



**NIPAM**  
NAMIBIA INSTITUTE OF PUBLIC  
ADMINISTRATION AND MANAGEMENT

# ANNUAL REPORT

1 APRIL 2012 - 31 MARCH 2013





---

## MANDATE

To provide administration and management training, instilling a performance culture in the Namibian public sector through capacity development, consulting and research, operational excellence, capacity development evaluation and strategic partnerships. The mandate is derived from the NIPAM Act, 2010 (Act 10 of 2010, Section 5).

## MISSION

To transform the public sector of Namibia into an efficient, effective and accountable system through capacity development, consulting and research, operational excellence, capacity development evaluation and strategic partnerships.

## VISION

A world class management development institute that catalyses the transformation of the Namibian public sector into a developmental and entrepreneurial system.

## CORE VALUES

- Responsiveness We will be accessible, flexible, accurate and timely in meeting our customers expectations.
- Integrity We will be professional, transparent and adhere to moral values and ethical principles by exhibiting the quality of an intuitive sense of honesty and truthfulness with regard to the motivation of our actions.
- Equality We will embrace diversity and endeavour to treat everyone fairly irrespective of race, colour, creed or ability.
- Innovation We will be creative in responding to issues that impact on our business.



---

## CONTENTS

<b>Section 1</b>	4
Portfolio Minister	
Governing Council	
<b>Section 2</b>	6
Training and Development Board	
<b>Section 3</b>	7
NIPAM Executive Management Committee	
<b>Section 4</b>	8
Chairperson's Report	
<b>Section 5</b>	10
Executive Director's Report	
<b>Section 6</b>	12
Operational Highlights	
<b>Section 7</b>	14
Training Philosophy	
NIPAM Curriculum	
Capacity-Building Framework	
<b>Section 8</b>	17
Academic Business Centres	
- Central Government Business Centre	
- Regional Local Government Business Centre	
- State-Owned Enterprise Business Centre	
- Resource Pool	
- Consultancy and Research Business Centre	
<b>Section 9</b>	24
Supporting Business Centres	
- Technical Support	
- Administrative support	
<b>Section 10</b>	29
Corporate Governance Report	
<b>Section 11</b>	34
Annual Financial Statements	
NIPAM Support Partners	60
NIPAM Training Partners	

---

## PORTFOLIO MINISTER AND GOVERNING COUNCIL



The Portfolio Minister of the Namibia Institute of Public Administration and Management (NIPAM) is the Prime Minister of the Republic of Namibia. During the period under review, this portfolio was held by the Right Honourable Nahas Angula until 4 December 2012, and from that date onward by the Right Honourable Dr Hage Geingob.

## MEMBERS OF THE GOVERNING COUNCIL (GC)



**Frans Kapofi**  
Chairperson  
01 / 09 / 2010 - Present



**Mabella Cupido**  
Vice-Chairperson  
23 / 11 / 2010 - Present



**Basilius Haingura**  
GC Member  
01 / 10 / 2010 - Present



**Jennifer Kauapirura**  
GC Member  
08 / 12 / 2010 - 31 / 08 / 2013

---

**MEMBERS OF THE GOVERNING COUNCIL (CONTINUED)**



**Jeremiah Muadinohamba**  
GC Member  
01 / 10 / 2010 - Present



**Jabulani Ncube (†)**  
GC Member  
10 / 11 / 2010 - 27 / 08 / 2012



**Dr Becky Ndjoze-Ojo**  
GC Member  
01 / 09 / 2010 - 31 / 08 / 2013



**Elsie Nghikembua**  
GC Member (ex-officio)  
23 / 11 / 2010 - Present



**Samuel Nuuyoma**  
GC Member  
01 / 10 / 2010 - Present



**Anne Saloranta**  
Co-opted GC Member  
22 / 03 / 2012 - Present



**Barbara van der Westhuizen**  
GC Member  
01 / 10 / 2010 - Present

---

## TRAINING AND DEVELOPMENT BOARD

Members of the Training and Development Board



**Elsie Nghikembua**  
Chairperson  
08 / 08 / 2010 - Present



**Frans E. Gertze**  
Member  
15 / 04 / 2011 - Present



**Tuyakula Haipinge**  
Member  
01 / 02 / 2013 - Present



**Dr Charles A. Keyter**  
Member  
03 / 03 / 2011 - Present



**Martha Mbombo**  
Member  
15 / 04 / 2012 - 31 / 01 / 2013



**Maria Nangolo-Rukoro**  
Member  
19 / 04 / 2011 - Present



**Jabulani M. Ncube (†)**  
Member  
10 / 11 / 2010 - 27 / 08 / 2012



**Dr Becky Ndjoze-Ojo**  
Member  
08 / 12 / 2010 - 31 / 08 / 2013



**Prof Erwin Schwella**  
Co-opted Member  
11 / 08 / 2011 - 16 / 10 / 2013

---

## NIPAM EXECUTIVE MANAGEMENT COMMITTEE



**Elsie Nghikembua**  
Deputy Executive Director  
08 / 12 / 2010 - Present  
Acting Executive Director  
08 / 12 / 2011 - 30 / 06 / 2013



**Brian Chaka**  
Company Secretary  
& Legal Advisor  
01 / 08 / 2011 - Present



**Theodore Beukes**  
Chief Financial Officer  
01 / 08 / 2011- Present



**Birgit Hoffmann**  
Chief Strategic Communications  
& Corporate Affairs Officer  
01 / 03 / 2012 - Present



**Marianne Gei-khoibes**  
Director: E-Governance  
& Learning Resources  
18 / 07 / 2012 - Present

---

## CHAIRPERSON'S REPORT



**Frans Kapofi**  
Chairperson

During the period under review, the Namibia Institute of Public Administration and Management (NIPAM) completed its second year of operation and tremendous growth in terms not only of its presence in the body politic, but also its contribution to meaningful transformation in Namibia was achieved.

Government – by way of expression from the Head of State, the Prime Minister, Deputy Prime Minister and the entire Executive – has placed great confidence in NIPAM to spearhead the transformation of the Public Service from its current state, which lacks cohesion. A uniform state of mind is one that is citizen-centric, that is, geared to serve the citizens of Namibia in their diversity.

In this regard, NIPAM is poised to embark on a training programme for public servants from different backgrounds. The programme will include compulsory foundation courses to equip participants with a basic understanding of Namibia's history and its political economy as well as an appreciation of its national philosophy, in order for these to serve as a necessary background to executive management/leadership training and coaching.

Such courses are essential not only for equipping public servants with the requisite knowledge and skills to perform optimally in their given context, but also for managing leadership transitions occasioned by changes in management and political leadership structures after elections, among other things.

The reality for Namibia is that, in order to achieve its long-term national development plan known as Vision 2030, the public sector will be required to play a critical role in transforming society. This will demand a paradigm shift from sector development to integrated approaches through strategic partnerships. This means that some structural changes may be required, as well as innovative thinking.

NIPAM's mandate and its structure, which reflects the composition of the public sector, are geared towards rendering support to that sector. To this end it has three Academic Business Centres, which respectively focus on central government, regional and local government, and state-owned enterprises (SOEs). A Consultancy and Research Business Centre complements the academic units.

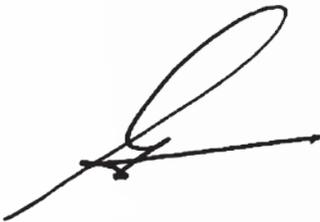
---

The lean administration comprises three further structures, namely:

- an E-governance, and Learning and Resource Centre Business Centre
- a Finance, Human Resource and Estate Management Business Centre, and
- a Strategic Communication and Quality Assurance Business Centre.

Together, the three administrative Business Centres render robust support to the three Academic Business Centres and the Consultancy and Research Business Centre.

NIPAM's structure remains dynamic to ensure it is always ready to respond to Namibia's needs – nationally, regionally, and locally.



**Frans Kapofi**  
Chairperson of the Governing Council  
28 May 2014

---

## EXECUTIVE DIRECTOR'S REPORT



**Elsie Nghikembua**  
Executive Director (Acting)

NIPAM was officially launched as a fully-fledged, independent SOE in February 2011. This is its second annual report to be published, and I am elated to confirm that progress continued in leaps and bounds during the current review period. The section on our operational highlights captures key achievements in the reporting year.

The NIPAM Policy Framework 2008–2013, published in April 2009, remains the guiding document for NIPAM's operations and development. The Policy Framework was compiled after an intensive and broad-based consultative process with diverse stakeholders and partners, and truly reflects their expressed expectations, ambitions, advice and directions.

Another of NIPAM's priorities entailed developing a strategic plan and having it approved by the Governing Council. This was achieved by way of the five-year NIPAM Strategic Plan 2012–2017 which provides the broad parameters and pathways for transforming “a post-colonial and post-apartheid public service” into “a developmental and entrepreneurial public service”.

The Plan dictates that this transformation be achieved through a set of interconnected Business Centres which strive for excellence in the following:

- Capacity development
- Operational excellence
- Consultancy and research
- The creation of strategic partnerships with local and international institutions with similar focus, and
- Capacity evaluation.

The Strategic Plan also identifies three main entry points for such transformation. The first of these is to offer mandatory training programmes to the public sector, using experiential and action learning approaches.

The second is to respond to an identified performance gap in a Government Office, Ministry or Agency, using organisational development and action research approaches. The third entry point is via the Think Tank platform, which will include policy dialogue and research.

The year under review saw the continued implementation of the NIPAM Strategic Plan and its related three-year Implementation Plan, the latter having been compiled during the 2011–2012 financial year as well. The Implementation Plan links the NIPAM Policy Framework, the Strategic Plan, and NIPAM's Mission, Vision and Core Values to key strategic objectives.

---

Progress is constantly measured and monitored by way of the Performance Management System (PMS). Again, the section on our operational highlights captures key achievements in this respect during the reporting year.

Our Capacity-building Framework is another crucial element in aligning stakeholder expectations with NIPAM outputs. Thus, appropriate norms and standards have been set to help translate the Capacity-building Framework into relevant curricula and materials, while a comprehensive monitoring and evaluation system ensures quality of delivery.

Moreover, the strategy of taking to scale the NIPAM offering entails a different organisational structure and different modes of organisational functioning, targeting NIPAM's three key clientele groups in the public sector, namely central government, regional and local government, and SOEs.

NIPAM requires different sets of knowledge, skills and competencies to serve each type of institution in the various sectors efficiently and effectively. To this end, NIPAM's supporting organisational structure consists of three main Business Centres that cater for the corresponding clientele groups. These Business Centres are managed horizontally and are, in turn, supported by various technical and administrative Business Centres.

By networking and interacting with our stakeholders, we constantly communicate our objectives and, hence, create the required buy-in from our clientele.

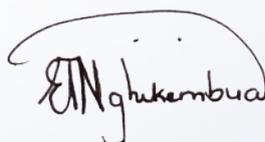
Our underlying goal is to deliver our services in such a way as to make an observable impact on competency levels in Namibia's public sector.

It is anticipated that our management and staff will continue to implement the Strategic Plan as well as our specific Annual Plan with vigour in order to achieve our mission of facilitating growth and developing expertise. Thus, after our initial two years, we can safely state that the scene has now been set with the necessary methods and tools to facilitate not only lifelong learning, but also a performance culture in the public sector.

The reporting year has demonstrated that our comprehensive planning has borne fruit in that a number of projects have been completed successfully. I am, therefore, happy to announce that we can again look back on a year of positive accomplishments.

I wish to thank the Members of the Governing Council for their wise counsel and guidance. My gratitude is also due to the Members of the Training and Development Board for their contribution towards making our programmes meaningful and relevant. In addition, we are grateful to our growing client base for their steady support and constructive feedback. We at NIPAM will in turn endeavour to ensure we continue to deliver and improve on the service they expect.

Most of all, these results are only due to the dedication, enthusiasm and teamwork displayed by all our NIPAM staff and our clientele. My thanks go to each one of you for your effort. I firmly believe that, by working together in this way, NIPAM can only grow from strength to strength.



**Elsie Nghikembua (Mrs)**  
Acting Executive Director  
28 May 2014

---

## OPERATIONAL HIGHLIGHTS

A five-year Strategic Plan spanning the period 2012–2017 has been developed to describe how NIPAM will achieve certain set objectives in its ultimate aim of fulfilling its mandate. The Strategic Plan draws from an intensive and broad-based consultative process with key stakeholders, and forms the critical link between Vision 2030 – Namibia’s long-term development plan, the relevant five-year National Development Plan (NDP), the NIPAM Act, and other instruments. The Strategic Plan is the roadmap to success in achieving the objectives of these instruments.

The following operational highlights report on our main achievements with regard to NIPAM’s strategic objectives for the year under review:

- NIPAM’s first Annual Report, covering the period 10 October 2010 to 31 March 2012, was published. Independent auditors confirmed that the Annual Financial Statements were prepared in accordance with International Financial Reporting Standards, and were based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates. NIPAM had a healthy and strong balance sheet, its finances were managed prudently, and expenses were kept well under control.



NIPAM offers a broad range of training programmes to the public sector.

- A competency framework was established upon which a robust PMS was introduced. The system was rolled out to all levels of NIPAM management and staff, and performance appraisals took place on a quarterly basis.
- Several new training programmes and courses were developed and launched. Among these was the Foundation Programme, which has since become a comprehensive introduction to new entrants to the public sector.



The tender for construction of Phase II of the NIPAM building was officially awarded.

- Phase II of constructing the NIPAM premises commenced. This Phase consists of building additional lecturing facilities, more office space, and a large conference venue capable of seating at least 300 people.
- Further progress was made in developing and introducing suitable human resource policies.
- A financial framework was developed, and financial procedures were implemented.
- A Communications Policy and Strategy was developed and received approval for implementation from the Governing Council.
- NIPAM's corporate identity (CI) was designed and implemented along with a comprehensive CI Manual. Staff and suppliers received thorough guidance on how to use CI standards appropriately.
- A comprehensive advertising and branding campaign was launched, incorporating above- and below-the-line techniques. Print and broadcast media advertisements were used to advertise NIPAM widely.
- A stakeholder newsletter was developed and is now issued every second month.
- In terms of employer branding, a staff newsletter was developed and now offers a platform for employees to contribute towards compiling bulletin content.
- Further progress was made in confirming and implementing strategic partnerships.

---

## TRAINING PHILOSOPHY

As a management development institute, NIPAM is tasked with developing the capacity of public servants in order to equip them with the competencies that are essential for senior positions.

We therefore aim to develop a critical mass of public servants who share common values, and whose ethos and perspective make for excellence in the Public Service of Namibia.

We believe that the elements of “experiential, participatory, life-long learning and transformation” should be embedded in our approach to capacity development. We strive to ensure this within the broader context of achieving the goals not only of Vision 2030, but also of the respective NDPs.

The following are key features of NIPAM’s training philosophy:

- Practical orientation programmes that are academically sound, with an emphasis on building and enhancing job competencies (knowledge, skills and attitude)
- Andragogical, learner-centred approaches and methodologies
- Programme content supported by research, case studies and best practice
- Assessment and feedback
- Training to demonstrate value for money and return on investment, and
- A credit system leading to certification.



A short course on Business Process Re-engineering was successfully presented.

---

## THE NIPAM CURRICULUM

In line with global standards, the NIPAM competency-based curriculum focuses on the development of cognitive and behavioural skills. While *cognitive skills* include capabilities such as critical analysis, idea generation and decision-making, *behavioural skills* relate to attitudes and values, and an appropriate management style. New entrants to the Public Service are provided with institutional orientation at their place of work, followed by a Foundation Programme to build basic competencies.

NIPAM complements existing skills by offering in-service professional development and focusing on specific and generic management and leadership requirements for public service in central government, regional and local government, and SOEs. For middle-, senior- and executive-level managers, therefore, NIPAM offers professional management development programmes.

To ensure that all of the programmes it offers are professional, NIPAM collaborates with other training institutions, including:

- The University of Namibia, the Polytechnic of Namibia and PriceWaterhouseCoopers in Namibia
- The Southern Business School, the University of Stellenbosch's School of Public Leadership, and the Management Sciences for Health in South Africa
- The International Study Centre for Local Development in France
- The Harvard Kennedy School of Government in the United States of America, and
- The Local Economic Development Agency.

A comprehensive prospectus has been developed, coupled to a detailed training calendar, and published widely. Thus, the increasingly comprehensive bouquet of programmes and courses offered at NIPAM, as captured above, are aimed at ensuring that the challenges identified are met.

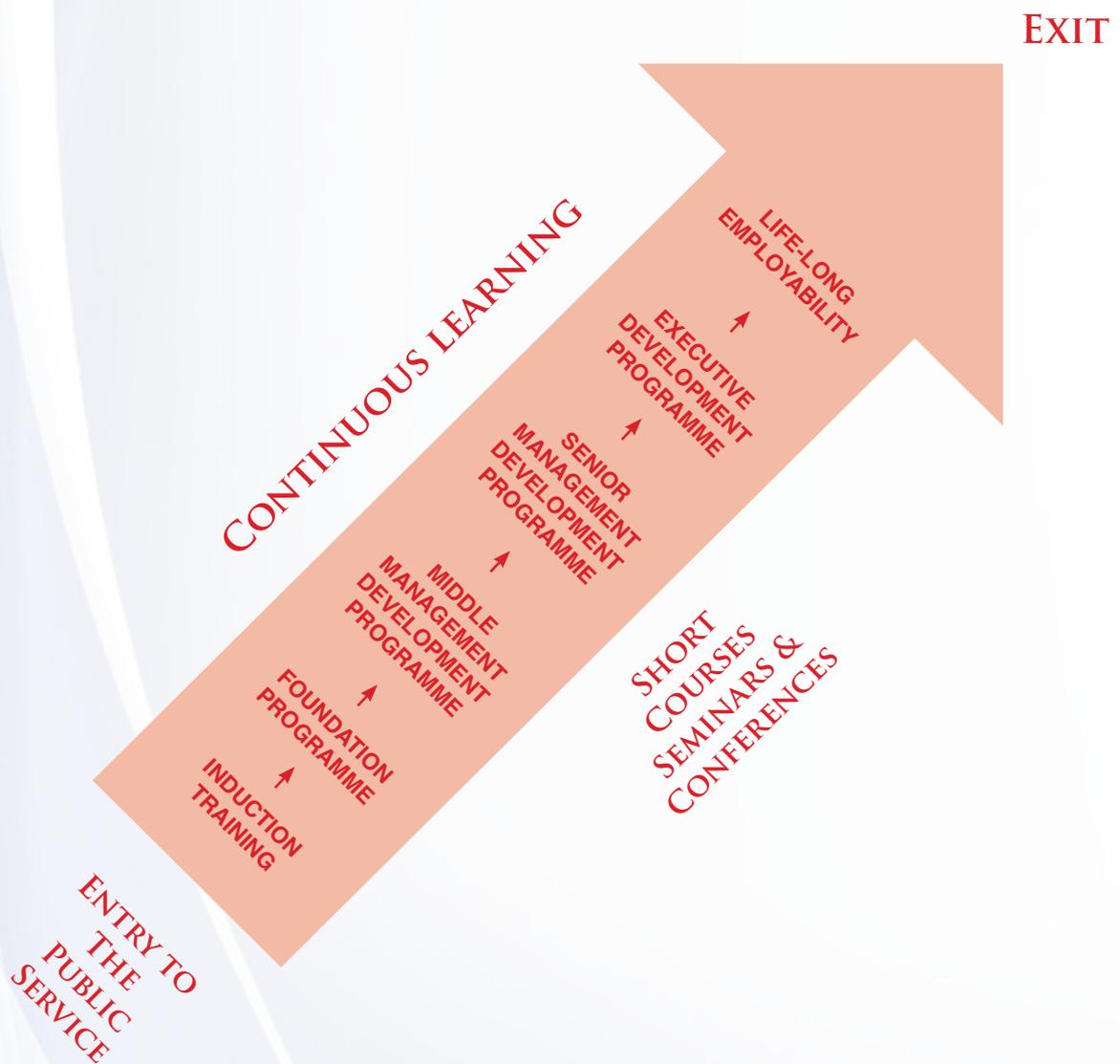


Participants of the MMDP programme.

## CAPACITY-BUILDING FRAMEWORK

As mentioned earlier, our training philosophy is guided by a Capacity-building Framework: a structure developed specifically to ensure continuous and life-long learning. This structure is articulated in both the NIPAM Policy and the NIPAM Act (Act 10 of 2010), and takes into account the adaptive learning environment. Moreover, all NIPAM programmes and courses will eventually be linked to the Public Service Performance Management System (PMS) to ensure that training and capacity-building respond to actual performance challenges in the Public Service.

The Capacity Building Framework has been adopted to represent the structure ensuring continuous and life-long learning.



---

## ACADEMIC BUSINESS CENTRES

### CENTRAL GOVERNMENT BUSINESS CENTRE (CGBC)

As stated elsewhere herein, NIPAM's mission is to transform the Public Service in Namibia by developing management and staff competencies and providing organisational development support and consulting services. This transformation should engender an adaptable, flexible public service that is:

- Technologically driven and citizen-centric
- Able to create and sustain a balance between market-directed and state-directed economic growth, and
- Able to create and sustain institutions that will facilitate and maintain a developmental state with a wide culture of learning.



A training intervention using experiential learning methods

In respect of operations at the Central Government Business Centre, in line with the agreements entered into with international partner organisations, NIPAM successfully presented the Middle Management Development Programme (MMDP) in conjunction with the Southern Business School. In addition, NIPAM presented the Senior Management Development Programme (SMDP) in collaboration with the University of Stellenbosch's School of Public Leadership. Curricula for both Programmes were approved by NIPAM's Training and Development Board.

Eight senior members of the NIPAM staff attended a Trainer of Trainers Workshop during the year under review. This enabled them to align the thinking on the SMDP to the outcomes on the MMDP and the Foundation Programme.

As regards the Foundation Programme, its curriculum was developed under the stewardship of experts from University of Stellenbosch's School of Public Leadership. The curriculum has since also been approved by NIPAM's Training and Development Board.

---

The Foundation Programme is relevant for staff across the board – whether at operational or supervisory level – and at all Government Offices, Ministries and Agencies. The Programme aims to broaden participants' horizons beyond their immediate working environment in order to:

- Nurture a public service that is a learning system
- Foster high standards of performance
- Function holistically, and
- Focus on the realisation of Namibia's development targets.

The Foundation Programme modules focus on the following topics:

- Excellence in the public service
- Delivering excellence: Public policy in action
- Managing excellence: Maximising public service resources, and
- Communicating excellence.

The four modules noted above were presented as part of the pilot programme.

The Office of the Prime Minister is in the process of rolling out a Performance Management System (PMS). To this end, it has engaged NIPAM to train public servants on the implementation of this system. A total of 181 public servants were trained on the PMS during the year under review. NIPAM is envisaged to embark on a mass training exercise to support the PMS implementation and policy framework.

A number of short courses were developed and/or reviewed during the reporting year. These include the following: Report Writing, Minute-taking, Secretarial Skills, Applied Monitoring and Evaluation, Mentoring and Coaching, Communication Skills, Industrial Relations, and Procurement and Tendering.



One of the flagship programmes, the Foundation Programme.

---

The following courses were conducted during the period under review:

<b>Course</b>	<b>Number of participants</b>
Foundation Programme	27
Middle Management Development Programme	46
Senior Management Development Programme	22
Public Sector Accounting	9
Research Methodologies	58
Econometrics	19
Minute-taking	25
Customer Care	31
Leadership	15
Business Process Re-engineering	60
Performance Management System	181

The participant Code of Conduct and Charter Policy were finalised and launched to participants during the period under review.



Training of Trainers for Regional Local Government.

---

## REGIONAL AND LOCAL GOVERNMENT BUSINESS CENTRE (RLGBC)

Elected Councillors at the regional and local level play a very important role in providing the link between their respective Councils and the citizens they serve. Their leadership is critical in the process of local democratisation, local economic development, and the empowerment of local actors. NIPAM offers a range of highly specialised courses and programmes that equip office-bearers with new knowledge and skills.

All modules for the Middle Management Development Programme for Regional and Local Government (MMDP-RLG) were developed and approved by the Training and Development Board. Training calendars were compiled and distributed to stakeholders.

Undergoing the MMDP-RLG – which is designed to build the capacity and competencies of middle managers at regional and local government level – allows the leadership to play an effective role in the transformation and implementation of such strategies. Increased capacity and competence allow regional and local leaders to contribute to:

- The process of decentralisation
- The improvement of regional and local service delivery, and
- The strengthening of regional and local economies.

Course modules include the following: Achieving Democratic Decentralisation, Managing Financial Resources, Leading and Managing People, Improving Performance, Development Dynamics, and Communication.

The following courses were conducted during the period under review:

<b>Course</b>	<b>Number of participants</b>
Middle Management Development Programme for Regional and Local Government	14
Achieving Democratic Governance	27
Local Economic Development	27
Training of Trainers	9
Finance for Regional Councillors	16

---

## STATE-OWNED ENTERPRISE BUSINESS CENTRE (SOEBC)

On 20 August 2012, NIPAM introduced itself to 52 SOE delegates at a consultative breakfast. The then Right Honourable Prime Minister, Nahas Angula, delivered the keynote address. Highlighting the relevance of NIPAM's mandate in respect of other SOEs, the Prime Minister noted that NIPAM's SOE Business Centre had been conceptualised and developed in collaboration with the SOE Governance Council. The Business Centre's purpose is not only to provide systematised professional training, but also to offer such training to all SOEs and corporate entities in Namibia.

Through its training interventions, the Business Centre assists SOEs with:

- equipping their board members and management with sound corporate governance and other management practices
- fostering excellence in SOE administration
- developing a new generation of corporate managers with the capacity to manage SOEs in a dynamic and complex environment
- responding to change, and
- implementing their mandate efficiently, effectively, sustainably and equitably in the journey towards achieving Vision 2030.



Launching the State-owned Enterprise Business Center.

A brochure outlining the goals and objectives of the SOE Business Centre was developed and distributed widely to its comprehensive database of stakeholders. This was followed by a training needs analysis to identify generic and management-related needs among SOEs.

Moreover, the SOE Business Centre developed training materials for strategic planning facilitation, team-building, and management.

In partnership with PriceWaterhouseCoopers, NIPAM presented various one-day workshops on Good Corporate Governance, and another on Fraud Prevention and Ethics. The material for the two-workshop series was approved by the Training and Development Board. The workshops were advertised widely among stakeholders as well as through local newspaper advertisements. The training aimed at helping the SOE leadership be more effective in managing their responsibilities, thus making SOEs more competitive, efficient and transparent.

In addition, development of a curriculum for a comprehensive needs-based programme in respect of SOE corporate governance was commenced during the reporting year.

The following courses were conducted during the period under review:

Course	Number of participants
Good Corporate Governance	27
Fraud Prevention and Ethics	28
Business Process Re-engineering	10
Total participants	65

## RESOURCE POOL

In order to keep staff numbers and associated costs at a minimum while nonetheless ensuring scholarly excellence, NIPAM’s three Academic Business Centres subcontract pre-qualified and approved experts in various fields to present specific study units. These subcontractors form part of the NIPAM Resource Pool. Members of the Resource Pool have, for example, been used for the facilitation of the MMDP, in developing and presenting short courses, and in consultancies. The Resource Pool is subject to ongoing quality control.

To speed up the registration of new experts joining the Resource Pool, the application form was automated. Harmonisation of selection criteria is also under way. The qualification and expertise criteria used for selections are published, and are linked to a transparent remuneration scheme.



A short course focussing on secretarial skills.



Participants of the short course on "Communication skills".

---

## CONSULTANCY AND RESEARCH BUSINESS CENTRE (CRBC)

The Consultancy and Research Policy was approved by the Governing Council during the year under review. The Policy focuses on the generation and dissemination of knowledge, with the aim of strategically positioning NIPAM as a Think Tank for the public sector. The Policy also provides guidance on possible research themes in terms of:

- Providing the basis for the compilation of capacity development initiatives
- Gleaning new information on stakeholder needs and the scope of such needs
- Assessing the extent to which the skills provided are operationalised in the working environment and contributing to improved public service delivery, and
- Creating a platform for collaboration on research.

Other research-related achievements during the reporting year included the development of a NIPAM customer satisfaction survey, and the exploration of ideas for a policy dialogue platform. Such dialogue could take place via public lectures, policy briefs for policymakers, and annual conferences for the public, and would support the NIPAM Think Tank.

In addition, three journal articles were finalised for publication, as follows:

- A cross-sectional study on HIV-related knowledge, attitudes and behaviours in two Government Ministries – one in the capital, and one in the regions
- Knowledge, attitudes and practices among health care workers in respect of malaria case management with the aim of changing malaria transmission in Namibia, and
- The nature of human trafficking in Namibia (“You see danger. I see bread.”).

Furthermore, the Consultancy and Research Business Centre presented a paper entitled “Harnessing training and development initiatives to accelerate service delivery efficiently and effectively in the public service” at Office of the Prime Minister stakeholder consultations relating to the implementation of NDP4.

Finally, NIPAM also successfully tendered for a number of consultancies. These included sessions on team-building and leadership for senior management at the Ministry of Finance and the Ministry of Trade and Industry, as well as on the PMS being implemented under the auspices of the Office of the Prime Minister.



Team building for the Ministry of Finance



Participants of the MTI team building session.

---

## SUPPORTING BUSINESS CENTRES

### TECHNICAL SUPPORT

#### E-governance

An E-governance Policy and an E-learning Framework were drafted and approved by the Governing Council. NIPAM's e-portal platform was also developed, and different modes of delivery of training (face-to-face, e-learning, and blended learning) are being investigated.

#### Learning Resource Centre

The Learning Resource Centre's collection of titles increased by a total of 279 during the year under review. Membership of the Centre has increased to 374 registered users. The reporting year also saw a promotional drive for the Centre, which included the publication and distribution of a comprehensive services brochure.

#### Information technology

Information technology continued to play an important supporting role in NIPAM's academic and business processes, prompting a number of initiatives aimed at either improving access and efficiencies or streamlining processes. For example, the momentum that characterises the academic and business processes called for various systems to be integrated. To this end, a comprehensive integration of the information and registration systems is being investigated. Associated with this was the need to increase bandwidth. The use of open source versus proprietary software is also under investigation.

Consultations are also under way with one of NIPAM's strategic partners, namely Management Sciences for Health in South Africa, with regard to collaboration in designing an integrated knowledge management database.



Modern Technology.

---

## Corporate communications and quality assurance

As a public institution, NIPAM has a duty to keep stakeholders informed about its activities as required in terms of good corporate governance. Our efforts in this regard have been geared to setting up an effective system, and communicating to our stakeholders in a transparent and pro-active manner.

During the review period, NIPAM achieved the following targets:

- A Marketing, Communications and Social Media Policy was developed and approved by the Governing Council.
- A detailed year planner in support of the policy was implemented in line with the allocated budget.
- Promotion and publicity on NIPAM courses and programmes was coordinated.
- Advertising included traditional print media in newspapers and magazines, as well as broadcasting media such as radio and television advertising, billboards, and numerous below-the-line marketing initiatives.
- The NIPAM website was re-engineered.
- A comprehensive CI manual was developed.
- Numerous brochures and publications of products and services offered by NIPAM were developed and distributed.
- As in the previous reporting year, NIPAM participated in shows and events around the country, winning several awards from the various organisers in doing so.
- A stakeholder newsletter, *Ondaka*, was published every second month.
- As part of employer branding initiatives and best practice, a staff newsletter, *Longa*, was published quarterly.
- Stationery items, promotional materials and corporate gifts were identified, designed and produced.
- Media management and publicity were handled proactively.
- An extensive interview series on radio and television resulted in positive branding exposure for NIPAM.
- A Customer Service Charter was drafted and, pending consultation with stakeholders, will be launched in the coming financial year, and
- The process of accreditation of NIPAM, and its courses and programmes, was continued with the compilation of the required documents.

## Networking and partnerships

During the year under review, NIPAM signed two Memoranda of Understanding: one with the Polytechnic of Namibia, and one with the University of Namibia. Each agreement outlines the framework of collaboration between the institutions concerned in the spirit of cooperation in education, training and development towards national capacity-building. The parties also affirm their desire to strengthen the relationship between their institutions, and agree to develop joint activities in support of their organisations' objectives, where possible.

The Memoranda were signed to address the national challenge of educating and training Namibian citizens employed in the field of public administration. Working towards this desirable end result implies that all parties recognise and value the differences between them, but nonetheless being intent on pooling resources in a smart partnership where relevant.

A study visit to the Institute of Diplomacy and Foreign Relations in Malaysia enabled NIPAM to establish that certain training programmes being offered by that Institute would enhance training in Namibia. The groundwork for Malaysian assistance of this nature was since laid by the Central Government Business Centre.

NIPAM was also visited by a number of institutions from abroad. These information and familiarisation visits brought guests from Botswana, China, the Republic of Congo, Lesotho, South Africa and Swaziland, among others. Besides a formal presentation by NIPAM and opportunities for discussion and professional exchange, visitors are given a guided tour of the premises. Guests have applauded NIPAM for its state-of-the-art facility as well as its modern and relevant approach to public sector training and development and the employment of best practices in its curriculum.



Study visit to La Bahadur Shastri National Academy of Administration, India.



A delegation from South Africa on official visit to NIPAM.



Members of a group from Swaziland who paid a study visit to NIPAM.

### **Corporate citizenship**

NIPAM is fully committed to operating within the realm of the laws governing it. Thus, in the process of all its developments and operations, NIPAM takes special care to apply the principles of good governance. This is accomplished in terms of the so-called triple bottom line, i.e. by giving due consideration to financial, social and environmental issues in its business operations.

---

## ADMINISTRATIVE SUPPORT

### Human resources

All positions within NIPAM were aligned to a competency framework, according to which jobs are graded. A framework for managing staff performance was also developed. The latter framework is linked to an annual scorecard and a prototype computerised Performance Management System. Performance Management Agreements have been signed with each staff member and performance evaluation discussions take place on a quarterly basis.

A comprehensive bouquet of all relevant staff policies was developed in line with best practice and relevant laws, and published to guide NIPAM staff. Furthermore, an Employee Development Policy was approved for implementation. The latter Policy is linked to individual Personal Development Plans, by means of which training needs are identified and met. An employee satisfaction survey was also completed during the year under review. Budget restrictions prevented the full implementation of approved vacant positions, which led to a review of the recruitment plan.

### Estate management

The NIPAM Cafeteria remains outsourced to a third party professional who won the tender. Monthly meetings between NIPAM and Cafeteria staff are held to discuss and deliberate on feedback received from training participants and other users of the facilities, with a view to rectifying issues and proactively addressing concerns. Root causes for problems identified are addressed and feedback and improvement initiated.



Functional training venues.

All NIPAM assets were captured on the DBIT asset management system, ensuring a comprehensive and well-managed asset database. A Maintenance Policy was developed and is being implemented. Good progress was made with the conceptualisation, development and awarding of the tender for Phase II of constructing the NIPAM building. Phase II includes a lecture block with an auditorium and four lecture rooms, the latter with a 260-seat capacity.



A modern cafeteria.

## Finance

The review period also saw systems and procedures being put in place to guide the activities of the Finance Division. A Procurement and Tender Policy was approved and implemented, NIPAM's master management accounts were designed, various reporting lines were set up, the Internal Tender Committee was established, workflows for revenue were drafted, and Grand Namibia were appointed as NIPAM's external auditors.



NIPAM has a state of the art computer skills training center.

---

## CORPORATE GOVERNANCE REPORT

### Corporate Governance

The Institute's principles on corporate governance are found on a rich legacy of fair, ethical, open, accountable and transparent governance practices, many of which are prescribed by the NIPAM Act, 2010 (Act No. 10 of 2010), the SOE Governance Act, 2006 (Act No. 2 of 2006) as amended, Charters and internationally accepted best practices on principles of good governance.

### Governing structure

NIPAM's governance structure includes the Prime Minister, the Governing Council, sub-committees and the Training and Development Board. Sub-committees advise the Governing Council, and perform such tasks as the Council assigns to them. The Chairperson of each committee is tasked to report to the Council on the activities of each committee. Committees comprise of at least three non-executive directors with the Deputy Chairperson of the Council and Executive Directors as members *ex officio*. In order to focus all committees on the key areas, the Council approved a Charter for each committee.

The sub-committees are the:

- Governance and Remuneration Committee;
- Audit and Risk Management Committee;
- Investment Committee;
- Council Tender Committee

### Governing Council

The governance and general control of NIPAM and of all its affairs and functions, and the management of its property, are vested in the Governing Council. The Council has a unitary structure of eight non-executive directors and one executive director. The Chairperson of the Council is a non-executive director. The Executive Director is the head of training and accounting officer and is a member of the Council *ex officio*. All other directors are appointed by the Portfolio Minister for a term of three (3) years.

In line with King III recommendations, the Governing Council operates under a Charter. The Charter sets out the Council's roles and responsibilities, as well as the requirements relating to the Council's composition and meeting procedures as set out in the NIPAM Act, 2010.

---

The key roles and responsibilities of the Council are to:

- approve the strategic plan and annual business plan of NIPAM
- approve the annual budget of NIPAM
- give strategic direction
- act as the focal point for, and custodian of, corporate governance
- provide effective leadership on an ethical foundation
- approve the development and expansion plans of NIPAM
- responsible for the governance of risk
- responsible for the governance of information and technology
- monitor executive performance
- ensure that NIPAM discharges its responsibilities to the Portfolio Minister

### **The role of the Council Chairperson**

The Chairperson of the Council is the Secretary to Cabinet, *ex officio*. The Chairperson provides leadership and guidance to the Council and encourages proper deliberation of all matters on the agenda.

### **The Training and Development Board**

Is a statutory organ of NIPAM that is vested with the organization and superintendence of the following:

- Capacity building interventions
- Training programmes
- Courses
- Training sessions
- Instructions
- Curricula
- Assessment
- Award of qualifications
- Accreditation
- Research and
- Consultancy activities.

---

## Summary of approved matters

The following list presents a summary of matters that were approved by the Council during the period under review:

- Delegation of Powers and Procedures Policy
- Code of Conduct for Directors
- Travel Policy
- Employee Relations Policy
- Termination of Employment Policy
- Performance Management Policy
- Audit and Risk Management Committee Charter
- Governance and Remuneration Committee Charter
- Procurement Policy and Procedures
- Training and Development Board Charter
- Fee Structure for the Resource Pool
- Learning Resource Center Policy
- Research and Consultancy Policy
- Professional Guidelines for submissions, documents and papers to meetings
- Standard agenda items for meetings of the Governing Council, Committees and the Training and Development Board
- Leave Policy
- Recruitment and Selection Policy
- Employee Development Policy
- Affirmative Action Policy
- Code of conduct and participants charter
- Various oversight quarterly reports: training reports, governance reports, financial reports, human capital reports, IT Governance reports, communication reports and institutional performance reports.

## Meetings

Under the NIPAM Act, 2010, read with various charters, the Council, the Training and Development Board and each sub-committee are required to hold at least *three meetings* during a financial year. The financial year of NIPAM ends on 31 March in each year.

## Schedule and attendance of meetings

During the reporting period, meetings were held as follows:

Directors	Governing Council	Governance & Remuneration Committee	Audit and Risk Management Committee	Investment Committee	Council Tender Committee
Meetings held	4	6	4	2	2
Attendance:					
F. Kapofi	2	-	-	-	-
M. Cupido	4	6	4	2	2
J. Muadinohamba	3	6	4	-	-
S. Nuuyoma	2	3	2	-	-
B. Haingura	3	-	-	2	2
B. Ndjoze-Ojo	4	-	4	-	-
J. Kaupirura	3	-	-	2	2
J. Ncube	1	3	-	-	-
B. Van der Westhuizen	4	-	-	-	-
E. Nghikembua ( <i>ex officio</i> )	4	4	4	2	2

## Assessment of the Council

The Council Charter requires that Council must be assessed at least once every year either internally or externally or as the Portfolio Minister may deem fit. The effectiveness of the performance of the Council was assessed by KMPG Advisory Services Namibia (Pty) Limited. The governance of NIPAM was found to be healthy.

## Secretary to the Council

All directors have access to the advice and services of the Secretary to the Council who guides the Council in respect of its duties, responsibilities, ethics, good governance and statutory responsibilities. All directors are entitled to seek independent professional advice about the affairs of NIPAM and at NIPAM's expense.

---

## **Instruments of Delegation of Powers**

The Council, in writing and subject to conditions or restrictions imposed by it, delegates power or assigns any function conferred or imposed on it by the Act to committees of the Council and the Executive Director except the power to make rules or to appoint management staff or discharge any staff member. The Council is not divested or relieved of the power or function delegated or assigned and can at any time:

- (a) *withdraw or amend any such delegation or assignment; or*
- (b) *without prejudice of any right, set aside or vary any decision made in the exercise of such power.*

The delegation of authority by the Council to Council Committees and the Executive Director is encompassed in a formal delegation of powers, which sets out those matters specifically reserved for the decision of the Council.

## **Executive Management Team**

The Executive Director is appointed by the Council in concurrence with the Prime Minister for a period of five years. The Executive Director is the head of training and accounting officer of NIPAM. The Executive Director manages the day-to-day activities of NIPAM subject to the direction, control and guidance of the Council. The Executive Director is assisted by members of the executive management team in executing executive management responsibilities. In order to streamline its activities, the executive management team operates under an Executive Management Team Charter.

## **Internal control systems**

NIPAM maintains a system of internal control over financial reporting and safeguarding of assets against unauthorized acquisition, use or disposition, which are designed to provide reasonable assurance to the Council regarding the preparation of reliable published financial statements. The system includes a documented organizational structure and division of responsibility, established policies and procedures.

Corrective actions are taken to address control deficiencies and other opportunities for improving the system as they are identified. The Council through the Audit and Risk Management Committee provides oversight of the financial reporting process.

---

## ANNUAL FINANCIAL STATEMENTS

Namibia Institute of Public Administration and Management  
Annual Financial Statements  
for the year ended 31 March 2013

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## General Information

---

<b>Country of incorporation and domicile</b>	Namibia
<b>Nature of business and principal activities</b>	Established as a public institute for training, operational research, capacity evaluation and consultancy.
<b>Governing Council</b>	F. Kapofi (Chairperson) B. Ndjoze-Ojo J. Muadinohamba B. van der Westhuizen B. Haingura S. Nuuyoma J. Kauapirura
<b>Registered office</b>	14-30 Paul Nash Street Olympia Windhoek Namibia
<b>Postal address</b>	Private Bag 13218 Windhoek Namibia
<b>Bankers</b>	First National Bank of Namibia Limited
<b>Auditors</b>	Grand Namibia Registered Accountants and Auditors Chartered Accountants (Namibia)
<b>Secretary</b>	B. Chaka

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Index

---

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

<b>Index</b>	<b>Page</b>
Governing Council's Responsibilities and Approval	37
Report of the Independent Auditors	38
Governing Council's Report	39
Statement of Financial Position	40
Statement of Comprehensive Income	41
Statement of Changes in Equity	42
Statement of Cash Flows	43
Accounting Policies	44 - 50
Notes to the Annual Financial Statements	51 - 59

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Governing Council's Responsibilities and Approval

---

The directors are required in terms of the Namibia Institute of Public Administration and Management Act (Act 10 of 2010) to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Institution as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

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

The directors 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 directors have reviewed the Institution's cash flow forecast for the year to 31 March 2014 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently reviewing and reporting on the Institution's annual financial statements. The annual financial statements have been examined by the Institution's external auditors and their report is presented on page 38.

The annual financial statements set out on pages 39 to 59, which have been prepared on the going concern basis, were approved by the board on 20 May 2014 and were signed on its behalf by:



**F. Kapofi (Chairperson)**



**J. Muadinohamba**

---

## Report of the Independent Auditors

### To the Governing Council members of Namibia Institute of Public Administration and Management

We have audited the annual financial statements of Namibia Institute of Public Administration and Management, which comprise the statement of financial position as at 31 March 2013, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes, and the Governing Council's report, as set out on pages 39 to 59.

### Directors' Responsibility for the Annual Financial Statements

The Institution's Governing Council are responsible for the preparation and fair presentation of these annual financial statements in accordance with International Financial Reporting Standards, and requirements of the Namibia Institute of Public Administration and Management Act, and for such internal control as the Governing Council determine is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

### Auditors' Responsibility

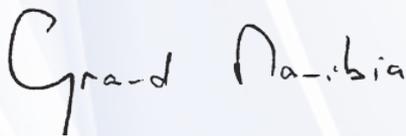
Our responsibility is to express an opinion on these annual financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the annual financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the annual financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Namibia Institute of Public Administration and Management as at 31 March 2013, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards, and the requirements of the Namibia Institute of Public Administration and Management Act (Act 10 of 2010).



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

Per: R. Beukes

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Governing Council's Report

---

The Governing Council submit their report for the year ended 31 March 2013.

### 1. Incorporation

The Institute was incorporated on 01 October 2010.

### 2. Review of activities

#### Main business and operations

The Institute was established as a public institution to provide training, operational research, capacity evaluation and consultancy and operate principally in Namibia. The Operating results and state of affairs of the institution are fully set out in the attached financial statements and do not in our opinion require any further comment.

### 3. Events after the reporting period

The Governing Council is not aware of any matter or circumstance arising since the end of the financial year.

### 4. Directors

The Governing Council of the Institute during the year and to the date of this report are as follows:

Name	Changes
F. Kapofi (Chairperson)	
B. Ndjoze-Ojo	Resigned 30 September 2013
J. Muadinohamba	
B. van der Westhuizen	
B. Haingura	
S. Nuuyoma	
E.Nghikembua (Ex-officio)	
J. Kauapirura	Resigned 17 September 2013

### 5. Secretary

The secretary of the Institution is B. Chaka of:

Business address

Paul Nash Street  
Olympia  
Windhoek  
Namibia

### 6. Auditors

Grand Namibia Registered Accountants and Auditors.

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Statement of Financial Position

	Note(s)	2013 N\$	2012 N\$
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	135,801,762	85,926,166
Intangible assets	3	157,594	188,572
		<b>135,959,356</b>	<b>86,114,738</b>
<b>Current Assets</b>			
Trade and other receivables	4	2,989,940	1,721,070
Cash and cash equivalents	5	41,702,245	55,627,305
		<b>44,692,185</b>	<b>57,348,375</b>
<b>Total Assets</b>		<b>180,651,541</b>	<b>143,463,113</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Retained income		30,152,457	32,880,948
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Deferred income	6	145,601,122	99,957,647
<b>Current Liabilities</b>			
Trade and other payables	7	4,897,962	9,983,144
Special Project Funds	8	-	641,374
		<b>4,897,962</b>	<b>10,624,518</b>
<b>Total Liabilities</b>		<b>150,499,084</b>	<b>110,582,165</b>
<b>Total Equity and Liabilities</b>		<b>180,651,541</b>	<b>143,463,113</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Statement of Comprehensive Income

	Note(s)	2013 N\$	2012 N\$
<b>Revenue</b>			
Cafeteria		2,054,337	244,200
Hire of facilities		613,232	459,140
Consulting		381,782	-
Interest received		379,199	439,645
Training fees	9	4,715,184	4,864,691
		<b>8,143,734</b>	<b>6,007,676</b>
<b>Cost of services</b>			
Conferencing fees	10	(3,578,286)	(875,217)
Depreciation, amortisation and impairment	11	(3,537,096)	(2,078,408)
Employee costs	12	(17,895,273)	(10,116,815)
Governing Council fees	17	(1,089,833)	(858,637)
Supplies and services	14	(5,876,530)	(5,407,374)
Training costs	13	(4,164,911)	(3,437,816)
		<b>(36,141,929)</b>	<b>(22,774,267)</b>
		<b>(27,998,195)</b>	<b>(16,766,591)</b>
<b>Income from Government</b>			
Deferred income released		4,372,704	1,981,673
Government grants	16	20,897,000	27,433,000
		<b>25,269,704</b>	<b>29,414,673</b>
		<b>(2,728,491)</b>	<b>12,648,082</b>
<b>(Deficit) /Surplus for the year</b>			

---

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

### Statement of Changes in Equity

	Retained income N\$	Total equity N\$
<b>Balance at 01 April 2011</b>	<b>20,232,866</b>	<b>20,232,866</b>
Changes in equity		
Total surplus for the year	12,648,082	12,648,082
Total changes	12,648,082	12,648,082
<b>Balance at 01 April 2012</b>	<b>32,880,948</b>	<b>32,880,948</b>
Changes in equity		
Deficit for the year	(2,728,491)	(2,728,491)
Total changes	(2,728,491)	(2,728,491)
<b>Balance at 31 March 2013</b>	<b>30,152,457</b>	<b>30,152,457</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Statement of Cash Flows

	Note(s)	2013 N\$	2012 N\$
<b>Cash flows from operating activities</b>			
Office of the Prime Minister		20,897,000	33,655,000
<b>Utilised as follows:</b>			
<b>CASHFLOWS FROM OPERATING ACTIVITIES</b>			
<b>Receipts</b>			
Interest income		379,199	439,645
Cafeteria		2,054,337	244,200
Hire of facilities		613,232	459,140
Training fees		3,823,138	3,301,656
Consulting		381,782	-
<b>Payments</b>			
Supply and services		(12,133,558)	(2,298,620)
Employee Costs		(16,568,742)	(10,047,014)
Governing Council and Training Board Fees		(1,089,833)	(858,637)
Training costs		(4,696,421)	(3,437,816)
Conferencing Services		(3,578,286)	(875,217)
<b>Net cash from operating activities</b>	<b>15</b>	<b>(9,918,152)</b>	<b>20,582,337</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(3,353,448)	(749,390)
Purchase of other intangible assets	3	(12,086)	(201,728)
<b>Net cash from investing activities</b>		<b>(3,365,534)</b>	<b>(951,118)</b>
<b>Cash flows from financing activities</b>			
Movement in special purpose funds		(641,374)	(126,898)
Funds received from Government for Phase 2 construction		-	20,803,000
<b>Net cash from financing activities</b>		<b>(641,374)</b>	<b>20,676,102</b>
<b>Total cash movement for the year</b>		<b>(13,925,060)</b>	<b>40,307,321</b>
Cash at the beginning of the year		55,627,305	15,319,984
<b>Total cash at end of the year</b>	<b>5</b>	<b>41,702,245</b>	<b>55,627,305</b>

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and the Namibia Institute of Public Administration and Management Act. The annual financial statements have been prepared on the historical cost basis, except for certain financial instruments which are stated at fair value, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollars.

#### 1.1 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

##### Trade receivables, Held to maturity investments and Loans and receivables

The Institution assesses its trade receivables, held to maturity investments and loans and receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in profit or loss, the Institution makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables, held to maturity investments and loans and receivables is calculated on a portfolio basis, based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

##### Impairment testing

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the [name a key assumption] assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of goodwill and tangible assets.

The Institution reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. In addition, goodwill is tested on an annual basis for impairment. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of goodwill and tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors including [list entity specific variables, i.e. production estimates, supply demand], together with economic factors such as [list economic factors such as exchange rates inflation interest].

##### Provisions

Provisions were raised and management determined an estimate based on the information available.

#### 1.2 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the item will flow to the company; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.2 Property, plant and equipment (continued)

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

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

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

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

Item	Average useful life
Buildings	50 years
Furniture and fixtures	10 years
Office equipment	5 years
Computer equipment	5 years
Cafeteria equipment	5 years
Audio visual equipment	5 years

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

The depreciation charge for each period is recognised in the statement of comprehensive income unless it is included in the carrying amount of another asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in the statement of comprehensive income when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

### 1.3 Financial instruments

#### Classification

The Institution classifies financial assets and financial liabilities into the following categories:

- Loans and receivables
- Financial liabilities measured at amortised cost

Classification depends on the purpose for which the financial instruments were obtained / incurred and takes place at initial recognition. Classification is re-assessed on an annual basis, except for derivatives and financial assets designated as at fair value through profit or loss, which shall not be classified out of the fair value through profit or loss category.

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.3 Financial instruments (continued)

#### Initial recognition and measurement

Financial instruments are recognised initially when the Institution becomes a party to the contractual provisions of the instruments.

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

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

For financial instruments which are not at fair value through the statement of comprehensive income, transaction costs are included in the initial measurement of the instrument.

#### Subsequent measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Financial liabilities at amortised cost are subsequently measured at amortised cost, using the effective interest method.

#### Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Institution has transferred substantially all risks and rewards of ownership.

#### Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the statement of comprehensive income when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income within operating expenses. When a trade receivable is uncollectable, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited against operating expenses in the statement of comprehensive income.

Trade and other receivables are classified as loans and receivables.

#### Trade and other payables

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

#### Cash and cash equivalents

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

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

#### Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset. This liability is not discounted.

Any contingent rents are expensed in the period they are incurred.

### 1.5 Impairment of assets

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

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

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

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

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

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

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

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

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in the statement of comprehensive income. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.6 Employee benefits

#### Short-term employee benefits

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

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

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

### 1.7 Provisions and contingencies

Provisions are recognised when:

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

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

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

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.

A constructive obligation to restructure arises only when an entity:

- has a detailed formal plan for the restructuring, identifying at least:
  - the business or part of a business concerned;
  - the principal locations affected;
  - the location, function, and approximate number of employees who will be compensated for terminating their services;
  - the expenditures that will be undertaken; and
  - when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:

- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised.

### 1.8 Government grants

Government grants are recognised when there is reasonable assurance that:

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

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.8 Government grants (continued)

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

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

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

Grants related to income are presented as a credit in the statement of comprehensive income.

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

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

### 1.9 Revenue

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

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

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 Institution;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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

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

Interest is recognised, in the statement of comprehensive income, using the effective interest rate method.

### 1.10 Borrowing costs

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

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Accounting Policies

---

### 1.10 Borrowing costs (continued)

- Weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

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

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

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

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

### 1.11 Taxation

The Institution is exempt from income tax in terms of the NIPAM Act no. 10 of 2010

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
--	-------------	-------------

### 2. Property, plant and equipment

	2013			2012		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Land	12,572,000	-	12,572,000	12,572,000	-	12,572,000
Buildings	113,228,000	(4,228,205)	108,999,795	65,403,179	(1,961,074)	63,442,105
Furniture and fixtures	1,873,606	(441,350)	1,432,256	1,792,093	(257,658)	1,534,435
Office equipment	135,605	(49,735)	85,870	108,129	(24,917)	83,212
IT equipment	1,376,950	(616,545)	760,405	1,253,568	(355,550)	898,018
Cafeteria equipment	1,318,474	(646,882)	671,592	1,318,474	(383,188)	935,286
Audio visual equipment	2,468,508	(542,414)	1,926,094	277,150	(48,713)	228,437
Capital Work In Progress	9,353,750	-	9,353,750	6,232,673	-	6,232,673
<b>Total</b>	<b>142,326,893</b>	<b>(6,525,131)</b>	<b>135,801,762</b>	<b>88,957,266</b>	<b>(3,031,100)</b>	<b>85,926,166</b>

#### Reconciliation of property, plant and equipment - 2013

	Opening balance	Additions	Revaluations	Other changes, movements	Depreciation	Total
Land	12,572,000	-	-	-	-	12,572,000
Buildings	63,442,105	-	47,824,821	-	(2,267,131)	108,999,795
Furniture and fixtures	1,534,435	81,513	-	-	(183,692)	1,432,256
Office equipment	83,212	27,476	-	-	(24,818)	85,870
IT equipment	898,018	123,382	-	-	(260,995)	760,405
Cafeterial equipment	935,286	-	-	-	(263,694)	671,592
Audio visual equipment	228,437	-	-	2,191,358	(493,701)	1,926,094
Capital Work In Progress	6,232,673	3,121,077	-	-	-	9,353,750
	<b>85,926,166</b>	<b>3,353,448</b>	<b>47,824,821</b>	<b>2,191,358</b>	<b>(3,494,031)</b>	<b>135,801,762</b>

#### Reconciliation of property, plant and equipment - 2012

	Opening balance	Additions	Depreciation	Total
Land	12,572,000	-	-	12,572,000
Buildings	64,699,964	49,707	(1,307,566)	63,442,105
Furniture and fixtures	1,552,015	158,392	(175,972)	1,534,435
Office equipment	66,017	35,089	(17,894)	83,212
IT equipment	1,128,611	18,911	(249,504)	898,018
Property, plant and equipment 1	1,122,692	71,038	(258,444)	935,286
Property, plant and equipment 2	482	276,650	(48,695)	228,437
Other property, plant and equipment	-	6,232,673	-	6,232,673
	<b>81,141,781</b>	<b>6,842,460</b>	<b>(2,058,075)</b>	<b>85,926,166</b>

Land and buildings comprise of ERF 14-30 Paul Nash Street Olympia. The value of land and buildings was determined by the Government of Namibia through the Ministry of Lands and Resettlement.

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
--	-------------	-------------

### 3. Intangible assets

	2013			2012		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Computer software	221,789	(64,195)	157,594	209,703	(21,131)	188,572

#### Reconciliation of intangible assets - 2013

	Opening balance	Additions	Amortisation	Total
Computer software	188,572	12,086	(43,064)	157,594

#### Reconciliation of intangible assets - 2012

	Opening balance	Additions	Amortisation	Total
Computer software, other	7,177	201,730	(20,335)	188,572

### 4. Trade and other receivables

Trade receivables	2,613,114	1,721,070
Value Added Tax	376,826	-
	<b>2,989,940</b>	<b>1,721,070</b>

### 5. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	41,702,245	55,627,305
---------------	------------	------------

### 6. Deferred income

Land	12,572,000	12,572,000
Buildings	113,228,000	65,403,179
Furniture and Fittings	1,792,093	1,792,093
Computer Equipment	1,253,568	1,253,568
Cafeteria Equipment	1,318,474	1,318,474
Office Equipment	108,129	108,129
Computer Software and IT equipment	1,853,315	209,703
Total Assets Donated	132,125,579	82,657,145
Accumulated Deferred income released to the statement of comprehensive income	(7,327,457)	(3,502,498)
	<b>124,798,122</b>	<b>79,154,647</b>
Phase 2 construction	20,803,000	20,803,000
	<b>145,601,122</b>	<b>99,957,647</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
--	-------------	-------------

Deferred Income consists of the assets donated to NIPAM by the Government and funds to finance the phase 2 of the construction of the building.

### 7. Trade and other payables

Trade payables	2,279,914	8,907,992
Other payables	1,359,550	257,840
Leave pay provision	420,224	451,569
Other salary accruals	838,274	365,743
	<b>4,897,962</b>	<b>9,983,144</b>

### 8. Special Project Funds

Embassy of Finland-Middle Management Development Programme	-	641,374
--	---	---------

The Institution received funding to finance the Middle Management Development Programme from the Embassy of Finland. The funds have been used up in 2013 through the financing of the designated expenses.

### 9. Training income

Generic courses	248,151	1,121,927
Foundation courses	413,090	1,243,639
Middle Management Development Programme(MMDP)	2,082,152	1,497,000
Senior Management Development Programme(SMDP)	900,746	1,002,125
Other	1,071,045	-
	<b>4,715,184</b>	<b>4,864,691</b>

### 10. Conferencing services

Central Government Business Centre	1,301,679	147,473
Regional and Local Business Centre	605,570	17,933
Finance and Human Resources	494,998	127,159
Executive Director	1,176,039	582,652
	<b>3,578,286</b>	<b>875,217</b>

### 11. Depreciation, amortisation and impairment

Buildings	2,267,131	1,307,565
Furniture and fittings	183,692	175,972
Office equipment	24,818	17,895
IT Equipment	260,995	249,504
Cafeteria equipment	263,695	258,444
Audio visual equipment	493,701	48,695
Computer software	43,064	20,333
	<b>3,537,096</b>	<b>2,078,408</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
<b>12. Employee costs</b>		
Remuneration:Administration	4,362,292	5,593,509
Remuneration:Central Government Business Centre	2,445,039	1,199,107
Remuneration:Regional and Local Government Business Centre	941,844	407,659
Remuneration:E-Governance and Learning Resources Business Centre	2,098,269	852,969
Remuneration:Strategic Communication Business Centre	1,362,377	97,485
Remuneration:Executive Director	1,212,864	710,226
Remuneration, Consulting & Research	1,605,155	-
Leave expenses	(22,806)	300,475
Allowances	985,507	106,811
Bonus	980,261	4,346
Overtime	4,271	106,805
Employer Contribution:GIPF	1,274,242	564,933
Medical Aid	599,338	159,848
Social Security	46,620	12,642
	<b>17,895,273</b>	<b>10,116,815</b>
<b>13. Training costs</b>		
Books and periodicals	194,455	52,038
E-Learning	-	295,310
Generic courses	985,721	474,380
Middle Management Development Programme	486,714	558,941
Resource pool	1,512,670	482,500
Senior Management Development Programme	968,500	1,497,000
Training materials	10,569	32,007
Work visas and permits	6,282	45,640
	<b>4,164,911</b>	<b>3,437,816</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
<b>14. Supplies and services</b>		
Advertising	555,071	240,922
Cleaning materials	26,106	320,992
Computer expenses	138,987	105,945
Consulting fees	664,043	454,481
Courier and postage	3,115	1,233
Flowers and gifts	11,102	5,610
Library tools and others	68,385	128,973
Membership and subscription fees	24,781	16,937
Printing and stationery	245,383	209,048
Rental expenses	553,430	583,629
Repairs and maintainance	165,433	1,031,475
Audit fees	110,544	-
Security costs	4,712	18,612
Staff training	566,279	286,562
Staff welfare	47,773	21,331
Telecommunication costs	171,183	289,063
Transport costs	238,869	3,509
Travel and accommodation	375,299	329,752
Utilities	503,525	600,718
Subsistence and travelling allowances	615,428	432,520
Motor vehicle expenses	283,332	298,745
Bank charges	57,715	25,685
Insurance	-	1,632
Corporate image	446,035	-
	<b>5,876,530</b>	<b>5,407,374</b>
<b>15. Cash generated from operations</b>		
(Deficit)/Surplus for the year	(2,728,491)	12,648,082
<b>Adjustments for:</b>		
Depreciation and amortisation	3,257,889	2,078,409
Deferred Income released to the statement of comprehensive income	(4,093,497)	(1,981,673)
Movement in leave pay provision	(31,349)	-
Trade and other receivables	(1,268,870)	4,658,965
Trade and other payables	(5,053,834)	3,178,554
	<b>(9,918,152)</b>	<b>20,582,337</b>
<b>16. Government grants</b>		
Government subsidy (operational)	20,897,000	27,433,000
	<b>20,897,000</b>	<b>27,433,000</b>

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$			
<b>17. Governing Council's emoluments</b>					
<b>Non-executive</b>					
<b>2013</b>					
	Governing Council's fees	Other Committees fees	Training and Development Board fees	Incidental costs	Total
B. Ndjoze-Ojo	38,250	16,108	16,218	-	70,576
J. Muadinohamba	35,351	40,115	-	-	75,466
B. van der Westhuizen	38,250	19,087	-	-	57,337
B. Haingura	35,351	17,653	-	-	53,004
J.Kauapirura	35,351	9,964	-	-	45,315
M.F.Cupido(Vice Chairperson)	38,250	61,661	-	-	99,911
J.Ncube	15,447	14,136	6,400	-	35,983
Training and other board expenses	-	-	-	652,241	652,241
	<b>236,250</b>	<b>178,724</b>	<b>22,618</b>	<b>652,241</b>	<b>1,089,833</b>
<b>2012</b>					
	Governing Council's fees	Other Committees fees	Training and Deveelopement Board fees	Incidental costs	Total
Training and other board expenses	-	-	-	286,345	286,345
B. Ndjoze-Ojo	75,894	-	7,005	-	82,899
J. Muadinohamba	60,715	28,022	-	-	88,737
B. van der Westhuizen	60,715	7,006	-	-	67,721
B. Haingura	60,715	-	-	-	60,715
J.Kauapirura	60,715	9,609	-	-	70,324
M.F.Cupido(Vice Chairperson)	60,715	45,439	-	-	106,154
J Ncube	60,715	28,022	7,005	-	95,742
	<b>440,184</b>	<b>118,098</b>	<b>14,010</b>	<b>286,345</b>	<b>858,637</b>

## 18. Risk management

### Capital risk management

The Institute's objectives when managing capital are to safeguard the Institute's ability to continue as a going concern in order to provide returns for shareholder and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

There are no externally imposed capital requirements.

### Financial risk management

The Institute's activities expose it to a variety of financial risks: market risk (including cash flow interest rate risk and price risk), credit risk and liquidity risk.

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
--	-------------	-------------

### 18. Risk management (continued)

#### Liquidity risk

The Institute's risk to liquidity is a result of the funds available to cover future commitments. The Institute manages liquidity risk through an ongoing review of future commitments and credit facilities.

At 31 March 2013		Less than 1 year
Trade and other payables		4,477,738
Special purpose funds		-
At 31 March 2012		Less than 1 year
Trade and other payables		9,531,575
Special purpose funds		641,374

#### Interest rate risk

As the Institute has no significant interest-bearing assets, the Institute's income and operating cash flows are substantially independent of changes in market interest rates.

#### Cash flow interest rate risk

Financial instrument- 2013	Current interest rate	Due in less than a year
Trade and other receivables - normal credit terms	- %	2,613,114
Cash in current banking institutions	- %	41,702,245
Trade and other payables - extended credit terms	- %	4,477,738

#### Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The Institute only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

No credit limits were exceeded during the reporting period, and management does not expect any losses from non-performance by these counterparties.

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

	2013 N\$	2012 N\$
--	-------------	-------------

### 19. Financial assets by category

The accounting policies for financial instruments have been applied to the line items below:

#### 2013

	Loans and receivables	Total
Trade and other receivables	2,613,114	2,613,114
Cash and cash equivalents	41,702,245	41,702,245
	<b>44,315,359</b>	<b>44,315,359</b>

#### 2012

	Loans and receivables	Total
Trade and other receivables	1,721,070	1,721,070
Cash and cash equivalents	55,627,305	55,627,305
	<b>57,348,375</b>	<b>57,348,375</b>

### 20. Financial liabilities by category

The accounting policies for financial instruments have been applied to the line items below:

#### 2013

	Financial liabilities at amortised cost N\$	Total N\$
Trade and other payables	4,477,738	4,477,738
Special purpose funds	-	-
	<b>4,477,738</b>	<b>4,477,738</b>

#### 2012

	Financial liabilities at amortised cost N\$	Total N\$
Trade and other payables	9,531,575	9,531,575
Special purpose funds	641,374	641,374
	<b>10,172,949</b>	<b>10,172,949</b>

---

# Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2013

## Notes to the Annual Financial Statements

---

### 21. New Standards and Interpretations

#### 21.1 Standards and interpretations not yet effective

The Institution has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Institution's accounting periods beginning on or after 01 April 2013 or later periods:

##### IFRS 9 Financial Instruments

This new standard is the first phase of a three phase project to replace IAS 39 Financial Instruments: Recognition and Measurement. To date, the standard includes chapters for classification, measurement and derecognition of financial assets and liabilities. The following are main changes from IAS 39:

- Financial assets will be categorised as those subsequently measured at fair value or at amortised cost.
- Financial assets at amortised cost are those financial assets where the business model for managing the assets is to hold the assets to collect contractual cash flows (where the contractual cash flows represent payments of principal and interest only). All other financial assets are to be subsequently measured at fair value.
- Under certain circumstances, financial assets may be designated as at fair value.
- For hybrid contracts, where the host contract is an asset within the scope of IFRS 9, then the whole instrument is classified in accordance with IFRS 9, without separation of the embedded derivative. In other circumstances, the provisions of IAS 39 still apply.
- Voluntary reclassification of financial assets is prohibited. Financial assets shall be reclassified if the entity changes its business model for the management of financial assets. In such circumstances, reclassification takes place prospectively from the beginning of the first reporting period after the date of change of the business model.
- Financial liabilities shall not be reclassified.
- Investments in equity instruments may be measured at fair value through other comprehensive income. When such an election is made, it may not subsequently be revoked, and gains or losses accumulated in equity are not recycled to profit or loss on derecognition of the investment. The election may be made per individual investment.
- IFRS 9 does not allow for investments in equity instruments to be measured at cost.
- The classification categories for financial liabilities remains unchanged. However, where a financial liability is designated as at fair value through profit or loss, the change in fair value attributable to changes in the liabilities credit risk shall be presented in other comprehensive income. This excludes situations where such presentation will create or enlarge an accounting mismatch, in which case, the full fair value adjustment shall be recognised in profit or loss.

The effective date of the standard is for years beginning on or after 01 January 2013.

##### IFRS 13 Fair Value Measurement

New standard setting out guidance on the measurement and disclosure of items measured at fair value or required to be disclosed at fair value in terms of other IFRS's.

The effective date of the standard is for years beginning on or after 01 January 2013.

There are numerous other new standards or amendments to existing standards that are not yet effective for the Institution.

Each of these have been assessed and will not have an impact on the Institution's financial statements.

## NIPAM SUPPORT PARTNERS



Republic of Namibia



Embassy of Finland



Embassy of France



High Commission of India

## NIPAM TRAINING PARTNERS



International Study Centre  
for Local Development (CIEDEL,  
France)



Harvard Kennedy School of Government (HKS, USA)



Local Economic  
Development Agency



Management Sciences for  
Health (MSH, South Africa)



PricewaterhouseCoopers  
(PwC)



School of Public Leadership  
(University of Stellenbosch)



Southern Business School  
(SBS, South Africa)



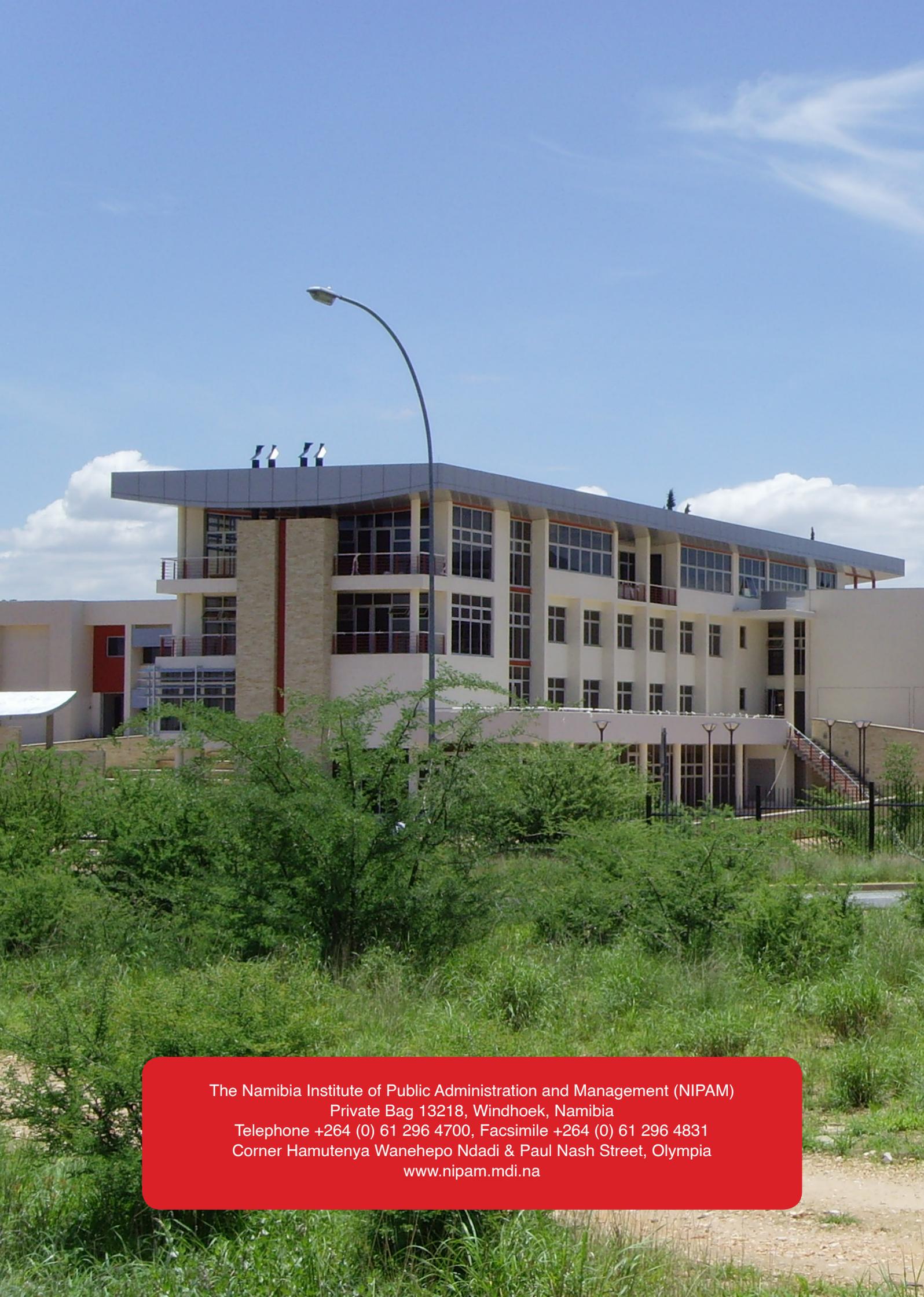
University of Namibia



Polytechnic of Namibia

# *Namibian Public Service Charter*

- *Standards*
- *Information*
- *Courtesy and Helpfulness*
- *Consultation and Choice*
- *Accountability*
- *Openness*
- *Non-discrimination*
- *Quality of Service*
- *Value for Money*



The Namibia Institute of Public Administration and Management (NIPAM)  
Private Bag 13218, Windhoek, Namibia  
Telephone +264 (0) 61 296 4700, Facsimile +264 (0) 61 296 4831  
Corner Hamutenya Wanehepo Ndadi & Paul Nash Street, Olympia  
[www.nipam.mdi.na](http://www.nipam.mdi.na)