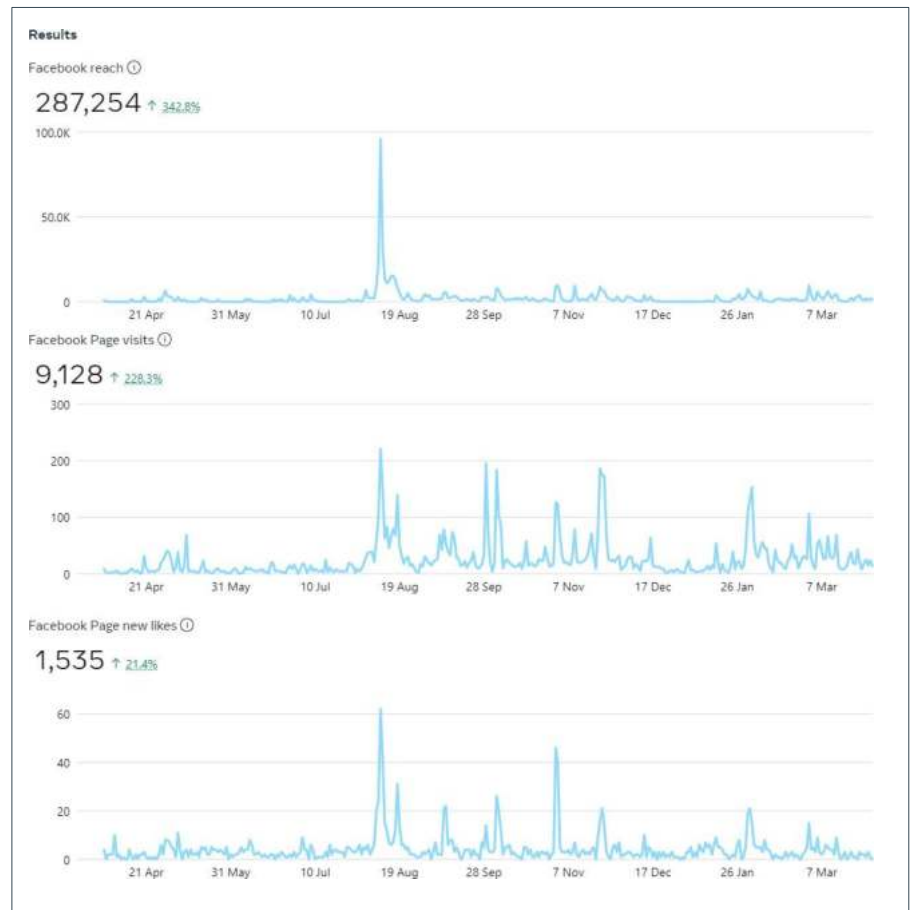
The CCM's dedication to stakeholder engagement and visibility is evident through their proactive utilisation of various communication channels. Leveraging popular social media platforms such as Twitter, LinkedIn, Instagram, and Facebook, the CCM effectively engages with stakeholders, including employees, partners, and the general public. By leveraging these platforms, the CCM regularly shares updates on projects, research findings, and upcoming events, fostering a positive work culture and enhancing employee engagement. This active presence on social media allows the CCM to reach a wider audience, disseminate valuable information, and showcase their contributions to the research,

## Leveraging Social Media for Enhanced Reach and Engagement

### NCRST Facebook Page Performance:

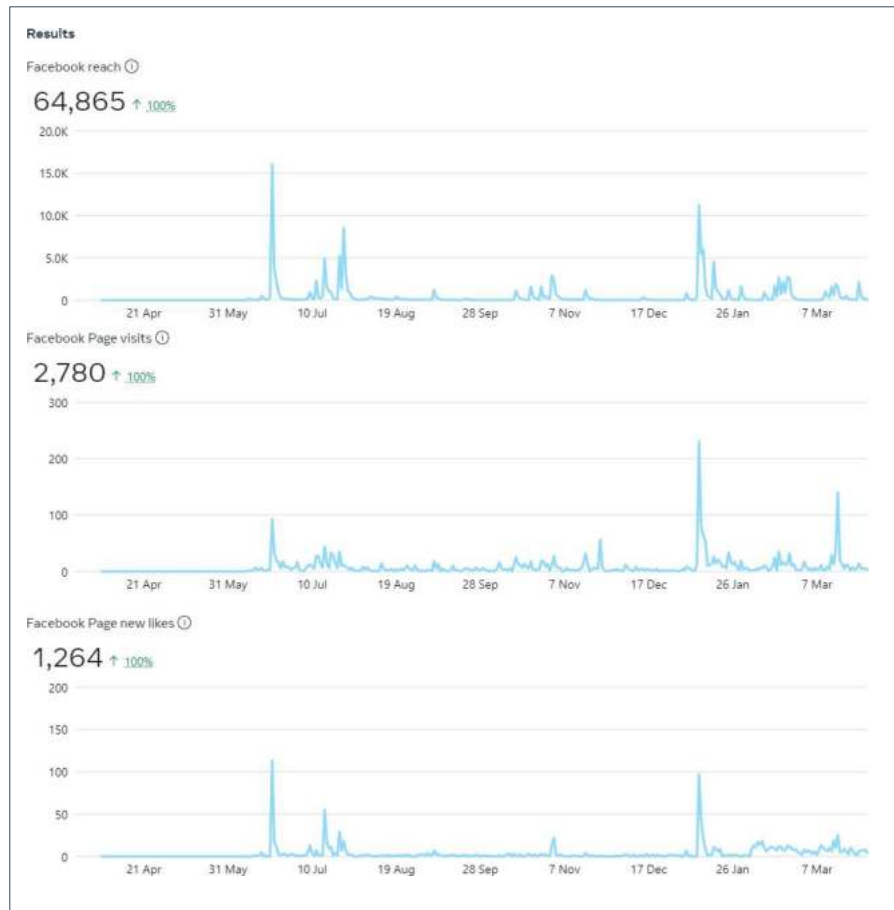
During the period from April 1, 2022, to March 31, 2023, the NCRST's Facebook page has shown substantial growth and engagement. Compared to the previous year (April 1, 2021, to March 31, 2022), the page's reach, page visits, and new page likes have increased significantly. These metrics demonstrate the effectiveness of the CCM's efforts in leveraging social media platforms for stakeholder engagement and visibility.

### April 1, 2022 to March 31, 2023



## ix. OPERATIONAL REVIEW

Compared to the previous year (April 1, 2021 to March 31, 2022)



### Benchmarking: Performance Comparison on Facebook:

In a comparison of key metrics, including page likes, page likes change, and the number of published posts, the NCRST's Facebook page has shown favourable results when compared to similar organisations. This comparison, covering a period of 90 days (January 1 to March 31, 2023), highlights the NCRST's growing presence and engagement on Facebook.

### Facebook Page Performance Report:

The NCRST's Facebook page performance report provides valuable insights into the organisation's content publication, page followers, new page followers, and content interactions. These metrics indicate the NCRST's consistent activity, strong following, growing audience base, and meaningful engagement on Facebook.

### Content Interactions:

The NCRST's content on Facebook has generated a significant number of interactions, including reactions, saves, comments, shares, and replies. This demonstrates the effectiveness of the organisation's content strategy in capturing the audience's interest and fostering engagement.

### Continued Growth and Engagement:

To maintain and improve the NCRST's performance on Facebook, it is crucial to continue sharing high-quality and relevant content, encouraging user participation, and actively engaging with followers. These efforts will strengthen the organisation's position as a leading authority in the research, science, and technology sector.



## ix. OPERATIONAL REVIEW

### **NCRST Lifetime Audience Overview:**

NCRST has successfully cultivated a significant following on Facebook, with an impressive audience of 11,645 followers. This extensive reach allows the organisation to effectively engage with stakeholders and disseminate its mission and initiatives to a wide audience. Understanding the demographics and geographic distribution of this audience provides valuable insights into the impact and reach of NCRST's online presence.

### **Gender Distribution:**

When analysing the gender distribution within NCRST's Facebook audience, it is noteworthy that women comprise 51.9% of the followers, while men make up 48.1%. This balanced representation demonstrates the organisation's commitment to inclusivity and ensuring that both genders are actively engaged in its activities and communications. NCRST's efforts to foster gender equality within the field of research, science, and technology are reflected in this gender distribution.

### **Geographic Distribution:**

Examining the geographic distribution of NCRST's Facebook audience reveals the top towns/cities where the organisation has a strong following. The leading location is Windhoek, Namibia, with 43.7% of the audience located there. Other towns/cities with notable followings include Walvis Bay, Namibia (3.7%), Swakopmund, Namibia (3.5%), Ongwediva, Namibia (2.5%), Oshakati, Namibia (2%), Rundu, Namibia (1.9%), Ondangwa, Namibia (1.7%), Otjiwarongo, Namibia (1.4%), Gaborone, Botswana (1%), and Tsumeb, Namibia (1%).

This distribution highlights NCRST's significant presence and influence across various regions within Namibia and even beyond its borders.

### **International Reach:**

In addition to its local impact, NCRST's Facebook audience extends beyond Namibia, reaching a global scale. The top countries represented within the organisation's followers include Namibia with 83.4% of the audience, South Africa (3.6%), Zambia (1.4%), Mozambique (0.6%), Nigeria (0.6%), Ethiopia (0.5%), India (0.5%), United Kingdom (0.5%), and the United States (0.5%). This international reach demonstrates the broad interest and recognition of NCRST's contributions to research, science, and technology advancements, not only within Namibia but also on a regional and international level.

In conclusion NCRST's lifetime audience on Facebook showcases its remarkable ability to engage with a diverse range of individuals and communities. The organisation's efforts in cultivating an inclusive following, with near-equal representation of women and men, exemplify its commitment to gender equality in the research and technology sector.

The geographic distribution of NCRST's followers highlights its strong presence in various towns and cities in Namibia, along with notable followings in neighbouring countries such as Botswana and South Africa. Furthermore, NCRST's international reach underscores its global impact, with followers from countries across Africa and beyond.

This comprehensive overview of NCRST's lifetime audience on Facebook demonstrates the organisation's successful efforts in building a broad and engaged community that actively supports and values its mission and initiatives.

### **LinkedIn Impact and Outreach**

NCRST recognises the significance of maintaining a strong online presence to foster engagement, knowledge exchange, and collaboration within the research, science, and technology industry. As part of NCRST's 2022/23 Integrated Annual report, NCRST is proud to highlight the impact and outreach achieved through its LinkedIn initiatives.

### **Follower Growth and Engagement:**

Over the period from June 12, 2022, to March 31, 2023, NCRST's LinkedIn page experienced remarkable growth in its follower base, with a total of 5,422 followers. NCRST is delighted to have welcomed 3,365 new followers during this period, demonstrating the increasing interest and recognition of NCRST within the industry.

Regrettably, detailed analytics regarding follower growth and engagement prior to June 12, 2022, are unavailable. However, the significant increase in followers during the specified period indicates the effectiveness of NCRST's LinkedIn page in attracting and engaging professionals interested in research, science, and technology. The growing follower base serves as a testament to NCRST's ability to provide valuable content and establish itself as a reputable source of information and networking within its industry.

## ix. OPERATIONAL REVIEW

### Engagement and Interactions:

NCRST's LinkedIn content has garnered significant engagement and interactions from professionals in the research, science, and technology field. The content shared on NCRST's page received a remarkable 4,241 reactions, 224 comments, and 441 reposts. These metrics reflect the value and relevance of NCRST's initiatives, research updates, and technological advancements to the target audience. It also signifies the engagement and active participation of industry professionals in the discussions and knowledge-sharing facilitated through NCRST's LinkedIn platform.

### Visitor Demographics and Geographic Reach:

Analysing the visitor demographics and geographic distribution of LinkedIn members who interacted with NCRST's page provides valuable insights into the composition and reach of NCRST's audience. By understanding the characteristics of the LinkedIn members who engage with NCRST, the organisation can gain a deeper understanding of their target audience and their global

### Job Function:

The LinkedIn members who interacted with NCRST's page represent various job functions. The majority of the engagement comes from mem-

- Research: 314 members (9.4%)
- Business Development: 305 members (9.1%)
- Education: 289 members (8.6%)
- Operations: 222 members (6.6%)
- Information Technology: 204 members (6.1%)

These job functions highlight the diverse professional backgrounds of NCRST's audience, indicating their interest in research, business development, education, operations, and technology-related roles.

### Company Size:

The size of the companies LinkedIn members belong to also provides insights into NCRST's audience. The distribution of company sizes among the interacting members is as follows:

- 1001-5000 employees: 528 members (15.8%)
- 11-50 employees: 281 members (8.4%)
- 501-1000 employees: 242 members (7.2%)
- 1-10 employees: 196 members (5.8%)
- 201-500 employees: 152 members (4.5%)

These figures indicate that NCRST's LinkedIn audience consists of individuals from a wide range of organisations, including both large corporations and smaller companies, demonstrating the broad appeal of NCRST's content.

### Industry:

The industries represented by LinkedIn members who engaged with NCRST's page are diverse. The top industries among the interacting members include:

- Higher Education: 475 members (14.2%)
- Government Administration: 147 members (4.4%)
- IT Services and IT Consulting: 129 members (3.8%)
- Research Services: 108 members (3.2%)
- Mining: 92 members (2.7%)

These industries reflect the interests and professional backgrounds of the LinkedIn members who are interested in NCRST's activities, covering areas such as education, government, information technology, research, and mining.

### Location:

The geographic distribution of LinkedIn members who engaged with NCRST's page is widespread, indicating a global reach. While the majority of members did not specify a location, some notable locations among the interacting members include:

- Cape Town Area, South Africa: 26 members (< 1%)
- Johannesburg Area, South Africa: 25 members (< 1%)
- Houston, Texas Area: 10 members (< 1%)
- Manchester, United Kingdom: 9 members (< 1%)
- Oslo Area, Norway: 9 members (< 1%)

These locations highlight the international nature of NCRST's LinkedIn audience, with members from different regions around the world showing interest in the organisation's activities.

### Seniority Analysis:

The examination of the seniority levels of LinkedIn members engaging with NCRST's page provides valuable insights into the career stages of the audience. The data reveals a diverse mix of seniority levels among NCRST's LinkedIn followers, indicating the wide reach and appeal of NCRST's content.

## ix. OPERATIONAL REVIEW

Among the engaged LinkedIn members, the largest portion falls under the senior-level professionals' category, comprising 28.3% of the total with 950 members. This group consists of experienced individuals who bring extensive expertise and knowledge to the table, highlighting the relevance of NCRST's content to this esteemed cohort.

Additionally, there is a significant presence of entry-level professionals, accounting for 27.7% of the engaged members with 929 individuals. This demonstrates the relevance and usefulness of NCRST's content for those who are just starting their professional journeys and are seeking guidance and insights.

Moreover, the analysis reveals the active participation of training professionals, representing 3.6% of the engaged members with 121 individuals. This indicates that NCRST's content plays a crucial role in professional development and continuous learning for this group.

Furthermore, the engagement of Directors is notable, comprising 3.4% of the members with 113 individuals. This demonstrates that NCRST's insights and perspectives align with the strategic outlook of these high-level decision-makers.

Lastly, the presence of Owners is acknowledged, accounting for 2.9% of the engaged members with 97 individuals. This suggests that NCRST's content not only resonates with professionals within organisational structures but also provides valuable insights and guidance for business owners.

These findings highlight the wide-ranging appeal of NCRST's content, catering to professionals at various stages of their careers. Whether it be experienced senior-level executives, emerging professionals, or individuals embarking on entrepreneurial journeys, NCRST's content delivers meaningful value and fosters growth and development across the professional landscape. NCRST remains committed to providing insightful and relevant content that addresses the diverse needs of its audience and empowers them to thrive in their respective career paths.

### **Strategic Insights and Future Content:**

The LinkedIn engagement analysis has provided valuable strategic insights that will guide NCRST's future content and engagement strategies. Understanding the preferences and interests of NCRST's audience, as reflected in their interactions and engagements, allows NCRST to tailor its content to better meet their needs. By aligning NCRST's initiatives, research updates, and technological advancements with the interests and concerns of the LinkedIn community, NCRST aims to continue providing relevant and impactful content that drives meaningful conversations and collaborations within the industry.

### **Looking Ahead:**

NCRST remains committed to maintaining a strong LinkedIn presence and leveraging the platform's potential to promote research, science, and technology. NCRST will continue to engage its growing community of followers, encourage knowledge exchange, and foster collaborations that drive innovation and progress within the industry.

NCRST's LinkedIn impact and outreach will remain a key focus area as NCRST strives to reach an even wider audience, both locally and internationally, in the coming year.

NCRST extends its gratitude to its LinkedIn followers and the industry professionals who have contributed to its vibrant online community. Their engagement and support are instrumental in driving the growth and impact of NCRST in the research, science, and technology sector. Together, NCRST can build a future that embraces knowledge, fosters innovation, and transforms society through research and technology advancement.

### **Promoted Strategic Partnerships and Collaboration:**

The CCM's efforts in promoting strategic partnerships and collaboration were instrumental in advancing research, science, and technology in Namibia. The unit actively facilitated the sharing of information on scholarships and funding opportunities to ensure researchers and scientists had access to crucial resources. Through their diligent work, they drafted internal memos, assisted in the coordination of events, and provided support for the signing of Memorandums of Understanding (MOUs) with other organisations. These MOUs established strong alliances and cooperation, enabling knowledge exchange, joint research projects, and capacity-building initiatives. By assisting in fostering these partnerships, the CCM unit helped NCRST expand its network, facilitate interdisciplinary collaborations, and strengthen the overall research ecosystem in Namibia.

## ix. OPERATIONAL REVIEW

### Effective External Communication:

Recognising the importance of external communication, the CCM took proactive steps to amplify NCRST's voice and disseminate information to a wider audience. The unit played a key role in arranging interviews for staff and executives with local media outlets, ensuring that the NCRST's initiatives, achievements, and impact were showcased to the public.

By engaging with the media, the NCRST established itself as a thought leader and a reliable source of information in the research and technology sector. This external communication strategy not only enhanced the organisation's visibility but also facilitated public understanding and appreciation of the NCRST's contributions to scientific advancements and innovation in Namibia.

### Professional Documentation and Reporting:

To effectively document and report on the organisation's activities and achievements, the unit dedicated significant effort to ensure professional documentation and reporting. They coordinated photography sessions for the Annual Report, capturing the essence of the NCRST's work through visuals.

Additionally, the unit played a vital role in compiling and drafting the 2021/22 Annual Report, presenting a comprehensive overview of the organisation's accomplishments, impact, and financial performance. By meticulously collecting and analysing data, the unit produced accurate and insightful reports that highlighted the NCRST's contributions to the research, science, and technology landscape in Namibia. These reports served as essential tools for internal reflection, external communication, and accountability.

### Optimal Digital Presence:

Recognising the importance of a strong digital presence, the unit actively contributed to maintaining and enhancing the NCRST's online presence. They played a crucial role in the registration of the NCRST's trademark, safeguarding the organisation's brand identity and ensuring its recognition and protection. Additionally, the unit focused on updating the NCRST's website.

CCM leveraged the NCRST website to provide information about the organisation, including job advertisements, application for calls of abstract, and details about ongoing initiatives. This approach not only attracted talented individuals to join the NCRST but also created awareness about the organisation's mission and impact. The NCRST's optimal digital presence further strengthened its credibility and accessibility to a wider audience.

### Supported Events and Initiatives:

The unit actively supported various events and initiatives that aligned with the NCRST's mission and objectives. They played a vital role in assisting with the coordination of logistics for science fairs and mathematics Olympiads, engaging young talents in science and mathematics and fostering a passion for these fields. By organising these events, the NCRST aimed to inspire and encourage the next generation of scientists, innovators, and researchers in Namibia.

Furthermore, the unit provided Director of Ceremony support for events promoting entrepreneurship and supporting women in biotechnology, signing of MoUs, staff meetings, National Science Fair, Boost Up Namibia, and other events.

These initiatives showcased the NCRST's commitment to inclusivity, diversity, and the empowerment of underrepresented groups in the research and technology sector. Through their dedicated efforts, the unit ensured the smooth execution of these events, facilitating meaningful interactions, knowledge sharing, and networking opportunities for participants.

### Challenges and Opportunities

Despite the achievements and contributions of the CCM unit, several challenges need to be addressed to further enhance its impact:

#### Budget Constraints:

Limited allocation of funds to corporate communication and marketing activities poses a challenge, leading to reduced advertising spend, limited promotional campaigns, and inadequate investment in corporate communication and marketing technology. Overcoming this challenge requires effective budget allocation and prioritisation to ensure the maximum impact of marketing and corporate communication initiatives.

#### Staffing and Skills Gap:

The lack of adequate staff and skilled personnel in the unit hampers the execution of effective corporate communication and marketing strategies. Investing in employing and retaining experienced corporate communication and marketing professionals, as well as providing adequate training to existing staff, is essential to overcome this challenge and ensure the CCM unit's effectiveness.

## ix. OPERATIONAL REVIEW

### Time and Capacity Constraints:

Corporate Communication and marketing activities require significant time and effort for planning, implementation, and analysis. Limited resources may result in heavy workloads and responsibilities in other areas, leaving little time for corporate communication and marketing initiatives.

Addressing this challenge requires optimising time and capacity by streamlining processes, prioritising tasks, and potentially considering additional resources or outsourcing where feasible.

### Insufficient Marketing & Communication Tools and Technology:

Advanced tools and technology are crucial for corporate communication and marketing success. Limited resources may hinder the organisation's ability to invest in the latest corporate communication and marketing software and analytics platforms, hindering the optimisation of campaigns and accurate measurement of their impact. Exploring cost-effective alternatives and seeking partnerships or collaborations can help overcome this challenge.

### Competing Priorities:

Corporate Communication and marketing may not always receive the same level of priority as other areas within the organisation. To address this challenge, it is crucial to align marketing goals with overall business objectives and advocate for the importance of marketing in achieving organisational success.

### Conclusion

The CCM unit at NCRST made significant strides in enhancing the organisation's visibility, stakeholder engagement, and communication effectiveness.

Through proactive stakeholder engagement, strategic partnerships, effective external communication, social media management, professional documentation and reporting, optimal digital presence, and support for events and initiatives, the CCM played a pivotal role in advancing research, science, and technology in Namibia.

Addressing the challenges of budget constraints, staffing and skills gaps, time and capacity constraints, insufficient marketing tools and technology, and competing priorities will be crucial for the unit to continue its positive trajectory and further strengthen the NCRST's position as a leader in research, science, and technology advancement in Namibia.

By adopting strategic planning, resource optimisation, and adaptability to emerging trends, the CCM unit will overcome these challenges and seize opportunities for continuous growth and impact.

## Legal Advice & Company Secretariat (LACS)

### Overview of Activities

The Legal Advice & Company Secretariat (LACS) unit within the Office of the CEO has been instrumental in providing legal guidance, ensuring compliance, and safeguarding the organisation's interests through legal documentation. In the 2022/23 Financial Year, LACS engaged in various activities to support the NCRST's operations:

### Compliance and Risk Mitigation:

LACS offered timely and accurate legal advice, ensuring that the NCRST remained compliant with laws and regulations.

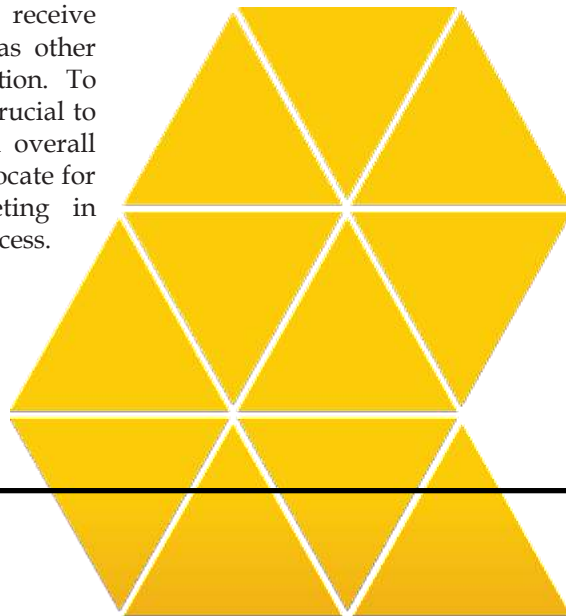
The unit identified potential legal risks and devised strategies to mitigate them, thereby safeguarding the organisation's interests and promoting responsible governance.

### Contract and Agreement Management:

LACS played an important role in drafting contracts and agreements, managing legal documentation, and supporting corporate governance practices. By facilitating strategic alliances and ensuring legal compliance in contractual arrangements, the unit protected the NCRST's rights and interests while fostering mutually beneficial relationships.

### External Collaboration:

LACS actively fostered collaboration with external entities, establishing partnerships and cooperation agreements with key stakeholders.



## ix. OPERATIONAL REVIEW

Through these initiatives, the unit strengthened the NCRST's position in the research, science, and technology landscape, creating opportunities for knowledge exchange and collaboration to drive innovation and advancement.

### **Achievements and Contributions towards Strategic Objectives**

During the 2022/23 Financial Year, the LACS unit achieved significant milestones and made notable contributions towards the NCRST's strategic objectives. The following accomplishments highlight the unit's impact:

#### **Ensuring Compliance and Risk Mitigation:**

LACS's provision of timely and accurate legal advice enabled the NCRST to maintain compliance with applicable laws and regulations. By identifying and mitigating legal risks, the unit contributed to the organisation's overall risk management efforts, ensuring a solid foundation for sustainable growth and success.

#### **Effective Contract and Agreement Management:**

The unit's precise work in drafting contracts, managing legal documentation, and supporting corporate governance practices played an important role in establishing strategic alliances. By ensuring the legality and enforceability of contractual arrangements, LACS protected the NCRST's rights and interests, fostering trust and confidence among stakeholders.

#### **Facilitating External Collaboration:**

Through the establishment of partnerships, collaborations, and cooperation agreements, LACS bolstered

the NCRST's position as a leader in the research, science, and technology landscape.

These external collaborations not only expanded the organisation's reach and impact but also facilitated the exchange of knowledge, resources, and expertise, driving innovation and fostering sustainable development.

### **Challenges and Opportunities**

The LACS unit encountered specific challenges and embraced opportunities during the financial year, shaping their approach to legal support:

#### **Challenges: Evolving Legal Landscape:**

The dynamic nature of the legal landscape posed challenges for LACS. The unit successfully navigated the ever-changing laws, regulations, and legal precedents by continuously updating their knowledge and adapting their practices to ensure compliance.

#### **Resource Constraints:**

Limited resources in terms of staffing and budget presented challenges for the unit. LACS overcame these constraints through effective planning, careful prioritisation, and maximising the utilisation of available resources to deliver optimal legal support.

#### **Opportunities: Proactive Compliance:**

The evolving legal landscape presented opportunities for LACS to adopt a proactive approach to compliance. By staying ahead of legal developments, anticipating potential issues, and implementing preventive measures, the unit positioned the NCRST as a responsible and compliant organisation.

### **Strengthening Partnerships:**

LACS seized opportunities to strengthen partnerships and collaborations with external entities.

By leveraging these relationships, the unit facilitated knowledge exchange, enhanced research, and technological initiatives, and broadened the NCRST's network of stakeholders, thereby fostering innovation and promoting sustainable growth.

### **Conclusion**

The Legal Advice & Company Secretariat unit, through its commitment to legal compliance, risk mitigation, and strategic partnerships, played an indispensable role in supporting the NCRST's operations and safeguarding its interests. By providing timely legal advice, managing contracts and agreements, and fostering external collaborations, LACS contributed to the organisation's adherence to laws and regulations, protected its rights, and expanded its reach and impact. Despite challenges and resource constraints, the unit demonstrated resilience and adaptability, positioning the NCRST for continued success in the dynamic field of research, science, and technology.

### **Internal Audit**

#### **Overview of Activities**

The Internal Audit & Risks function, operating within the Office of the CEO, played a pivotal role in the NCRST's risk management process during the 2022/23 Financial Year. This function was responsible for conducting independent and objective assessments to evaluate the effectiveness of internal controls, risk management practices, and governance processes within the organisation.

## ix. OPERATIONAL REVIEW

### Achievements and Contributions towards Strategic Objectives

The Internal Audit & Risks team made contributions to the NCRST's strategic objectives by ensuring that its operations were aligned with best practices and legislative requirements. Some key achievements during the financial year include:

#### Conducting Risk-Based Audits:

The Internal Audit & Risks team performed risk-based audits across various departments and functions within the NCRST.

Through these audits, areas of strengths and weaknesses were identified, enabling management to address control deficiencies and enhance overall operational efficiency.

#### Enhancing Internal Controls:

By leveraging their expertise, the Internal Audit & Risks team recommended improvements to internal control systems, policies, and procedures.

These enhancements strengthened the organisation's governance structure and minimised the risk of fraud, error, and non-compliance.

#### Monitoring Compliance:

The team diligently monitored the NCRST's compliance with laws, regulations, and internal policies. Their efforts ensured adherence to ethical standards and legal requirements, cultivating a culture of compliance, and contributing to the organisation's reputation as a responsible and accountable entity.

### Challenges and Opportunities

While the Internal Audit & Risks function achieved significant progress, it also faced challenges and identified opportunities for improvement during the financial year. These included:

#### Resource Constraints:

Limited staffing and budgetary constraints posed challenges in fully executing the internal audit plan and covering all areas of the NCRST's operations. To address this, the team prioritised and allocated resources to high-risk areas, ensuring effective risk management despite the constraints.

#### Technology and Data Analytics:

The rapidly evolving technological landscape and the exponential growth of data presented an opportunity for the Internal Audit & Risks function to leverage technology and data analytics tools. By embracing these tools, the team could enhance the efficiency and effectiveness of audits, gaining deeper insights into risks and controls.

#### Continuous Professional Development:

To maintain a skilled and knowledgeable Internal Audit & Risks team, investing in continuous professional development was crucial. The team actively pursued training opportunities and kept abreast of emerging trends and best practices in internal auditing, aligning their capabilities with the evolving needs of the NCRST.

Despite the challenges encountered, the Internal Audit & Risks function remained steadfast in fulfilling its mandate and contributing to the NCRST's overall governance and risk management objectives. The NCRST recognised the vital role of internal auditing and risk management in fostering transparency, accountability, and informed decision-making throughout the organisation.

By addressing these challenges and embracing opportunities, the Internal Audit & Risks function will continue to play a pivotal role in safeguarding the NCRST's interests, promoting effective risk management, and ensuring the organisation's adherence to regulatory requirements.

### Quality Assurance & Operational Excellence

#### Overview of Activities

The Quality Assurance and Operational Excellence unit, operating within the Office of the CEO, actively engaged in reviewing and optimising the NCRST's management systems and processes throughout the 2022/23 Financial Year. The unit's efforts aimed to enhance organisational effectiveness, efficiency, and consistency in achieving strategic objectives. Key areas of focus included improving communication, reducing errors and costs, and leveraging existing technology to optimise workloads.

## ix. OPERATIONAL REVIEW

### Achievements and Contributions towards Strategic Objectives

The Quality Assurance and Operational Excellence unit has achieved notable milestones in advancing the NCRST's operational capabilities during the financial year. These achievements include:

#### Review of Corporate and National Frameworks:

The unit conducted comprehensive reviews of various corporate and national frameworks, meticulously addressing gaps and bottlenecks in systems and processes. This thorough examination aimed to align the NCRST's operations with industry best practices and regulatory requirements, ensuring compliance and enhancing overall effectiveness.

#### Integrated Strategic Business Plan Review:

In compliance with the Public Enterprises Governance Act, the unit actively participated in the review of the Integrated Strategic Business Plan. This collaborative effort facilitated the identification of areas for improvement and ensured alignment with the new CEO's vision and goals, fostering a strategic and cohesive approach to organisational growth.

#### Microsoft Office 365 Apps Project:

The unit successfully implemented the Microsoft Office 365 Apps Project, optimising the utilisation of previously underutilised applications. This initiative streamlined work processes, improved operational efficiency, and facilitated seamless communication among staff members, fostering collaboration and knowledge sharing.

#### SAGE 300 HR Modules Project:

Activation of the SAGE 300 HR Modules Project revolutionised the collection of individual and organisational performance data. By automating data collection, this project streamlined processes, enhanced data accuracy, and empowered decision-makers with reliable and timely information for effective planning and decision-making.

#### Development and Approval of Scorecards:

The unit played a pivotal role in the development and approval of the Commission and Acting CEO's Scorecards. These scorecards, serving as annexures to the Governance Agreement, established a structured approach to measure performance and enhance accountability, ensuring alignment with strategic objectives and fostering a culture of continuous improvement.

#### Challenges and Opportunities

While pursuing these achievements, the Quality Assurance and Operational Excellence unit encountered certain challenges, which also presented opportunities for improvement. These include:

##### Challenges:

#### Manual Performance Data Collection:

Manual collection of performance data proved to be a laborious and error-prone task, potentially leading to inefficiencies and inaccuracies in data management.

##### Opportunities:

#### Leveraging Existing Technology:

An opportunity exists to leverage existing technology, such as Microsoft Office 365 Apps and the SAGE 300 System, without the need for additional app licenses.

By harnessing these tools, the NCRST can streamline data collection processes, improve efficiency, and optimise resource utilisation.

The NCRST acknowledges these challenges and opportunities and remains steadfast in addressing them to enhance operational effectiveness and drive continuous improvement throughout the organisation. By leveraging technology and optimising processes, the NCRST aims to achieve greater efficiencies, promote innovation, and contribute to the overall success of its strategic objectives.

#### Conclusion

The Office of the CEO, including the Corporate Communication & Marketing, Legal Advice & Company Secretariat, Internal Audit & Risk, and Quality Assurance & Operational Excellence units, plays a vital role in supporting the NCRST's strategic objectives. Through their diverse expertise and commitment, these units enable the organisation to fulfil its mission of promoting research, science, and technology for national development.

The units demonstrated significant achievements throughout the financial year, including enhancing the organisation's public image, ensuring compliance and risk mitigation, providing valuable recommendations for improvement, and driving operational excellence. By proactively addressing challenges and embracing opportunities, the Office of the CEO and its units will continue to contribute to the NCRST's success in advancing research, science, and technology for the benefit of the nation.



## ix. OPERATIONAL REVIEW

### 2. Research, Science, Technology, Innovation, Coordination and Support (RSTIC&S)

This section highlights the collaborative efforts of NCRST's four units within the Research, Science Technology, Innovation, Coordination and Support (RSTIC&S) department: Knowledge Management and Intellectual Property Coordination (KMIP), Policy and Programme Development (PPD), Human and Institutional Development, Science and Technology Promotion (HIDSTP), and Resource Mobilisation & Grant Management (RMGM). Together, these units have worked diligently to coordinate and support RSTI activities across various domains, fostering an environment conducive to advancements in research, science, technology, and innovation.

#### Knowledge Management and Intellectual Property Coordination (KMIP) Division

##### Overview of Activities

The KMIP division plays a vital role in managing knowledge and coordinating intellectual property activities. Throughout the reporting period, the division has been actively involved in collecting, organising, analysing, and sharing information, data, and research findings. By facilitating the effective flow of knowledge, the division ensures that valuable insights are accessible to relevant stakeholders within NCRST. Additionally, the KMIP division is committed to the identification, protection, and management of intellectual property rights.



This is achieved through activities such as IP audits, patent filings through the Business and Intellectual Property Authority (BIPA), research and innovation agreements, and monitoring legal issues contained in all IP and innovation-related agreements.

##### Achievements and Contributions towards Strategic Objectives

The KMIP division has made notable achievements that align with NCRST's strategic objectives. One significant accomplishment during the reporting period was the successful formulation and implementation of the Institutional Policy on Intellectual Property and Technology Transfer.

This policy provides a comprehensive framework for managing intellectual property within NCRST and promotes effective technology transfer activities in the research and innovation arena. By establishing clear guidelines for the identification, protection, and utilisation of intellectual property, the division has made a substantial contribution to NCRST's overall strategic objectives.

##### Challenges and Opportunities

While celebrating achievements, the KMIP division recognises the challenges it encountered and the opportunities they present for growth. One challenge faced during the reporting period was the absence of an institutional policy, which limited the division's ability to provide comprehensive guidance and support to stakeholders on intellectual property and technology transfer related matters.

To address this challenge, the division identified the critical need for an institutional policy and is actively working towards it being approved by the Hon Minister of MHETI, and implementation of the same in the coming period.

Another challenge faced by the division was a shortage of human resources, which impacted day-to-day activities and backup support in the absence of the Division's manager. However, this challenge also presents an opportunity for internal staff members to take the initiative and undertake studies in the field of Intellectual Property.

## ix. OPERATIONAL REVIEW

By doing so, they cannot only fill the gaps in the future but also contribute more effectively to the organisation's overall strategic objectives. This opportunity for professional development and skill enhancement will enable the KMIP division to better support stakeholders and drive research and innovation within the organisation.

### The Policy and Programme Development (PPD)

#### Overview of Activities

During the reporting period, the PPD division engaged in a range of activities that contribute to the advancement of research, science, technology, and innovation. Notable activities include the participation in the SIDA/UNESCO project, the continuous research registration process, the SGCI II project, and collaboration with the ICT division on day-to-day tasks. Through these initiatives, the division facilitated stakeholder consultations, conducted workshops, completed data collection and analysis, and actively supported various projects and programmes.

#### Achievements and Contributions towards Strategic Objectives

The PPD division created significant achievements that align with our strategic objectives. Firstly, the division successfully improved stakeholder awareness by providing information and access to vital systems and programmes such as the Research Registration (RR) system, the Science, Technology, and Innovation - Information Management System (Portal), and the National Research, Science, Technology, and Innovation Programme (NRSTIP).



This increased awareness resulted in a notable increase in revenue from research registration, with N\$290,000.00 generated during the reporting period.

Furthermore, the division actively contributed to improving RSTI stakeholders' access to essential resources and indicators. Through advocacy visits, project participation, and data collection and analysis, the division enhanced stakeholders' access to the Research Registration process, the Portal, NRSTIP, R&D indicators, and RSTI indicators.

By promoting access to these resources, the division facilitated informed decision-making and supported the growth of research, science, technology, and innovation in Namibia.

In terms of financial achievements, the division demonstrated its ability to secure funding through partnerships and income generation. The successful execution of the SIDA-UNESCO project, with a budget of N\$2,070,000, highlights the division's effective collaboration and resource mobilisation.

Despite the total expenditure exceeding the budget at N\$2,294,821.74, this achievement demonstrates the division's capability to attract funding and manage resources efficiently.

Additionally, the PPD division actively collaborated with the Ministry of Environment, Forestry, and Tourism (MEFT) and GIZ on the development of the Bio Innovation in Africa (BIA) Project and the ABS IT tool and portal.

## ix. OPERATIONAL REVIEW

By contributing to the development of the portal and engaging in testing activities, the division strengthened collaborations and fostered the growth of science, technology, and innovation in the country.

### Challenges and Opportunities

The PPD division encountered significant challenges during the reporting period. One notable challenge is the revision and legal challenges surrounding the Research Act, which delayed the completion of the National Guidelines on Research. As a result, the division experienced delays in rolling out national advocacy activities, including the printing of information booklets.

However, the revision of the Act presents an opportunity for a National Launch of the Research Registration Guidelines, which will carry greater weight and enable senior management to engage and advocate for research registration to high-level administrators. This opportunity will raise awareness and emphasise the importance of research registration within the organisation.

Another challenge was the non-replacement of three Programme Officers who resigned within the last two years, resulting in a high workload for the remaining staff. To address the administrative backlog, the Ministry of Higher Education, Training, and Innovation (MHETI) facilitated a secondment to provide assistance. However, the shortage of staff still poses a challenge to the division's capacity to deliver its daily activities and provide optimal support and services to stakeholders. Exploring opportunities for recruitment or investing in training and development for existing staff can mitigate this challenge and strengthen the division's capabilities.



ix. OPERATIONAL REVIEW



ix. OPERATIONAL REVIEW



## ix. OPERATIONAL REVIEW

### Human and Institutional Development, Science and Technology Promotion (HID-STP)

#### Overview of Activities

The HIDSTP division is dedicated to advancing Research, Science, Technology, and Innovation (RSTI) awareness in Namibia. They strive to recognise exceptional contributions to RSTI, identify gaps in Science, Technology, and Innovation human and institutional resources, and implement programmes to bridge these gaps. Their activities encompass the following:

#### Namibian Journal for Research, Science, and Technology (NJRST):

The division established the NJRST, which serves as a platform for disseminating research outputs and blending all sciences. The journal aims to enhance international recognition for institutions and the country as a whole, to provide a means for Namibian authors to gain acknowledgment as experts in their fields at national and international levels, to increase publication, improve online visibility, and facilitate international indexing for Namibian researchers. In November 2022, the NJRST was successfully migrated to a continental platform hosted by the University of Cape Town (UCT), and the review process is currently underway for Volume 4 Issue 2.

#### RSTI engagement programmes:

The division, in partnership with various partners, successfully hosted the Namibia Mathematics Olympiad (NMO) 2022 from May to September 2022, the National Science Fair 2022 from 30 January to 2 February 2023, the National Student Research Symposium, and the National Research Symposium from 22 to 23 November and 24 to 25 November 2022, respectively.



Additionally, the division is currently busy with the development of the new E-learning software called The Plato Centre, which is based on the Namibian curriculum.

#### Achievements and Contributions towards Strategic Objectives

The division made significant achievements and contributions towards the strategic objectives. These accomplishments are as follows:

##### Strategic Initiative:

##### *Increase research publication:*

The division successfully increased the research paper publication output. Although the baseline was 18 research paper publications, the division exceeded the target by achieving a 10% increase with 7 additional publications.

##### *Enhance NJRST:*

The migration of the NJRST to a continental platform hosted by the University of Cape Town (UCT) provided numerous benefits. The journal became a prominent avenue for disseminating research outputs, contributing to the international recognition of institutions and the country.

It also facilitated the acknowledgment of Namibian authors as experts in their respective fields. The online visibility and international indexing of Namibian researchers' work improved, allowing for easier access to research results and findings across various disciplines.

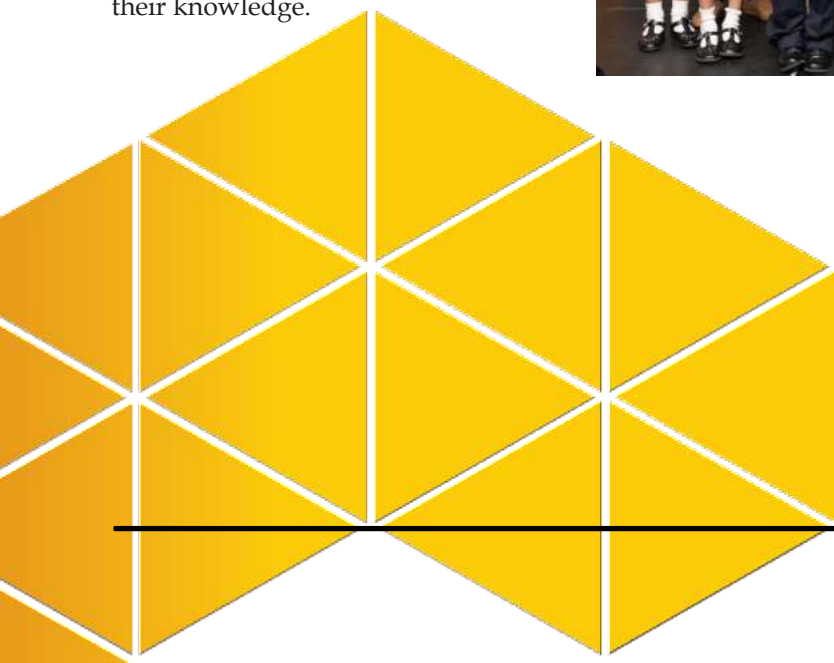
## ix. OPERATIONAL REVIEW

### Strategic Initiative: Implement divisional science engagement programmes and agreement action plans

#### Namibia Mathematics Olympiad (NMO)

The NCRST, in partnership with the Ministry of Education, Arts and Culture (Namibia) (MoEAC), Debmare Namibia and supported by the London Mathematics Society (LMO), the Namibia University of Science and Technology (NUST), the University of Namibia (UNAM), as well as the Embassy of the People's Republic of China to the Republic of Namibia, successfully hosted the Namibia Mathematics Olympiad (NMO) 2022 from May - September 2022. The event ended with the selection of six overall winners to represent Namibia at the Pan African Mathematics Olympiad that will be taking place from 13 to 22 May 2023.

The purpose of the NMO is to promote mathematics in general and popularise science and technology among our students, community, and educators. It is a vehicle to encourage and challenge mathematically gifted young individuals to take a more active interest in the study of science by providing an opportunity for students to showcase their knowledge.



## ix. OPERATIONAL REVIEW



### Mathematics and Science Computer-based learning (Plato) Centres

This project is aimed at enhancing the skills of school learners in the much-needed knowledge areas of Mathematics and Science. This project has been building capacity and upgrading the Mathematics and Science content knowledge of learners and students to enable them to enter tertiary studies at a more advanced level in the Mathematics and Science fields. Additionally, these centres play a role in building capacity among educators.

At the moment, the software that has been used by these centres is redundant, and the NCRST with assistance from NUST, UNAM, and IUM is busy with the development of new software that is based on the Namibian curriculum. The Plato Centre E-learning software development agreement was signed in 2021 between the International University of Management (IUM), the University of Namibia (UNAM), and the Namibia University of Science and Technology (NUST). The developing team successfully completed the analysis and documentation phase and is now busy with the implementation phase.

### National Science Fair (NSF)

The NCRST, in partnership with the Ministry of Education, Arts and Culture (MoEAC), and Debmarine Namibia, successfully hosted the NSF 2022 from 30 January to 02 February 2023. The purpose of the National Science Fair was to popularise science and technology among Namibian learners, students, community, and educators. It is also a vehicle to encourage students, parents, and teachers to take a more active interest in the study of science by providing an opportunity for students to conduct and publicly present an independent scientific inquiry.





## ix. OPERATIONAL REVIEW

### National Student Research Symposium (NSRS) and National Research Symposium (NRS)

The Ministry of Higher Education, Technology & Innovation (MHETI), in partnership with the NCRST and overseen by a Steering Committee composed of stakeholders such as the Namibia Training Authority (NTA), Namibia College of Open Learning (NAMCOL), Namibia University of Science and Technology (NUST), University of Namibia (UNAM), International University of Management (IUM), and the Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL), successfully hosted the NSRS and NRS from 22 to 23 November and 24 to 25 November 2022, respectively.



The main objectives of the NRS are to provide for a structured and systematic exchange of research outputs, opportunities, experiences, and interests and to establish R&D collaborations and networks with industry and other partners.

#### Challenges and Opportunities

While the division achieved notable success, several challenges and opportunities lie ahead:

##### Insufficient human capacity:

This resulted in a high workload for the remaining staff. However, some programmes were offered online, which reduced the workload.

##### Capacity Building:

Addressing the gaps in Science, Technology, and Innovation human and institutional resources are crucial. Developing programmes that focus on capacity building, training, and skills development assist in bridging these gaps and ensure the availability of qualified professionals in RSTI fields.

#### Collaboration and Partnerships:

Further opportunities exist for strengthening partnerships and collaborations with other journals, institutions, and stakeholders. By fostering synergies and sharing resources, the division can enhance the visibility and reach of Namibian research.

#### Funding and Resources:

Adequate funding and resources are essential to support the division's activities effectively. Securing sustained financial support and optimising resource allocation will enable the division to maximise its impact and achieve its objectives.

By addressing these challenges and capitalising on the opportunities, the Human and Institutional Development, Science, and Technology Promotion division can continue to promote RSTI awareness, facilitate research publication, and contribute to the growth and advancement of the scientific community in Namibia.



## ix. OPERATIONAL REVIEW

### Resource Mobilisation & Grant Management

#### Overview of Activities

The Resource Mobilisation & Grant Management (RM & GM) division plays a vital role in providing grant management services to support socio-economic development. During the reporting period, the division engaged in various activities, including:

#### Administration of Research and Innovation Projects:

The division administered five projects under the SGCI Research Management Call (SGCI-2). These projects aimed to enhance climate resilience, food security, smart agricultural technologies, biotechnology, indigenous knowledge resources, water security and management, and value addition to natural resources. Additionally, three innovation projects were managed to strengthen the participation of women innovators in agriculture, biotechnology, water, and Indigenous Knowledge Systems (IKS).

#### Call for Proposals and Funding:

The RM & GM division submitted a proposal for funding under the Science Granting Councils Initiative (SGCI), which aimed to strengthen research management capacities. The NCRST was awarded N\$ 5.66 million, enabling the organisation to co-fund the proposed activities.

#### Scholarships and Grants:

The division facilitated scholarships and grants for research, specifically for individuals enrolled in postgraduate studies at recognised institutions. This initiative led to the enrolment of a PhD candidate under the NSFAP/ NCRST Postgraduate Education Funding Programme.



#### Evaluation and Financial Verification:

The division focused on improving the evaluation process of funded projects to assess their performance and enhance future management of outputs and outcomes. Additionally, all projects underwent a financial verification exercise to ensure proper utilisation of funds.

#### Achievements and Contributions towards Strategic Objectives:

The RM & GM division achieved several milestones and made significant contributions towards strategic objectives, including:

#### Secure External Funding:

Through resource mobilisation efforts, the division secured funding of N\$ 5.66 million under the SGCI 2 plus called for proposals for research and innovation funds. This achievement not only increased external funds but also provided an opportunity for the NCRST to co-fund projects. Furthermore, an additional fund of US\$ 250,000.00 was obtained from the African Centre for Technology Studies (ACTS) through the SGCI.

#### Project Awards and Implementation:

The NCRST awarded five research projects and three innovation projects under the SGCI-2 and Innovation Challenge for women, respectively. These projects focused on priority areas such as agriculture, biotechnology, water, and Indigenous Knowledge Systems. The implementation of these projects is ongoing and closely monitored in the current financial year, with a no-cost extension approved.

#### Capacity Building:

Mr Oswald Mughongora, an RM & GM team member, successfully completed a course titled "Monitoring and Evaluation for the Public Sector" with the University of Pretoria. This training enhances the division's capacity in monitoring and evaluation practices.

#### Challenges and Opportunities:

The RM & GM division faced several challenges and opportunities that impact its operations:

#### Challenges:

##### Limited Human Resources:

The division faced a shortage of human resources to carry out multiple activities effectively.

## ix. OPERATIONAL REVIEW

However, the recently acquired Online Grant Management System is expected to streamline and automate the grant management process, improving efficiency.

### Dissemination of Research Findings:

Ensuring effective dissemination of research findings to the primary audience posed a challenge. Efforts should be made to enhance the communication and knowledge transfer of research outcomes.

### Availability of Peer Reviewers:

There is a need to address the challenge of securing committed peer reviewers for project evaluations, ensuring timely and high-quality reviews.

### Opportunities: Learning from SGC Networks:

The division has opportunities to learn from other Science Granting Councils (SGCs) through networks and engagements, fostering knowledge exchange and best practices.

### SGCI Funding Opportunities:

Continued pursuit of funding opportunities through the SGCI initiative is essential due to the increased confidence in the NCRST within the ecosystem and among other Science Granting Councils. The division can leverage these opportunities to secure additional funds and resources for research and innovation projects.

### Partnerships with SGCs:

The participation of the NCRST in the SGCI initiative enables the establishment of partnerships with other Science Granting Councils in participating countries. These partnerships provide avenues for collaboration, resource sharing, and joint initiatives, strengthening the

### Enhanced Grant Management Processes:

The implementation of the Online Grant Management System offers an opportunity to streamline and automate grant management processes.

This system can improve efficiency, enhance resource mobilisation efforts, and facilitate better monitoring and evaluation of funded projects.

### Capacity Building and Skill Development:

Continued investment in capacity building initiatives, such as training programmes and workshops, can further enhance the skills and expertise of the RM & GM division's team members. This will enable them to effectively navigate the dynamic landscape of resource mobilisation and grant management.

By addressing the identified challenges and capitalising on the available opportunities, the RM & GM division can strengthen its role in supporting socio-economic development through effective resource mobilisation, grant management, and strategic collaborations with stakeholders.



## ix. OPERATIONAL REVIEW

### 3. Innovation Technology Development Department (ITD)

The Innovation Technology Development (ITD) Department comprises three divisions: the Innovation and Industrial Research Division, the Natural Sciences Research Division, and the Biotechnology Division. Each division plays a distinct role in advancing research, innovation, and industrial development in Namibia.



Here is an overview of what each division does:

#### **Innovation and Industrial Research Division:**

This division focuses on establishing and managing platforms and connections that foster innovations spin-offs, value addition, and industrial research. They facilitate collaborations between researchers, industry stakeholders, and entrepreneurs, aiming to promote spin-offs from innovations and enhance value addition in various sectors.

The division also works towards facilitating the transfer of technology

from research institutions to industries, contributing to the growth and competitiveness of Namibia's economy.

#### **Natural Sciences Research Division:**

The Natural Sciences Research Division is dedicated to advancing research in the natural sciences. They support and coordinate research projects in disciplines such as physics, chemistry, biology, environmental sciences, and more. The division aims to foster scientific discovery, innovation, and knowledge creation in these fields.

By promoting and funding research activities, they contribute to the development of scientific expertise and the generation of new insights that can drive societal progress.

#### **Biotechnology Division:**

The Biotechnology Division focus is to ensure effective regulatory services for activities that involve research, development, production, marketing, transport, application, and other uses of Genetically Modified Organisms (GMOs) and facilitate national policies, strategies, and programmes on biotechnology and biosafety.

## ix. OPERATIONAL REVIEW

The division plays a critical role in fostering innovation in biotechnology and leveraging its potential for various Bioeconomy sectors, such as healthcare, agriculture, and environmental sustainability.

Through their respective areas of focus, the divisions within the ITD Department work together to drive research, innovation, and industrial development in Namibia. By facilitating collaborations, supporting research projects, and promoting technology transfer, they aim to create an enabling environment for innovation and contribute to the socio-economic growth of the country.

### Innovation and Industrial Research Division major achievements

#### Overview of Activities:

During this reporting period, the division successfully implemented several projects and programmes, including FemBioBiz IV, Omaheke Innovation Village (O-Space) project, Grassroot Innovation Programme (GIP), collaborated with the Centre for Scientific and Industrial Research in South Africa (CSIR) on the Innovation and Industrial Development Programme, and implemented the BOOST Up Series in collaboration with the Southern Africa Innovation Collective network.

The division also partially implemented the NICW 2022/23 in partnership with Debmarine Namibia and initiated the signing of a Memorandum of Agreement with the Ministry of Education Arts and Culture (MoEAC) for conducting Grassroot Innovation training at the Ministry's Community Learning and Development Centres (CLDCs). Additionally, the division engaged with start-ups and innovators through Walk-in meetings where innovation and entrepreneurial advice were provided.



## ix. OPERATIONAL REVIEW

### Stakeholder/Customer Satisfaction

The division actively engaged with customers and stakeholders through various platforms, including stakeholders' consultation meetings, workshops, working groups, and committees. Two customer satisfaction surveys were conducted during this reporting period for the GIP, with an average satisfaction percentage score of 74%.

### Funding, and Resource Mobilisation efforts

The division successfully mobilised funds from SANBio/BioFISA II and the Social Security Commission (SSC) for the implementation of FemBioBiz IV and the National Innovation Challenge for Women projects respectively. A total of N\$ 150,000.00 was mobilised for the mentioned project/programme. Additionally, the division supported the Omaheke Innovation project with funding totalling N\$ 273,464.00 for procuring of equipment to establish the Omaheke Mini-Innovation hub.

### Technology and Innovation Awareness, Networking, and Engagement

The division provided capacity building to fourteen (14) technology start-ups through the BOOST Up programme, with two startups further capacitated through regional training and participation in the regional BOOST Up event in South Africa. Moreover, seventy-one (71) businesses/start-ups were empowered through the Grassroot Innovation Programme, while forty-three (43) female start-ups received training in e-commerce, market research, and pitching under the FemBioBiz IV programme.

Three national winners from the FemBioBiz IV programme were supported in setting up their e-commerce platforms and received financial assistance to further develop their businesses. In addition, four (4) interns were capacitated through the NCRST-CSIR Innovation and Industrial Development Programme. Furthermore, the division engaged with seventeen (17) businesses/start-ups through Walk-in meetings, providing tailored advice and referrals. In total, fourteen (14) linkages were established with various innovation support institutions and service providers, consisting of Start-Up Namibia, Technology Innovation Agency in South Africa, Technology Station at Cape Peninsula University of Technology, City of Windhoek, BIPA, and Sahara Ventures (Dar es Salaam, Tanzania).



### Innovation Fostering Programme Outputs

Through various programmes such as Southern Africa Innovation Collectives (SAIC) BOOST Up, FemBioBiz IV, Grassroot Innovation Programme, and Walk-in meetings, the division achieved the following outputs:

- Capacitation of 132 innovators
- Advice/coaching provided to 17 innovative businesses
- 150 innovative businesses accessing the innovation platform
- Financial support provided to 6 innovative businesses
- Support for 52 products/services
- Establishment of 1 facility from Innovation platforms
- Incubation of 1 innovator
- Creation of 14 linkages for innovation support

### Partnerships

The division formed partnerships with identified stakeholders to facilitate NCRST's innovation interventions, including SANBio/BioFISA II, SAIC, Debmarine Namibia, and Ministry of Basic Education and Culture (MOEAC).



### Natural Sciences Research Division major achievements

The Natural Sciences Research Division facilitated the following significant

#### Space Science Programme

- Conducted awareness campaigns for the Namibian Space Science and Technology Policy in the Erongo, //Karas, Hardap, Omaheke, and Khomas regions.
- Organised a stakeholder workshop on the implementation of the Namibia Space Science and Technology Policy (NSSTP) Policy.
- Participated in meetings of the High Energy Stereoscopic System (H.E.S.S) Steering Committee.
- Assisted H.E.S.S with visa applications, customs, and excise duties for research equipment, and provided financial support for the 20<sup>th</sup> H.E.S.S anniversary celebration and open day symposium.
- Sent two staff members to the H.E.S.S site for one month each to familiarise themselves with the project's management and operations.
- Participated in the SADC Regional experts meeting on Space Science and Technology.
- Facilitated a familiarisation tour to the Higher Performance Computing (HPC) Centres at NUST and UNAM.
- Participated in the SKA African Partnerships Working Group and Senior Official meetings.
- Conducted a webinar on Nuclear Technology for Energy, Water, Health, and Food Security.
- Participated in the Group on Earth Observations a regional initiative in Africa (AfriGEO) Steering Committee meeting.



*The division provided capacity building to fourteen (14) technology start-ups through the BOOST Up programme, with two startups further capacitated through regional training and participation in the regional BOOST Up event in South Africa. Moreover, seventy-one (71) businesses/startups were empowered through the Grassroot Innovation Programme, while forty-three (43) female start-ups received training in e-commerce, market research, and pitching under the FemBioBiz IV programme.*



### National STI Infrastructure

- Conducted a National Research Infrastructure Survey in 13 regions and prepared a preliminary report.

### Indigenous Knowledge Systems (IKS)

- Facilitated Namibia - South Africa Indigenous Knowledge Systems Bilateral meetings for finalising the Draft National IKS Policy.

### Science Granting Councils Initiatives (SGCI) Projects

- Participated in the SGCI Monitoring, Evaluation, and Learning (MEL) Regional meeting. Engaged in the implementation and monitoring of funded Science Granting Councils Initiative Projects in areas such as Indigenous Knowledge Systems, Climate Smart Agriculture, and Women Innovators.
- Held a Monitoring, Evaluation, and Learning (MEL) meeting for the Joint IKS project between NCRST and Fundo National Institute (FNI) in Mozambique.

### Engagement Platforms

The Division participated in various engagement platforms, including:

- World Food Programme Project 2030 Closure and Handover.
- Workshop on Updated National Implementation to the Stockholm Convention on Persistent Organic Pollutants (POPs).
- Fourth Industrial Revolution Conference.
- Consultative workshop on satellite development & application programme in Namibia.
- Stakeholders' engagement workshop on the implementation of the National Action Plan for Health Security. Namibian Youth for Green
- Hydrogen Scholarship Evaluation Committee. SADC Ministers of Education and Training and Science, Technology, and Innovation meeting. Namibia/South Africa Bi-National Commission (BNC) third session.

### Partnerships

The Division formed partnerships with the following institutions:

- Social Sciences and Humanities Research Council of Canada (SSHRC) for supplementary support for projects funded through the New Frontier in Research fund (NFRF)'s 2022 special call: Research for Post-Pandemic Recovery.

### Southern Africa Science

- Services Centre for Climate Change and Adoptive Land Management (SASSCAL) in the thematic fields of climate services, food and water security, biodiversity conservation, and sustainable forests and woodlands.
- Signed an addendum to the agreement regarding the High Energy Stereoscopic System (H.E.S.S.), extending the continuation agreement to 30 September, 2024.



## ix. OPERATIONAL REVIEW

### Biotechnology Division major achievements

The Biotechnology Division implemented the following activities.

#### GMO Permits

Awarded twenty-one (21) GMO permits for placing GMO food and feed products on the market.

#### Biosafety Council

Held a special meeting to review GMO applications and three (3) quarterly meetings to discuss GMO permit approvals, renewals, and transport document approvals.

#### Bioeconomy Strategy

- NCRST Collaborated and mobilised funding from the Food Agriculture Organisation (FAO) of the United Nations to develop a National Bioeconomy Strategy 2023/2028.
- Facilitated the validation workshop of the Bioeconomy Strategy and incorporated final inputs.
- Presented the final strategy to the Minister of Higher Education, Training, and Innovation for initiation of the Cabinet approval processes.

#### GMO Inspections

- Conducted GMO inspections and awareness campaigns in various regions to assess stakeholders' compliance with the Biosafety Act, 2006.
- Created awareness of activities related to GMOs and GMO products in Namibia.
- Informed stakeholders about the Biosafety Act, regulations, and the process of obtaining a GMO permit.
- Provided information about the services available at the NCRST GMO testing laboratory.



## ix. OPERATIONAL REVIEW

### Operationalisation of the GMO Laboratory

- Conducted GMO Testing Laboratory training in collaboration with SciCorp laboratories and assistance from the University of the Free State GMO Lab.
- Provided theoretical and hands-on training on GMO detection and quantification methods.

### GMO Testing

- Formally commenced with GMO testing in August 2022, and since then, tested a total of 18 samples for the detection of GMOs, including interlaboratory testing in conjunction with the University of the Free State.



ix. OPERATIONAL REVIEW



ix. OPERATIONAL REVIEW



## ix. OPERATIONAL REVIEW

### GMO Safety Training

- Provided laboratory staff with training on laboratory safety, including appropriate handling of chemicals, use of biological safety cabinets, emergency drills, and handling of fire extinguishers and other

### NCRST - Namibia Agronomic Board (NAB)

- Signed a memorandum of understanding (MoU) with the Namibia Agronomic Board to support agricultural projects, technological development, innovation, and value addition.
- Strengthened efforts for joint advocacy, inspection of imported products, and sharing of laboratory facilities for testing and research in agronomy, horticulture, and food safety.

### COP-MOP Meetings

- Attended the UN Biodiversity Conference, including meetings of the Convention on Biological Diversity (CBD), the Cartagena Protocol on Biosafety, and the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits.
- Ensured the implementation of biosafety frameworks and considered potential harm to human, animal, and environmental health arising from the use of GMOs.



### Challenges and Opportunities

#### Innovation and Industrial Research Division:

##### Challenges:

- Limited funding for research and innovation projects.
- Need for improved infrastructure and research facilities.
- Difficulty in attracting and retaining skilled researchers and innovators.
- Ensuring effective commercialisation and transfer of technology to industries.

##### Opportunities:

- Increased collaboration with industry stakeholders and entrepreneurs.
- Leveraging partnerships with local and international organisations for funding and support.
- Exploring emerging technologies and innovation trends for potential spin-offs and value addition.
- Strengthening linkages between research institutions and industries for knowledge transfer.

#### Natural Sciences Research Division:

##### Challenges:

- Limited resources to avail to researchers for conducting scientific research.
- Limited interdisciplinary research and collaboration.

##### Opportunities:

- Access to international research collaborations and funding opportunities.
- Harnessing the potential of emerging fields such as space science, climate change, green hydrogen and renewable energy.
- Promoting citizen science initiatives to engage the public in scientific research.
- Advocating for policies that support scientific research and knowledge dissemination.

## ix. OPERATIONAL REVIEW

### Biotechnology Division: Challenges:

- Ensuring compliance with biosafety regulations and guidelines.
- Addressing public concerns and perceptions about genetically modified organisms (GMOs).
- Balancing the potential benefits and risks associated with biotechnology applications.
- Insufficient building of local capacity in biotechnology research and development.
- Delayed review of the Biosafety Act (Act 7 of 2006)

### Opportunities:

- Collaboration with national and international organisations for knowledge sharing and capacity building.
- Exploring the potential of biotechnology in sectors like healthcare, agriculture, and environmental sustainability.
- Developing a supportive policy and regulatory framework for responsible biotechnology applications.
- Engaging with stakeholders and the public through awareness campaigns and dialogue on biotechnology and biosafety.
- Finalisation of the National Bioeconomy Strategy.

Overall, the divisions within the ITD Department have opportunities to leverage partnerships, secure funding, and embrace emerging technologies to overcome their challenges. By addressing these challenges and capitalising on opportunities, they can contribute to the advancement of research, innovation, and industrial development in Namibia.

## 4. Business Support Services

The Business Support Services department consists of four divisions, namely: the Information and Communication Technology (ICT) Division, the Human Resources & Organisational Development (HR&OD) Division, Procurement, and the Corporate Finance (CF) Division, as well as the Fund Management and Investments (FMI) Division. These divisions play a crucial role in supporting the operations of the NCRST.



### Corporate Finance

The Corporate Finance Division is responsible for financial management and resource allocation within the NCRST. The division also plays a crucial role in managing grants and funding received by the NCRST, ensuring the effective utilisation of financial resources. Additionally, the division oversees the procurement process of goods and services for the NCRST, ensuring compliance with procurement regulations, implementing transparent and efficient procurement procedures, and working towards obtaining value for money in all procurement activities. The division also fosters supplier relationships and strategic partnerships to support the NCRST's objectives.

### Fund Management and Investment

The Fund Management and Investment Division is responsible for budgeting, financial planning and reporting, expenditure control, revenue management, and financial risk assessment. The division also provides advice to technical departments on fund management and execution and assists with funds mobilisation. Furthermore, the division serves as a custodian of the NCRST investment policy.

## ix. OPERATIONAL REVIEW

### Information and Communication Technology (ICT)

The Information and Communication Technology (ICT) Division is responsible for managing and maintaining the NCRST's technology infrastructure and systems. They ensure the availability and security of IT services, provide technical support to employees, and implement innovative solutions to enhance operational efficiency and effectiveness.

#### Overview of Activities

The Information and Communication Technology (ICT) Division of the NCRST plays a crucial role in developing and advancing ICT infrastructure to support the leadership-defined strategy. The division focuses on investing in information technology that enhances work processes, facilitates informed decision-making, ensures compliance with laws and regulations, and aids in effective risk management.

### Achievements and Contributions towards Strategic Objectives

The ICT Division remains committed to delivering quality services that contribute to the achievement of the NCRST's strategic objectives. The division prioritises the maintenance and expansion of the ICT infrastructure to meet the organisation's evolving needs. Additionally, the ICT Division has successfully implemented new technologies that improve work processes and support the overall objectives of the organisation.

#### Challenges and Opportunities

The ICT Division encounters challenges related to understaffing and an increased workload, requiring staff members to take on additional responsibilities while ensuring the completion of their daily tasks. To address these challenges, the ICT Division will continue to explore new technologies that align with the NCRST's strategic objectives, while prioritising the organisation's needs.

Efforts will be made to address the staffing and workload challenges, ensuring the efficient and effective delivery of quality services. The division remains dedicated to developing and advancing the ICT infrastructure that aligns with the NCRST's strategy.

Therefore, the ICT Division will proactively seek opportunities to optimise ICT processes and leverage emerging technologies to further enhance work efficiency and support the NCRST's strategic objectives. Collaboration with relevant stakeholders, adherence to procurement policies, and continuous professional development initiatives for employees will be pursued to overcome challenges and seize opportunities in the ICT landscape.

Through these endeavours, the ICT Division aims to establish a robust and reliable ICT framework that empowers the NCRST in its pursuit of research, science, and technology excellence.



# x. HUMAN CAPITAL

## 1) Employee Demographics

The NCRST recognises that its employees are the key drivers of its mandate. The Commission is dedicated to delivering strategic human resources programmes, services, and technologies aimed at developing, engaging, and retaining its workforce. This division focuses on managing human capital within the NCRST, including recruitment, talent management, employee relations, training and development, performance management, and organisational development initiatives. The division plays a vital role in fostering a positive work environment, promoting employee well-being, and nurturing a skilled and motivated workforce.



## 2) Staff Complement

As of March 31, 2023, the staff complement, including temporary and seconded employees, stood at 42. The distribution of permanent and temporary/seconded staff across departments is as follows:

Departments	Permanent staff		Temporary/Seconded staff		Total staff			Percentage per Department
	Male	Female	Male	Female	Male	Female	Total	
Office of the Chief Executive Officer	2	5			2	5	7	16.67%
Innovation Technology Development	6	6	1		7	6	13	30.95%
Research, Science, Technology, Coordination & Support	6	3	1		7	3	10	23.81%
Business Support Services	3	8	1		4	8	12	28.57%
							42	



## ix. OPERATIONAL REVIEW

### 3. Talent Management

To ensure the effective execution of the Commission's mandate and strategy, the following management appointments were made:

Seniority	Name	Position	Date of appointment
Management	Ms Liz Tashiya	Head: Corporate Communication & Marketing	11/07/2022
Management	Ms Luiza Mazarire	Manager: Resource Mobilisation & Grant Management	01/04/2022
Management	Mr Grant Balie	Manager: Innovation & Industrial Research Division	01/11/2022
Management	Ms Generosa Simon	Manager: Human & Institutional Development, S&T	01/11/2022
Executive	Prof Anicia Peters	Chief Executive Officer	01/03/2023

### 4. Employee Engagement and Retention

The Commission recognises the significance of managing employee performance in achieving its mandate. The NCRST Performance Management Policy is currently under review to ensure alignment with best practices. Additionally, the Commission has engaged a consultant to design a Performance Management System that will be implemented and managed at all levels.

### 5. Training and Development

Despite financial challenges, NCRST remains committed to continuously building and developing employees' competencies to support the organisation's strategic and operational goals. The Commission encourages employees to participate in online training interventions. The table below illustrates the number of staff trained per department:

Departments	Employees attended training
Office of the Chief Executive Officer	3
Innovation Technology Development	7
Research, Science, Technology, Coordination & Support	4
Business Support Services	7
	<b>21</b>

### 6. Recruitment and Employment Equity

As an equal opportunity employer, NCRST adheres to the Employment Equity Code of Good Practice. The Commission does not discriminate against employees or candidates based on colour, gender, age, disability, race, sexual orientation, or ethnicity. NCRST promotes a diverse workforce culture that enhances resilience, teamwork, and performance, attracting the best talent through transparent and equal-opportunity employment.

### 7. Employee Wellness

NCRST values employee well-being as a critical aspect of achieving its mandate. The Commission has engaged staff in various social and physical wellness activities designed to foster team closeness, engagement, and a culture of wellness. These efforts contribute to a more productive, happier, and healthier workforce.

# x. STAKEHOLDER ENGAGEMENT

---

## 1. Engagement with Key Stakeholders

The NCRST recognises the importance of engaging with key stakeholders to foster collaboration, gather valuable input, and ensure alignment with their needs and expectations. Throughout the 2022/23 Financial Year, the NCRST actively engaged with various stakeholders, including government entities, research institutions, academia, industry partners, and the general public.

These engagements involved regular meetings, workshops, conferences, and consultations to exchange knowledge, share updates, and seek feedback on research, science, and technology-related initiatives. The insights gained from these engagements have been instrumental in shaping the NCRST's strategies, programmes, and policies.

## 2. Community Outreach and Corporate Social Responsibility

The NCRST recognises its responsibility to contribute positively to the communities it serves. Throughout the 2022/23 Financial Year, the Commission actively engaged in community outreach initiatives and corporate social responsibility (CSR) programmes. These initiatives aimed to create awareness about the importance of research, science, and technology in socio-economic development and to promote STEM education among the youth.

The NCRST conducted educational workshops, mentorship programmes, and public awareness campaigns to inspire and empower individuals to pursue careers in science and technology. Additionally, the Commission supported community development projects, such as infrastructure improvements and capacity-building programmes, to uplift local communities and contribute to their sustainable growth.



# xi. FUTURE OUTLOOK

---

## 1. Challenges and Opportunities

As the NCRST moves forward, it recognises the presence of both challenges and opportunities in the research, science, and technology landscape. The Commission acknowledges that staying at the forefront of advancements requires addressing challenges such as limited funding, resource constraints and the rapidly evolving nature of technology.

However, these challenges also present opportunities for innovation, collaboration, and strategic partnerships. By proactively identifying and addressing these challenges, the NCRST can leverage emerging technologies, tap into new funding sources, and strengthen its position as a key player in driving research and technological advancements in Namibia.

## 2. Strategic Direction for Next Financial Year

Looking ahead, the NCRST is committed to pursuing its strategic objectives with renewed focus and determination. The Commission will prioritise initiatives that foster research excellence, promote innovation, and enhance the impact of scientific discoveries on societal development. Key areas of focus will include strengthening partnerships with local and international stakeholders, enhancing funding mechanisms to support research and development, and expanding capacity-building programmes to nurture a skilled and diverse scientific workforce.

The NCRST will also continue to invest in state-of-the-art infrastructure and technologies that facilitate research and promote scientific collaboration. By aligning its efforts with national development priorities and leveraging strategic partnerships, the NCRST aims to drive sustainable growth, foster innovation, and contribute to Namibia's transformation into a knowledge-based economy.

## 3. Conclusion

In conclusion, the integrated annual report highlights the National Commission on Research, Science, and Technology's accomplishments, challenges, and future outlook. Throughout the reporting period, the NCRST has made significant strides in advancing research, science, and technology in Namibia. By leveraging strategic partnerships, securing funding, and fostering a skilled workforce, the Commission has contributed to socio-economic development and positioned itself as a leader in the research landscape.

Moving forward, the NCRST is poised to address challenges, seize opportunities, and drive sustainable growth through innovation, collaboration, and strategic initiatives. With a clear strategic direction and a commitment to excellence, the NCRST is well-positioned to shape Namibia's future as a knowledge-based economy and continue making significant contributions to scientific advancements and societal development.



# xii. APPENDICES

## 1. LIST OF ABBREVIATIONS AND ACRONYMS

AAU	Association of African Universities	NJRST	The Namibia Journal on Research, Science and Technology
BIA	Bio Innovation in Africa	NMO	Namibia Mathematics Olympiad
BioFISA	Finish Southern Africa Partnership Programme	NMO	Namibia Mathematics Olympiad
BNC	Namibia/South Africa Bi-National Commission	NSFAF	Namibia Student Financial Assistance Fund
BSC	Biosafety Council	NSSC	National Space Science Council
BSS	Business Support Services	NTA	Namibia Training Authority
CBD	Convention of Biological Diversity	NUST	Namibia University of Science and Technology
CCM	Corporate Communications & Marketing	OJS	Open Journal System
CEO	Chief Executive Officer	PEGA	Public Enterprises Governance
CF	Corporate Finance	PPD	Policy and Programme Development
COVID-19	Coronavirus disease	QA & OE	Quality Assurance & Operational Excellence
EMC	Executive Management Committee	QAOE	Quality Assurance and Operational Excellence
ESG	Environmental, Social and Governance	R&D	Research and Development
FAC	Finance & Audit & Risk Committee	RM & GM	Resource Mobilisation and Grants Management
FAO	Food and Agriculture Organisation	RR	Research Registration
FemBioBLZ	Support for women entrepreneurs	RST Act	Research Science Technology Act, 23 of 2004
FRST	Foundation for Research, Science and Technology	RSTI	Research, Science, Technology, Innovation
GIP	Grassroots Innovation Programme	RSTICS	Research, Science, Technology, Innovation & Coordination Support
GMO	Genetically Modified Organism	SANBio	Southern African Network for Bio Sciences
HESS	High Energy Stereoscopic System	SASSCAL	Southern African Science Service Centre for Climate Change and Adaptive Land Management
HIDSTP	Human and Institutional Development, Science and Technology Promotion	SDG	Sustainable Development Goals
HR & OD	Human Development & Organisational Development	SGCI	Science Granting Councils Initiative
HRC	Human Resources and Remuneration Committee	SIDA	Swedish International Development Cooperation
HRRC	Human Resources & Remuneration Committee	SSHRC	Social Sciences and Humanities Research Council of Canada
IA	Internal Audit	STEM	Science Technology Engineering Mathematics
ICT	Information and Communication Technology	STI	Science, Technology, Innovation
IKS	Indigenous Knowledge Systems	UCT	University of Cape Town
ITD	Innovation and Technology Development	UNAM	University of Namibia
IUM	International University of Management	UNCST	Uganda National Council for Science and Technology
KMP	Knowledge Management & Intellectual Property	UNESCO	United Nations Educational, Scientific and Cultural Organisation
LACS	Legal advice and Company Secretary		
LMO	London Mathematics Society		
MEFT	Ministry of Environment, Forestry and Tourism		
MHETI	Ministry of Higher Education, Technology, and Innovation		
MIP	Masters' Programme in Intellectual Property Studies		
MoEAC	Ministry of Education Arts and Culture		
MoU	Memorandum of Understanding		
NAMCOL	Namibia College of Open Learning		
NCRST	National Commission on Research, Science & Technology		
NICW	National Innovation Challenge for Women		
NIKSC	National Indigenous Knowledge Systems Council		
NIPAM	Namibia Institute of Public Administration and Management		

# **National Research Science and Technology Fund**

**Annual Financial Statements  
for the year ended 31 March 2023**

**Audited Financial Statements**

# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## Index

---

	<b>Page</b>
General Information	2
Commissioners Responsibilities and Approval	3
Commissioners Report	4 - 5
Independent Auditor's Report	6 - 7
Statement of Financial Position	8
Statement of Comprehensive Income	9
Statement of Changes in Equity	10
Statement of Cash Flows	11
Accounting Policies	12 - 15
Notes to the Financial Statements	16 - 19
The supplementary information presented does not form part of the Financial Statements and is unaudited: Detailed Income Statement	20 - 21

# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## General Information

---

<b>Country of Incorporation and Domicile</b>	Namibia
<b>Nature of Business and Principal Activities</b>	The Fund to coordinate, facilitate and develop research science and technology in Namibia.
<b>Commissioners</b>	Prof. Jacob Nyambe - Chairperson (Appointed 18 August 2022) Prof. Teresia Kaulihowa - Deputy Chairperson (Appointed 18 August 2022) Mr. Titus T. Kanyanda (Appointed 18 August 2022) Ms. Alisa Amupolo (Appointed 18 August 2022) Ms. Nailoke Mhanda (Appointed 18 August 2022) Dr. Fillemon N. Nangolo (Appointed 18 August 2022) Dr. Marius Mutorwa (Appointed 18 August 2022) Prof. Martha Kandawa-Schulz (Chairperson Biosafety Council)
<b>Commissioners</b>	Dr. Nortin Titus - Chairperson (Terminated 30 July 2022) Ms. Josephine //Haubas - Deputy chairperson (Terminated 30 July 2022) Dr. Riaan Steenkamp (Terminated 30 July 2022) Dr. Ronnie Bock (Terminated 30 July 2022) Dr. Tshali Iithete (Terminated 30 July 2022) Ms. Mirriam Sezuni (Terminated 30 July 2022) Ms. Sylvia Demas (Terminated 30 July 2022) Ms. Elly Hamunyela (Terminated 30 July 2022) Ms. Graca D'Almeida (Terminated 30 July 2022) Ms. Patience Saushini (Terminated 30 July 2022) Ms. Johanna Andowa (Terminated 30 July 2022)
<b>Business Address</b>	Grant Webster Street Olympia Windhoek
<b>Postal Address</b>	Private Bag 13253 Windhoek Namibia
<b>Bankers</b>	First National Bank of Namibia and Standard Bank Namibia
<b>Auditors</b>	EDB & Associates 105 John Meinert Windhoek 9000



# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## Commissioners Responsibilities and Approval

---

The commissioners are required by the Namibian Companies Act 28 of 2004 to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the fund, and explain the transactions and financial position of the business of the fund at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the fund and supported by reasonable and prudent judgements and estimates.

The commissioners 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 commissioners to meet these responsibilities, the commissioners set 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 reproach.

The focus of risk management in the fund is on identifying, assessing, managing and monitoring all known forms of risk across the fund. 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 explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the commissioners have no reason to believe that the fund will not be a going concern in the foreseeable future. The annual financial statements support the viability of the fund.

The annual financial statements have been audited by the independent auditing firm, EDB & Associates, who have been given unrestricted access to all financial records and related data, including minutes of all meetings of the commissioners, the commissioners and committees of the commissioners. The commissioners believe that all representations made to the independent auditor during the audit were valid and appropriate. The external auditor's unqualified audit report is presented on pages 6 to 7.

The annual financial statements set out on pages 8 to 19, and the supplementary information set out on pages 20 to 21 which have been prepared on the going concern basis, were approved by the commissioners and were signed on 19 September 2023 on their behalf by:



Prof. Jacob Nyambe - Chairperson



Prof. Dr. Anicia Peters -  
Chief Executive Officer

# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## Commissioners' Report

---

The commissioners present their report for the year ended 31 March 2023.

### 1. Review of activities

#### Main business and operations

The Fund to coordinate, facilitate and develop research science and technology in Namibia. There were no major changes herein during the year.

The operating results and statement of financial position of the Fund are fully set out in the attached financial statements and do not in our opinion require any further comment.

### 2. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that Funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

### 3. Events after reporting date

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.

The commissioners are not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the Fund.

### 4. Borrowing limitations

In terms of the Memorandum of Incorporation of the Fund, the commissioners may exercise all the powers of the Fund to borrow money, as they consider appropriate.

### 5. Commissioners

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

Prof. Jacob Nyambe - Chairperson (Appointed 18 August 2022)

Prof. Teresia Kaulihowa - Deputy Chairperson (Appointed 18 August 2022)

Mr. Titus T. Kanyanda (Appointed 18 August 2022)

Ms. Alisa Amupolo (Appointed 18 August 2022)

Ms. Nailoke Mhanda (Appointed 18 August 2022)

Dr. Fillemon N. Nangolo (Appointed 18 August 2022)

Dr. Marius Mutorwa (Appointed 18 August 2022)

# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## Commissioners' Report

---

Prof. Martha Kandawa-Schulz (Chairperson Biosafety Council)  
Dr. Nortin Titus - Chairperson (Terminated 30 July 2022)  
Ms. Josephine //Haubas - Deputy chairperson (Terminated 30 July 2022)  
Dr. Riaan Steenkamp (Terminated 30 July 2022)  
Dr. Ronnie Bock (Terminated 30 July 2022)  
Dr. Tshali Iithete (Terminated 30 July 2022)  
Ms. Mirriam Sezuni (Terminated 30 July 2022)  
Ms. Sylvia Demas (Terminated 30 July 2022)  
Ms. Elly Hamunyela (Terminated 30 July 2022)  
Ms. Graca D'Almeida (Terminated 30 July 2022)  
Ms. Patience Saushini (Terminated 30 July 2022)  
Ms. Johanna Andowa (Terminated 30 July 2022)

### 6. Independent Auditors

EDB & Associates were the independent auditors for the year under review.

## Independent Auditor's Report

---

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

#### Opinion

We have audited the financial statements of National Research Science and Technology Fund set out on pages 8 to 19, which comprise the statement of financial position as at 31 March 2023, and the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and the commissioners report.

In our opinion, the financial statements present fairly, in all material respects, the financial position of National Research Science and Technology Fund as at 31 March 2023, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Namibian Companies Act 28 of 2004.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the financial statements section of our report. We are independent of the fund in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in Namibia. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Responsibilities of the Commissioners for the Financial Statements

The commissioners are responsible for the preparation and fair presentation of the financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Namibian Companies Act 28 of 2004, and for such internal control as the commissioners determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the 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 Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 financial statements.




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

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

**EDB & Associates**

**19 September 2023**



Per: ED Boukes  
Director / Partner  
Registered Auditor

**105 John Meinert  
Windhoek  
9000**

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Statement of Financial Position

Figures in N\$

	Notes	2023	2022
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	4	7,200,102	6,729,780
Intangible assets	5	92,463	1,737
<b>Total non-current assets</b>		<b>7,292,565</b>	<b>6,731,517</b>
<b>Current assets</b>			
Trade and other receivables	6	451,994	476,543
Cash and cash equivalents	7	10,729,522	14,263,034
<b>Total current assets</b>		<b>11,181,516</b>	<b>14,739,577</b>
<b>Total assets</b>		<b>18,474,081</b>	<b>21,471,094</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
Retained income		4,074,733	4,576,920
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Deferred income	10	8,780,895	9,256,754
<b>Current liabilities</b>			
Provisions	8	778,067	726,685
Trade and other payables	9	1,060,537	1,084,131
Related party payables	9	3,779,849	5,826,604
<b>Total current liabilities</b>		<b>5,618,453</b>	<b>7,637,420</b>
<b>Total liabilities</b>		<b>14,399,348</b>	<b>16,894,174</b>
<b>Total equity and liabilities</b>		<b>18,474,081</b>	<b>21,471,094</b>

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Statement of Comprehensive Income

Figures in N\$

	2023	2022
Revenue	404,319	312,200
Other income	40,221,454	45,100,230
Administrative expenses	(1,714,891)	(1,592,974)
Other expenses	(39,682,079)	(42,431,338)
<b>(Deficit) / surplus from operating activities</b>	<b>(771,196)</b>	<b>1,388,118</b>
Finance income	271,496	194,205
Finance costs	(2,487)	(1,321)
<b>(Deficit) / surplus for the year</b>	<b>(502,187)</b>	<b>1,581,002</b>

## National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

### Statement of Changes in Equity

Figures in N\$	Retained income	Total
<b>Balance at 1 April 2021</b>	2,995,918	2,995,918
<b>Changes in equity</b>		
Surplus for the year	1,581,002	1,581,002
Total comprehensive income for the year	1,581,002	1,581,002
<b>Balance at 31 March 2022</b>	<b>4,576,920</b>	<b>4,576,920</b>
<b>Balance at 1 April 2022</b>	4,576,920	4,576,920
<b>Changes in equity</b>		
Deficit for the year	(502,187)	(502,187)
Total comprehensive income for the year	(502,187)	(502,187)
<b>Balance at 31 March 2023</b>	<b>4,074,733</b>	<b>4,074,733</b>



# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Statement of Cash Flows

Figures in N\$

	Note	2023	2022
<b>Cash flows used in operations</b>			
<b>Surplus for the year</b>		<b>(502,187)</b>	<b>1,581,002</b>
Adjustments for finance income		(271,496)	(194,205)
Adjustments for finance costs		2,487	1,321
Adjustments for decrease in trade accounts receivable		14,603	87,635
Adjustments for decrease in other operating receivables		9,945	11,289
Adjustments for increase / (decrease) in trade accounts payable		642,220	(6,670,874)
Adjustments for (decrease) / increase in other operating payables		(2,712,573)	4,287,927
Adjustments for decrease in deferred income		(475,859)	(5,503,885)
Adjustments for depreciation and amortisation expense		475,859	317,453
Adjustments for impairment losses and reversal of impairment losses recognised in profit or loss		-	5,186,433
Adjustments for provisions		51,381	(71,423)
Profit / (loss) on disposal of fixed assets		16,148	(183,800)
<b>Total adjustments to reconcile surplus</b>		<b>(2,247,285)</b>	<b>(2,732,129)</b>
<b>Net cash flows used in operations</b>		<b>(2,749,471)</b>	<b>(1,151,127)</b>
Interest paid		(2,487)	(1,321)
Interest received		271,496	194,205
<b>Net cash flows used in operating activities</b>		<b>(2,480,462)</b>	<b>(958,243)</b>
<b>Cash flows used in investing activities</b>			
Proceeds from sales of property, plant and equipment		-	183,800
Purchase of property, plant and equipment		(961,166)	(1,223,484)
Purchase of intangible assets		(91,884)	-
<b>Cash flows used in investing activities</b>		<b>(1,053,050)</b>	<b>(1,039,684)</b>
<b>Net decrease in cash and cash equivalents</b>		<b>(3,533,512)</b>	<b>(1,997,927)</b>
Cash and cash equivalents at beginning of the year		14,263,034	16,260,960
<b>Cash and cash equivalents at end of the year</b>	<b>7</b>	<b>10,729,522</b>	<b>14,263,034</b>

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Accounting Policies

---

### 1. General information

National Research Science and Technology Fund ('the Fund') to coordinate, facilitate and develop research science and technology in Namibia.

The Fund is incorporated as a Fund and domiciled in Namibia. The address of its registered office is Grant Webster Street, Olympia, Windhoek.

### 2. Basis of preparation and summary of significant accounting policies

The financial statements of National Research Science and Technology Fund have been prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the Research, Science and Technology Act (Act No.23 of 2004). The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment property, certain property, plant and equipment, biological assets and derivative financial instruments at fair value. They are presented in Namibian Dollar.

#### 2.1 Property, plant and equipment

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the commissioners.

The Fund adds to the carrying amount of an item of property, plant and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the Fund. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Asset class	Useful life / depreciation rate
Leasehold improvements	3 years
Motor vehicles	5 years
Fixtures and fittings	7 years
Office equipment	5 years
Computer equipment	3 years
Laboratory equipment	3 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other gains / (losses)' in the statement of comprehensive income.

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Accounting Policies

---

*Basis of preparation and summary of significant accounting policies continued...*

### 2.2 Intangible assets

#### Trademarks, licences and customer related intangible assets

Separately acquired trademarks and licences are shown at historical cost. Trademarks, licences (including software) and customer-related intangible assets acquired in a business combination are recognised at fair value at the acquisition date. Trademarks, licences and customer-related intangible assets have a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of trademarks, licences and customer related intangible assets over their estimated useful lives, as follows:

Asset class	Useful life / amortisation rate
Computer software	3 years

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three to five years.

### 2.3 Financial instruments

#### Trade and other receivables

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of trade receivables is established when there is objective evidence that the fund will not be able to collect all amounts due according to the original terms of the receivables.

Trade and other receivables are classified as debt instruments and loan commitments at amortised cost.

#### Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

#### Trade and other payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

### 2.4 Provisions

Provisions for restructuring costs and legal claims are recognised when: the Fund has a present legal or constructive obligation as a result of past events; it is probable that a transfer of economic benefits will be required to settle the obligation; and the amount can be reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the amount expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

### 2.5 Revenue

Revenue is measured at the fair value of the consideration received or receivable. Revenue is shown net of value-added tax, returns, rebates and discounts.

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Accounting Policies

---

### *Basis of preparation and summary of significant accounting policies continued...*

Revenue from the sale of goods is recognised when:

- significant risks and rewards of ownership of the goods have been transferred to the buyer;
- the entity 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 entity; 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 entity;
- 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 transactions involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

Interest income is recognised using the effective interest method.

### **2.6 Government grants**

Grants from the government are recognised at their fair value in profit or loss where there is a reasonable assurance that the grant will be received and the Fund has complied with all attached conditions. Grants received where the Fund has yet to comply with all attached conditions are recognised as a liability (and included in deferred income within trade and other payables) and released to income when all attached conditions have been complied with. Government grants received are included in 'other income' in profit or loss.

### **2.7 Borrowing costs**

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

### **2.8 Impairment of non-financial assets other than inventories**

Other non-financial assets consist of various payments that have been made in advance for goods and services to be received in future. Other non-financial assets are measured at amortised cost, and are derecognised when the goods and services to which the prepayment relate have been received.

Assets that are subject to depreciation or amortisation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Accounting Policies

---

### 3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

## National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

### Notes to the Financial Statements

Figures in NS

#### 4. Property, plant and equipment

Balances at year end and movements for the year

	Work in progress	Leasehold improvements	Motor vehicles	Work in progress- IT Server	Fixtures and fittings	Office equipment	Computer equipment	Laboratory equipment	Total
<b>Reconciliation for the year ended 31 March 2023</b>									
Balance at 1 April 2022	15,559,300	3,282,258	819,078	863,989	1,108,164	171,210	2,643,306	2,546,978	26,994,283
At cost	(10,372,867)	(3,269,115)	(819,078)	-	(1,047,613)	(152,132)	(2,316,168)	(2,287,530)	(20,264,503)
Accumulated depreciation									
Carrying amount	<b>5,186,433</b>	<b>13,143</b>	-	<b>863,989</b>	<b>60,551</b>	<b>19,078</b>	<b>327,138</b>	<b>259,448</b>	<b>6,729,780</b>
<b>Movements for the year ended 31 March 2023</b>									
Additions from acquisitions	-	8,660	-	428,606	29,836	29,019	356,716	108,329	961,166
Depreciation	-	(9,263)	-	-	(43,373)	(9,214)	(287,399)	(126,452)	(474,701)
Increase (decrease) through disposals changes	-	-	-	(1,292,595)	-	-	1,292,595	-	-
Disposals	-	-	-	-	-	-	(16,143)	-	(16,143)
Property, plant and equipment at the end of the year	<b>5,186,432</b>	<b>12,540</b>	-	<b>0</b>	<b>47,015</b>	<b>39,883</b>	<b>1,672,908</b>	<b>241,326</b>	<b>7,200,102</b>
<b>Closing balance at 31 March 2023</b>									
At cost	15,559,300	3,290,918	658,529	-	1,138,002	200,228	4,243,229	2,655,307	27,745,513
Accumulated depreciation	(10,372,867)	(3,278,378)	(658,529)	-	(1,090,987)	(160,346)	(2,570,322)	(2,413,982)	(20,545,411)
Carrying amount	<b>5,186,433</b>	<b>12,540</b>	-	-	<b>47,015</b>	<b>39,883</b>	<b>1,672,908</b>	<b>241,326</b>	<b>7,200,102</b>

## National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

### Notes to the Financial Statements

Figures in N\$

#### Property, plant and equipment continued...

##### Reconciliation for the year ended 31 March 2022

Balance at 1 April 2021									
At cost	10,372,867	3,282,258	819,078	-	1,108,164	171,210	3,455,215	2,263,951	21,472,743
Accumulated depreciation	-	(3,256,459)	(819,078)	-	(976,991)	(143,343)	(3,003,905)	(2,263,944)	(10,463,720)
Carrying amount	<b>10,372,867</b>	<b>25,799</b>	-	-	<b>131,173</b>	<b>27,867</b>	<b>451,310</b>	<b>7</b>	<b>11,009,023</b>

##### Movements for the year ended 31 March 2022

Additions from acquisitions	-	-	-	863,989	-	-	76,468	283,027	1,223,484
Depreciation	-	(12,656)	-	-	(70,623)	(8,788)	(200,640)	(23,586)	(316,293)
Impairment loss recognised in profit or loss	(5,186,433)	-	-	-	-	-	-	-	(5,186,433)
Disposal at cost	-	-	-	-	-	-	(406,535)	-	(406,535)
Disposals on accumulated depreciation	-	-	-	-	-	-	406,535	-	406,535
Property, plant and equipment at the end of the year	<b>5,186,433</b>	<b>13,143</b>	-	<b>863,989</b>	<b>60,551</b>	<b>19,078</b>	<b>327,138</b>	<b>259,448</b>	<b>6,729,780</b>

##### Closing balance at 31 March 2022

At cost	15,559,300	3,282,258	819,078	863,989	1,108,164	171,210	2,643,306	2,546,978	26,994,283
Accumulated depreciation	(10,372,867)	(3,269,115)	(819,078)	-	(1,047,613)	(152,132)	(2,316,168)	(2,287,530)	(20,264,503)
Carrying amount	<b>5,186,433</b>	<b>13,143</b>	-	<b>863,989</b>	<b>60,551</b>	<b>19,078</b>	<b>327,138</b>	<b>259,448</b>	<b>6,729,780</b>

# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Notes to the Financial Statements

Figures in N\$

	2023	2022
<b>5. Intangible assets</b>		
<b>Reconciliation of changes in intangible assets</b>		
	<b>Computer software</b>	<b>Total</b>
<b>Reconciliation for the year ended 31 March 2023</b>		
<b>Balance at 1 April 2022</b>		
At cost	1,979,195	1,979,195
Accumulated amortisation	(1,977,458)	(1,977,458)
<b>Carrying amount</b>	<b>1,737</b>	<b>1,737</b>
<b>Movements for the year ended 31 March 2023</b>		
Acquisitions through internal development	91,884	91,884
Amortisation	(1,158)	(1,158)
<b>Intangible assets at the end of the year</b>	<b>92,463</b>	<b>92,463</b>
<b>Closing balance at 31 March 2023</b>		
At cost	2,071,080	2,071,080
Accumulated amortisation	(1,978,617)	(1,978,617)
<b>Carrying amount</b>	<b>92,463</b>	<b>92,463</b>
<b>Reconciliation for the year ended 31 March 2022</b>		
<b>Balance at 1 April 2021</b>		
At cost	1,979,195	1,979,195
Accumulated amortisation	(1,976,301)	(1,976,301)
<b>Carrying amount</b>	<b>2,894</b>	<b>2,894</b>
<b>Movements for the year ended 31 March 2022</b>		
Accumulated	(1,158)	(1,158)
<b>Intangible assets at the end of the year</b>	<b>1,737</b>	<b>1,737</b>
<b>Closing balance at 31 March 2022</b>		
At cost	1,979,195	1,979,195
Accumulated amortisation	(1,977,458)	(1,977,458)
<b>Carrying amount</b>	<b>1,737</b>	<b>1,737</b>
<b>6. Trade and other receivables</b>		
<b>Trade and other receivables comprise:</b>		
Trade receivables	350,829	365,432
Payroll related prepayment	91,466	95,911
Staff advances	9,700	15,200
<b>Total trade and other receivables</b>	<b>451,994</b>	<b>476,543</b>



# National Research Science and Technology Fund

Financial Statements for the year ended 31 March 2023

## Notes to the Financial Statements

Figures in N\$

	2023	2022
<b>7. Cash and cash equivalents</b>		
<b>Cash and cash equivalents included in current assets:</b>		
<b>Cash</b>		
Balances with banks	10,729,522	14,263,034
<b>8. Provisions</b>		
<b>Provisions comprise:</b>		
Provisions for employee benefits	778,067	726,685
<b>9. Trade and other payables</b>		
<b>Trade and other payables comprise:</b>		
Trade creditors	615,895	736,277
Payroll control	444,642	347,854
	<b>1,060,537</b>	<b>1,084,131</b>
Related Party - Project funds		
SAIS II Project	-	242,753
SGCI- IDRC Project	2,639,331	1,626,223
GIZ-NICW Project	-	7,753
SCC_NCW Project	474,184	2,649,874
MHETI_DSS	666,334	1,300,000
Totals	<b>3,779,849</b>	<b>5,826,604</b>
<b>10. Deferred income</b>		
<b>Deferred income comprise:</b>		
Development Grant - 2014	3,796,000	3,796,000
Development Grant - 2017	1,850,000	1,850,000
Development Grant - 2018	19,604,000	19,604,000
Development Grant - 2020	61,284	61,284
	25,311,284	25,311,284
Impairment loss recognised in comprehensive income	(10,372,867)	(10,372,867)
Release from Deferred income cumulative	(6,157,522)	(5,681,663)
	<b>8,780,895</b>	<b>9,256,754</b>
Opening balance	9,256,754	14,760,639
Additions	-	-
Release from deferred income	(475,859)	(317,451)
Impairment loss recognised in comprehensive income	-	(5,186,434)
Closing balance	<b>8,780,895</b>	<b>9,256,754</b>

# National Research Science and Technology Fund

Annual Financial Statements for the year ended 31 March 2023

## Detailed Income Statement

Figures in N\$

	2023	2022
<b>Revenue</b>		
Registration fees	404,319	312,200
<b>Other income</b>		
Government grants	32,000,000	33,000,000
Grant income recognised	475,859	5,503,884
Grant received - operating lease	1,429,679	1,492,679
Sundry income	6,315,916	5,103,667
	<b>40,221,454</b>	<b>45,100,230</b>
<b>Administrative expenses</b>		
Auditors remuneration - Expenses	(118,680)	(109,250)
Bank charges	(38,311)	(36,887)
Computer expenses	(1,344,954)	(1,094,703)
Telecommunication expenses	(212,946)	(352,134)
	<b>(1,714,891)</b>	<b>(1,592,974)</b>
<b>Other expenses</b>		
Advertising	(267,394)	(110,733)
Biotechnology and biosafety expenses	(435,467)	(426,209)
Board expenses	(1,353,829)	(1,864,333)
Cleaning services	(181,586)	(203,402)
Depreciation - property, plant and equipment	(475,859)	(317,451)
Electricity and water	(261,768)	(204,587)
Employee costs - salaries	(24,119,040)	(23,926,013)
HR related services expenses	(294,483)	(418,179)
Impairments and reversals - Work in progress	-	(5,186,433)
Insurance	(178,272)	(285,726)
International travel cost	(106,280)	-
Lease rentals on operating lease	(1,555,759)	(1,618,767)
Legal fees	(162,126)	(685,476)
Materials and supplies	(32,385)	(11,359)
Membership fees	-	(26,426)
Postage	(6,948)	(3,220)
Printing and stationery	(262,322)	(253,285)
Public consultation, conferences, workshops and training	(454,662)	(20,000)
Repairs and maintenance	(18,181)	(13,462)
Research, Science, technology and innovation (RSTI) related programs	(8,721,522)	(6,025,353)
Security	(276,138)	(323,430)
Transport	(281,422)	(129,799)
Travel - Local	(236,636)	(377,695)
	<b>(39,682,079)</b>	<b>(42,431,338)</b>
<b>(Deficit) /surplus from operating activities</b>	<b>(771,196)</b>	<b>1,388,118</b>

## National Research Science and Technology Fund

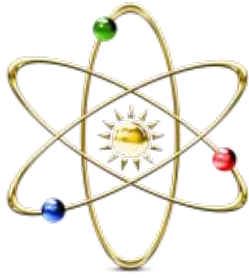
Annual Financial Statements for the year ended 31 March 2023

### Detailed Income Statement

Figures in N\$

	2023	2022
<b>Finance income</b>		
Investment income	271,496	194,205
<b>Finance costs</b>		
Foreign exchange gains (losses)	(2,487)	(1,321)
<b>(Deficit) / surplus for the year</b>	<b>(502,187)</b>	<b>1,581,002</b>





**NCRST**  
NATIONAL COMMISSION ON  
RESEARCH, SCIENCE & TECHNOLOGY

## CONTACT US

---

c/o Louis Raymond & Grant Webster Street  
Olympia Windhoek Namibia  
Tel: +264 61 431 7000

## Cyberspace

Email: [info@ncrst.na](mailto:info@ncrst.na)  
Website: <https://ncrst.na>  
Twitter: [@NCRST\\_Namibia](https://twitter.com/NCRST_Namibia)  
LinkedIn: [@National Commission on Research, Science & Technology \(NCRST\)](https://www.linkedin.com/company/National Commission on Research, Science & Technology (NCRST))  
Instagram: [@ncrst\\_na](https://www.instagram.com/ncrst_na)  
Facebook: [@National Commission on Research, Science & Technology \(NCRST\)](https://www.facebook.com/National Commission on Research, Science & Technology (NCRST))

<https://ncrst.na>