



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

## NIPAM ANNUAL REPORT 2014/15





## 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.

Our mandate is derived from the Namibia Institute of Public Administration and Management Act, 2010 (No. 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 and 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.

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## PORTFOLIO MINISTER



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 Dr Hage Geingob until his inauguration as the President of the Republic of Namibia on 21 March 2015. He was succeeded as Prime Minister by the Right Honourable Saara Kuugongelwa-Amadhila.



## GOVERNING COUNCIL



**Mr Frans Kapofi**  
Chairperson  
01/09/2010–20/03/2015



**Mr George Simataa**  
Chairperson  
25/03/2015 to date



**Ms Mabella Cupido**  
Vice-Chairperson  
23/11/2010 to date

## MEMBERS



**Mr Samuel Nuuyoma**  
01/10/2010 to date



**Mr Jeremiah Muadinohamba**  
01/10/2010 to date

## MEMBERS (CONTINUED)



**H E Ms Anne Saloranta**  
(Co-opted) 22/03/2012 to date



**Mr Basilius Haingura**  
01/10/2010 to date



**Dr Salomo Amadhila**  
01/12/2013 to date



**Ms Damoline Muruko**  
01/12/2013 to date



**Ms Maureen Kambala**  
01/10/2013 to date



**Dr Martha Kandawa-Schultz**  
01/07/2014 to date



**Prof. Joseph B Diescho**  
(Ex officio) 01/07/2013 to date



## TRAINING AND DEVELOPMENT BOARD



**Prof. Joseph B Diescho**  
(Ex officio) Chairperson  
01/07/2013 to date



**Ms Elsie Nghikembua**  
(Ex officio) Vice-Chairperson  
08/08/2010–28/02/2015

## MEMBERS



**Mr Frans E Gertze**  
15/04/2011 to date



**Ms Tuyakula Haipinge**  
01/02/2013 to date



**Dr Martha Kandawa-Schulz**  
01/07/2014 to date



**Prof. Charles A Keyter**  
03/03/2011 to date



**Ms Maria Nangolo-Rukoro**  
19/04/2011–30/06/2014



**Sven von Boltznitz**  
01/07/2014–19/08/2015

## EXECUTIVE MANAGEMENT COMMITTEE



**Prof. Joseph B Diescho**  
Executive Director  
01/07/2013 to date



**Ms Elsie Nghikembua**  
Deputy Executive Director  
08/12/2010–31/01/2015



**Mr Brian Chaka**  
Company Secretary and  
Legal Advisor  
01/08/2011 to date



**Mr Theodore Beukes**  
Chief Financial Officer  
01/08/2011–30/09/2014



**Ms Jennifer Comalie**  
Director: Finance  
15/01/2015 to date



**Ms Birgit Hoffmann**  
Chief Strategic Communications  
and Corporate Affairs Officer  
01/03/2012–31/10/2014

Director: Human Capital and  
Strategic Relations  
01/11/2014 to date



## EXECUTIVE MANAGEMENT COMMITTEE (CONTINUED)



**Ms Marianne Gei-khoibes**

Director:  
E-Governance  
and Learning  
Resource Centre  
18/07/2012–30/09/2014



**Ms Yrika Maritz**

Director: Regional and Local  
Government  
01/01/2015 to date



**Mr Dennis Shindume**

Director: Information  
Management  
09/02/2015 to date

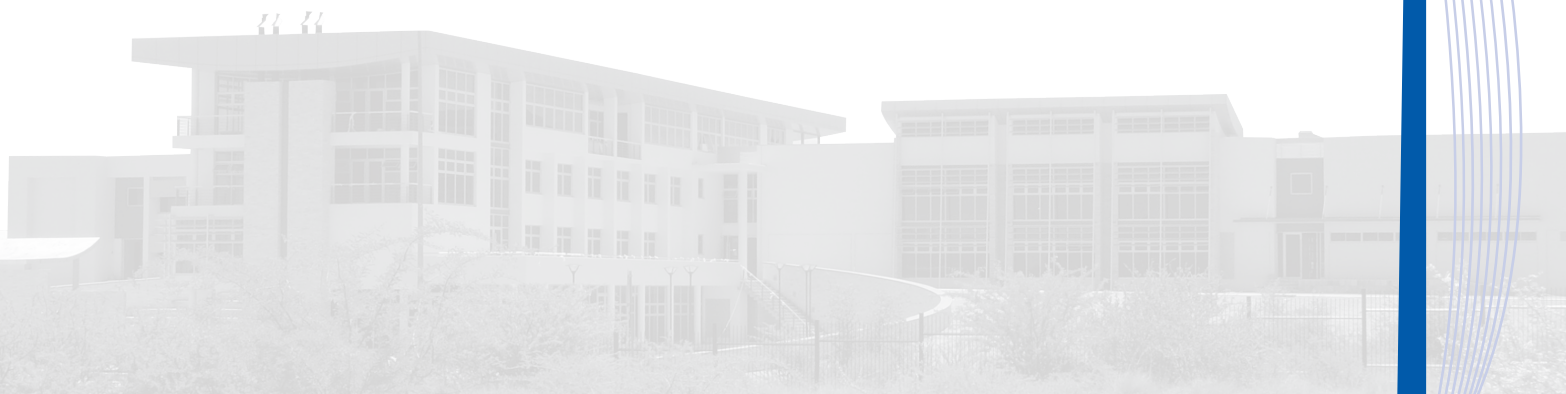


**Mr Richards Kakona**

Director: State-Owned  
Enterprises  
02/03/2015 to date

## LIST OF ABBREVIATIONS

<b>IT</b>	Information Technology
<b>LRC</b>	Learning Resource Centre
<b>MMDP</b>	Middle Management Development Programme
<b>NIPAM</b>	Namibia Institute of Public Administration and Management
<b>NQA</b>	Namibia Qualifications Authority
<b>OMA</b>	Office, Ministry and/or Agency
<b>SMDP</b>	Senior Management Development Programme
<b>SOE</b>	State-owned Enterprise





## CHAIRPERSON'S REPORT



**George Simataa**  
Chairperson  
Governing Council

I am pleased to report back on the fourth year of operations for the Namibia Institute of Public Administration and Management (NIPAM) – a time in which the Institute continued to establish itself as the leading Namibian training provider in public administration and management.

During the period under review, NIPAM remained in fierce competition with other training providers, both domestic and foreign. To this end, the Institute is in the process of finalising its accreditation processes with relevant stakeholders, and is putting mechanisms in place for its own unique offerings.

NIPAM has been preparing for these steps by strengthening its partnerships with various key stakeholders on the domestic, regional and international front, while continuing to review its programmes and courses, and expanding the infrastructure on its campus in the capital city, Windhoek.

A mandatory training trajectory, also being a prerequisite for promotion, is essential for instilling competency in management and engendering a culture of customer focus in the Public Service of Namibia. This ongoing process aims to inculcate the new ethics of serving Namibia as a democratic State.

NIPAM is ideally placed as the training provider of choice for professionals in the civil service because of its ability to offer tailor-made courses and expertise to compare best practices and standards across the different tiers of Government. The Institute is also a tool for decision-makers to instil a uniform culture of service delivery across the three branches of Government and, in doing so, offer officials a wider range of career options.

Being halfway through our Strategic Plan, which runs for the five-year period from 2012/13 to 2016/17, NIPAM has put all the building blocks in place to be the premier training institute and national resource for public administration and management. As such, the Institute has become a credible alternative to expensive and fragmented training opportunities abroad which costs the State dearly and takes officials away from their workplaces for prolonged periods of time.

## Operational highlights

Expansion of the NIPAM Campus in Olympia continued during the year under review, with the building of lecture blocks, nine office spaces, and a 267-seater conference hall adjacent to the library wing nearly completed. The coming year will see the cafeteria and library extended and the existing lecture rooms upgraded.

NIPAM's third Annual Report, covering the period 1 April 2013 to 31 March 2014, was completed and approved. For the financial year currently under review, NIPAM remained in a financially healthy state, and continued building on its mandate. Highlights of the 2014/15 reporting year included the establishment of the State-owned Enterprise (SOE) Forum and the Customer Service Charter, as well as the roll-out of various new courses.



*A delegation from Nigeria visiting NIPAM*

Our organisational realignment exercise that was completed in November 2014 resulted in the transformation of NIPAM into a more efficient Institute geared towards delivering quality courses for a new generation of Public Service officials. While the Research and Consultancy Business was taken up into the existing Academic Business Centres, new Business Centres were added. For instance, on the support side, the Information Management Business Centre now encompasses all Information Technology (IT) and Resource Centre Support services while on the other hand the newly created Human Capital and Strategic Relations Business Centre includes the corporate affairs, quality assurance, marketing, business development and human resource functions.

The curriculum for the Middle Management Programme (MMDP) was revamped and successfully piloted. One of NIPAM's flagship courses, the MMDP is now fully able to meet an increased demand in an ever-changing training environment. New offerings include the internal auditing courses and governance programmes that NIPAM rolled out, as well as new short courses and board support services. NIPAM also engaged in a number of successful training consultancies, most notably for the safety and security sector. NIPAM's tailor-made, on-demand courses are becoming very popular and constitute a growth area for the Institute.





*General Training*



*NIPAM offers training to diverse stakeholders*

NIPAM was involved with the first-ever Customer Service Awards and Conference, organised in cooperation with the Polytechnic of Namibia. NIPAM made presentations and facilitated discussions on improved customer service delivery in Namibia. Customer-focused service is central to our mandate and training philosophy, hence the Institute will continue to support endeavours that promote excellent customer service in Namibia.

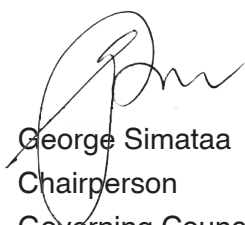
Other areas of progress made during the reporting period include the expansion of our resource centre and the growing collection of books, DVDs, reference works and online resources that are made available to all NIPAM course participants.

### **Looking forward**

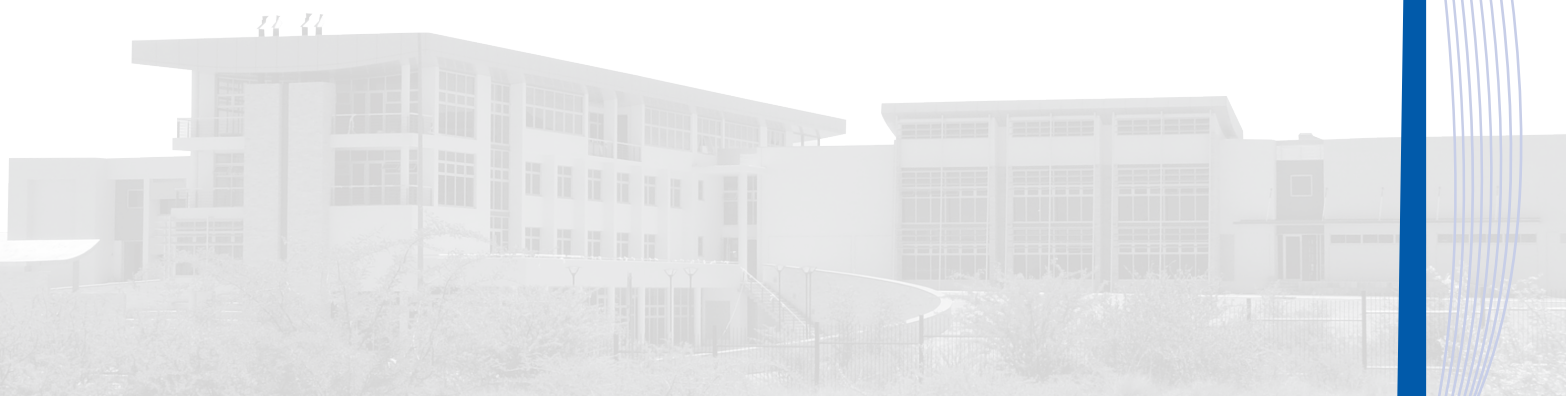
It gives me immense pleasure to report that our institutional readiness in relation to our mandate is improving in leaps and bounds. The course and programme alignment to the competency framework and training needs assessment of OMAs is expected to be completed in the next few months. Recruitment of high calibre staff is continuing in line with the revised organisational structure. Management is improving on instilling an ethos of transformation in staff, which in turn will reflect on services delivered to our various stakeholders. Based on the strong foundation laid with the permanent secretaries in 2015, NIPAM looks forward to improved co-operation and support from its strategic stakeholders in future.

Together with the Polytechnic of Namibia and the University of Namibia, NIPAM will pursue the initiative to provide parliamentary support services on the one hand and to collaborate with UNAM, NIED and the Ministry of Communication, Information and Technology in the development of a language capacity across the body politic to communicate Government messages to the citizens of the Republic, on the other. NIPAM will be instrumental in the translation of the Namibian Constitution in all the appropriate indigenous languages in the near future. The marketing function of NIPAM has been strengthened by recruiting additional staff, promising that NIPAM will become more visible towards its target audience nationally, regionally and locally.

In summary, I am extremely happy about the fact that the Institute is fully able and ready to respond to the mandate at hand. The new dawn in the Public Service heralds an era of responsibility, accountability and patriotism. It asks civil servants to devote attention and time to their duties and to take their obligations to their clients, the citizens of Namibia, seriously. In return, it promises to unlock within each individual the potential to pursue a professional career in their chosen field for the benefit of One Namibia, One Nation, where we all feel safe to be, and to reach our fullest potential.



George Simataa  
Chairperson  
Governing Council  
11 September 2015





## EXECUTIVE DIRECTOR'S REPORT



Prof. Joseph B Diescho  
Executive Director

It gives me great pleasure to report back on NIPAM's fourth year of operations. Indeed, 2014/15 was a watershed year for our institution: the organisation successfully rolled out a significant number of interventions, firmly embedded its courses and programmes, and trained numerous people.

We are encouraged by the new drive on skills development, efficiency and accountability in Government and we anticipate this will translate into a significant rise in enrolment for our programmes in the coming months as new training policies will be enforced. We also hope that training managers will increasingly look to NIPAM to provide standardised civil sector development programmes that respond organically to the Namibian situation in terms of meeting citizens' expectations of their public servants.

Board Directors, Executive Directors and Ministers will increasingly conduct a cost-benefit analysis with regard to meeting training needs in the public sphere, and I am confident that NIPAM will not disappoint in these evaluations: the Institute offers home-grown, relevant and competitive programmes, without disturbing the work process.

The realisation will increasingly dawn that training should not be an end in itself; nor should it be an activity that sees officials away from their spheres of accountability for large parts of the year at significant cost. It has also become clearer that training does not equal productivity; indeed, it can even be its sworn enemy. Rather, training should be regarded as an enabler, an equipper, for doing better and for making Namibia more competitive.

NIPAM has, therefore, invested heavily in its programmes and facilities to meet the avalanche of training needs in the public sector. The Institute's financial position is healthy and its financial management prudent. Going forward, cost-cutting measures will be put in place to ensure the organisation remains sustainable.

We remain committed to growing our revenue base through increasing enrolment in our programmes. Priorities for the next financial year, therefore, will entail obtaining accreditation from the Namibia Qualifications Authority and promoting our programmes to our stakeholders.

NIPAM underwent a significant organisational realignment exercise in November 2014. Some Departments were merged, while others were done away with. This has created a more streamlined organisation geared towards achieving its ambition to be a civil sector training provider of excellence on the African continent. A renewed focus on our core Academic Business Centres, while combining the tasks of some Supporting Business Centres, will help us to achieve our vision going forward.

In addition, our staff situation has improved, with many of the main positions filled after a relatively high staff turnover in the preceding financial year.

The process of benchmarking our programmes both in terms of content and cost will continue in the financial year ahead. At the same time, we will evaluate our current partnerships with training providers and engage in new partnerships.

As NIPAM prides itself on leading by example, the Institute will implement a comprehensive performance management system in 2015/16.

Furthermore, NIPAM will continue to engage the private sector, the donor community and the leadership of public enterprises as part of our mandate and to raise funds. To this end, the Institute has built a strong profile through public dialogues and participation in events and campaigns.

I would like to thank our Governing Council and our stakeholders in Government and the industry for their continued input and cooperation. Sincere appreciation also goes out to our course participants for placing their trust in our Institution: we value you as our most important partners in building a new Public Service that serves as a shining example on the African continent. I would like to thank the following colleagues very sincerely for having acted in executive positions at different intervals during the year under review: Mr. Lister Chaka, Ms. Nguvitjita Zatjirua, Ms. Rebekka Kakololo and Ms. Yrika Maritz. Finally, I would like to express deep gratitude to my colleagues here at NIPAM who endeavour, every day, to work towards the same common mission of instilling a performance culture in the public sector in Namibia. Our goal is clear: to make Namibia the best country to live in.



Prof. Joseph B Diescho  
Executive Director  
11 September 2015



## TRAINING PHILOSOPHY

Experiential, participatory, life-long learning and transformation: these concepts underlie NIPAM's ethos to develop management potential in all public servants who show promise as leaders. The trickle-down effect of training for excellence at the top echelons of the Public Service will ensure that the pursuit of high standards is the norm for each and every public servant in the country. Our efforts aim to flesh out the ideals of development espoused in Namibia's long-term goals for advancement, as set out in Vision 2030 as well as in the five-year National Development Plans.



*NIPAM uses a wide range of adult training methodologies*

NIPAM's training philosophy in practice hinges on the following critical success factors:

- Practical orientation programmes that are academically sound and aligned to the competency framework of the Public Service
- Methodologies emphasising capacity development and enhancement of job competencies (knowledge, skills and a 'can do' 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 in respect of management development and professional programmes.

## THE NIPAM CURRICULUM

For any new appointee, getting to know the principles of operation and reach of the Public Service can be daunting. NIPAM eases this transitional phase by implementing the Public Service of Namibia's induction and orientation framework. In this respect, NIPAM's flagship Foundation Programme provides the requisite competencies for a newly appointed public servant.

On the assumption that every participant is equipped with skills, NIPAM's task is to build on these and offer each public servant the chance to develop to his/her full capacity in a



*Training session of the Regional Local Government Business Centre*



*Participants of the Senior Management Development Programme*

supportive environment that strives for excellence in service delivery to the nation. To this end, participants receive in-service training to equip them to deal with a range of practical situations, while specific and generic management and leadership competencies are inculcated in those who assume positions where others look to them for guidance.

The NIPAM curriculum also ensures that it covers the broad canvas of service delivery across central, regional and local government, as well as SOE structures. Furthermore, training programmes are constantly benchmarked against global standards, and address cognitive and behavioural skills development. 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.

To ensure that all of the programmes NIPAM offers are benchmarked against best practices, we collaborate with strategic partners, including:

- Namibia's Local Economic Development Agency
- the University of Namibia, the Polytechnic of Namibia, and the International University of Management in Namibia
- PriceWaterhouseCoopers (Namibia)
- the Institute of Internal Auditors (Namibia)
- the Institute of Internal Auditors (South Africa)
- the Southern Business School (South Africa)
- the University of Stellenbosch's School of Public Leadership (South Africa)
- the Leadership Institute (situational leadership) (South Africa).

NIPAM's comprehensive prospectus and detailed training calendar are made available to as many potential users as possible to ensure full advantage is taken of the services it offers.

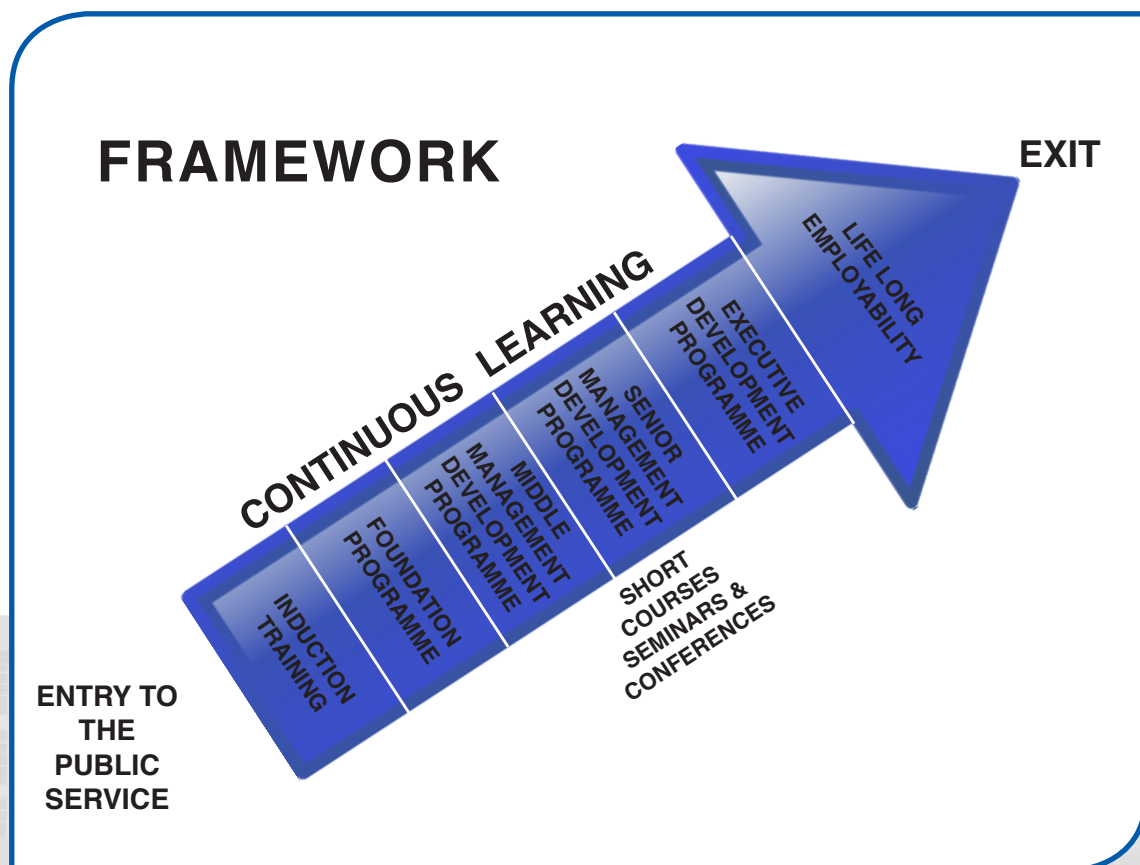


## CAPACITY-BUILDING FRAMEWORK

Upon joining the Public Service of Namibia, candidates are guided along a path of continuous learning provided through various programmes offered by NIPAM. In this way, all public servants gain greater competence in their jobs, which in turn strengthens their prospects for career advancement.

As articulated in the Namibia Institute of Public Administration and Management Act, 2010 (No. 10 of 2010), and in the NIPAM Policy, NIPAM's training philosophy gives shape to a capacity-building framework constructed to attain the goal of continuous and life-long learning. The philosophy links all NIPAM programmes and courses to the Public Sector competency framework and Public Service training needs analyses. In turn, training needs correspond to the Performance Management System, in particular the Personal Development Plans of individuals across all Government (OMAs) as well as all Regional Councils. In this way, NIPAM remains abreast of the challenges faced by public servants in their everyday jobs, tailors training to deal with such challenges effectively, and creates an increasingly enduring environment of competence that delivers quality services to the end user.

Figure 1: Model of NIPAM's capacity-building framework

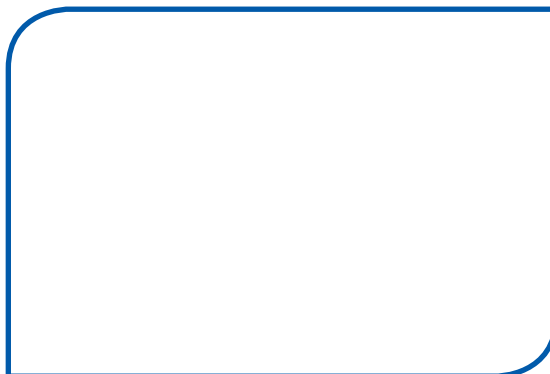


## ACADEMIC BUSINESS CENTRES

NIPAM is divided into three Academic Business Centres supported by several administrative Departments. These Business Centres form the core of the Institute, offering courses and programmes to three distinct areas of the public sector. Thus, the Central Government Business Centre focuses on OMAs, while the Regional and Local Government Business Centre builds capacity contextualised to the needs of second- and third-tier governance structures. The third distinct area of focus, namely SOEs, is served by the State-owned Enterprise Business Centre. This third Business Centre engages SOEs as well as industry players on issues experienced in the SOE environment.



*Short course on Industrial Relations*



*Course on Report Writing skills*



*Attending a short course on Procurement and Tendering*



*Couse on Report Writing skills*

Consultancy and research remain areas of attention, and are used to feed into the academic programmes. One of the Supporting Business Centres, namely the Information Management Business Centre, has a dual academic and supporting role: besides offering IT auxiliary services across all NIPAM operations, it also provides IT training to clients (more details on its support function are presented later in this report).

## CENTRAL GOVERNMENT BUSINESS CENTRE

The role of the Central Government Business Centre is to assist OMAs in maintaining an efficient, ethical, accountable and highly motivated Public Service. Besides being guided by the Public Service Act, 1995 (No. 13 of 1995), the Centre relies on Namibia's long-term development plan, Vision 2030, as well as its five-year National Development



Plans. Additionally, the Centre aims to:

- analyse trends
- identify solutions
- make responsible judgments and recommendations for policy formulation and reform
- implement policy decisions, and
- ultimately, to facilitate the success of National Development Plans and Vision 2030.



*Middle Management Development Programme offered by the Central Government Business Centre*



*Course on "Directives writing" for Nampol*



*Members of the Namibian Police attended a Writing Skills course at NIPAM*



*Industrial Relations Training*

The Centre is also guided by the Government's human resource development policy to ensure that adequate and appropriate training is provided and made accessible to all levels, especially to officials with senior and middle management responsibilities. Training programmes are developed in close cooperation with the Department of Public Service Management in the Office of the Prime Minister. Through this relationship, NIPAM assists OMAs with articulating and regularly assessing their training needs and human resource development strategies in order to ensure that these are sustainable and coordinated across Central Government.

Despite staffing shortages, the Business Centre again successfully delivered the Middle Management Development Programme (MMDP) and the Senior Management Development Programme (SMDP). The demand for tailor-made and on-demand training consultancies remained strong, with more consultancies offered compared with the previous year, although fewer participants were trained during the reporting period.





*Internal Auditor Technician training*

Going forward, an evaluation of the flagship programmes is on the books, while efforts continue to register NIPAM's management development programmes with the NQA.

In addition, new modules were developed for the flagship management programmes. These modules include innovation and change management, relationship management, and the monitoring and evaluation of performance data.

Another step forward was the finalisation of the Internal Auditors Programme, which in turn enabled the signing of a Memorandum of Understanding with the Institute of Internal Auditors South Africa.



*NIPAM and the Institute of Internal Auditors South Africa signed a Memorandum of Understanding*

Through a partnership with the Office of the Prime Minister, the reporting period also saw the Central Government Business Centre developing modules for the envisaged



Performance Management System for all OMAs. A boost in enrolment in the Business Centre's courses is expected, due not only to the Public Service's human resource development policy overall, but also to the increased scope for management development programmes.

This long-term project has identified NIPAM not only as a key stakeholder, but also as the provider of the needs-based training demanded by the effective and consistent implementation of the new Performance Management System. The consultancy has yielded in the development of five draft key modules and a Training of Trainers for PMS module. Once the Office of The Prime Minister has vetted the draft modules, a handover of the entire training package will take place and rollout of the training will resume in the 2015/16 financial year.

In addition, the Business Centre continued to contribute to research and publications in the field of Public Administration.

As regards programmes and courses presented during the year under review, the Business Centre served 989 (2013/4: 1,166) participants. The offerings can be categorised as shown in Table 1.

*Table 1: Training offered by the Central Government Business Centre, 2014/15*

Course Name	No of participants
<b>Foundation Programme</b>	
Modules 1 to 4	29
<b>Middle Management Development Programme</b>	
Module 1	25
Module 2	38
Module 3	25
Module 4	52
Module 5	36
Module 6	34
<b>Senior Management Development Programme</b>	
Module 1	15
Module 2	19
Module 3	19
Module 4	12
Module 5	14

Course Name	No of participants
<b>Short courses</b>	
Performance Management: Review	215
Customer Care	9
Business Process Re-engineering	55
Industrial Relations: Discipline and Misconduct	28
Minute-taking	60
Procurement and Tendering	12
Report-writing	109
Secretarial Skills	15
<b>Tailor-made interventions/consultancies</b>	
Namibian Correctional Service: Report-writing (3 consultancies in Omaruru)	91
Namibian Police: Writing Directives – Part 1	16
Namibian Police: Writing Directives – Part 2	16
Namibian Police: Developing a Competency Framework	25
Ministry of Information and Communication Technology: Developing key-note speeches for a 21st Century Public Service	10
Office of the President: Workshop on the history and evolution of the Performance Management System	10
<b>TOTAL</b>	<b>989</b>

The Ministry of Information and Communication Technology's request for a workshop on speech-writing was so successful that its curriculum and syllabus will be used for a fully-fledged course in the 2016 prospectus.

The reporting year also saw the Business Centre engage certain strategic partners for specific needs:

- School of Public Leadership, University of Stellenbosch, South Africa, for co-delivery of the SMDP
- The Southern Business School, South Africa, for co-delivery of the MMDP, and
- The Institute of Internal Auditors South Africa and the Institute of Internal Auditors Namibia, for co-delivery of the Internal Auditor Programme. This move will ensure internal auditors can be confirmed as permanent employees in the public sector.

Further discussions were held with the Office of the Prime Minister with regard to the Performance Management System project, while progress is being made in acquiring various public servants in the role of associate trainers or members of a training resource pool on a number of courses.



## REGIONAL AND LOCAL GOVERNMENT BUSINESS CENTRE

The Regional and Local Government Business Centre is NIPAM's strategic implementation vehicle for building capacity in regional and local governance. Our target group consists of regional and local councillors as well as municipal officers responsible for sound financial management and governance at these levels of government. Capacity-building initiatives include training, operational research and consultancy with a view to:

- implementing the Government's decentralisation policies, the applicable National Development Plan and Vision 2030
- increasing horizontal and vertical Government relations and cooperation in service delivery, and
- stimulating an interest in, and positive action aimed at, the continued transformation of regional and local government.

During the year under review, as part of ongoing curriculum development all training programmes were reviewed and subsequently approved by NIPAM's Training and Development Board.

Going forward, the Business Centre will focus on strengthening its relationships with the Ministry of Regional and Local Government, Housing and Rural Development (renamed as the Ministry of Urban and Rural Development as from 21 March 2015), Regional Councils and Local Authorities



*Group work during a management development programme for Regional Local Government*



*Regional Local Government Training of Trainers 2014*



*NIPAM presented a Customer Care Skills training course in Swakopmund and Ongwediva*



TRANSFORMING THROUGH CAPACITY BUILDING



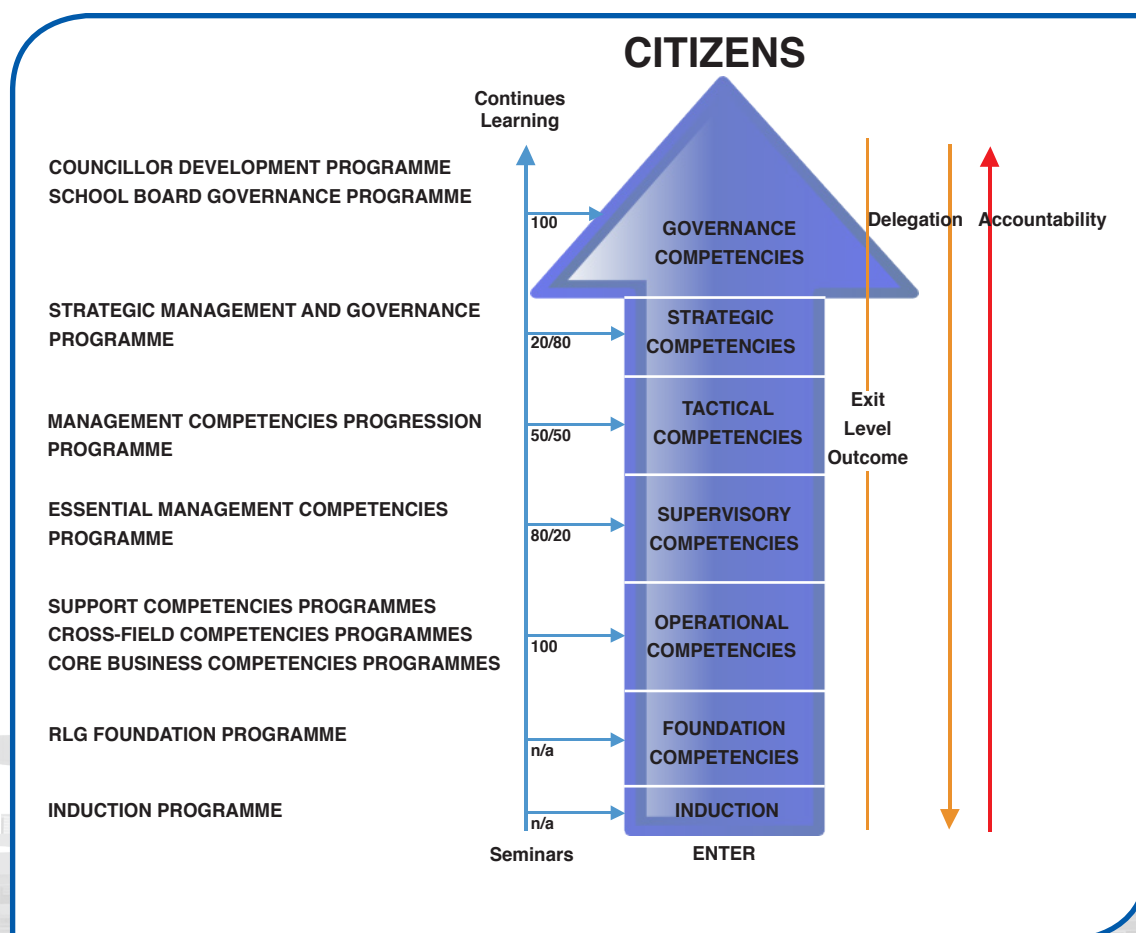
Participants of the Business Writing Skills training presented in Omaheke



Management Competencies Progression Programme offered to employees from Regional and Local Government

The Business Centre has adopted the transformational model depicted in Figure 2 in order to align client expectations with NIPAM training deliverables in the urban and regional governance context. At different levels of competence, the model addresses identified, context-appropriate training needs.

Figure 2: Model of NIPAM's process aimed at creating transformation in Regional and Local Government



In addition, the Training and Development Board approved the following curricula during the year under review:



- Councillor Development Programme for Regional and Local Government (CDP-Full)
- Councillor Development Programme (CDP-Lite)
- Regional and Local Government Strategic Management and Governance Programme (SMGP-RLG)
- Regional and Local Government Management Competencies Progression Programme (MCP-RLG)
- Regional and Local Government Essential Management Competencies Programme (EMCP-RLG), and
- Operational/Functional Development Programmes.

Some 458 (2013/14: 354) participants attended various Business Centre training interventions during the course of the financial year, as presented in Table 2:

*Table 2: Training courses offered by the Regional and Local Government Business Centre, 2014/15*

Course Name	No of participants
Transformational Leadership and Change Management (Min of Urban)	27
Team Building (MoF) Inland Revenue	111
MMDP – RLG Module 2	61
MMDP – RGL Module 1	29
Training of Trainers Module 4	09
Training of Trainers Module 5	06
MMDP – RLG Module 3	35
MMDP –RLG Module 4	62
MMDP – RLG Module 3	36
MMDP – RLG Module 5	60
Leadership and Change Management (MRLGHRD)	22
<b>Total</b>	<b>458</b>

## STATE-OWNED ENTERPRISE BUSINESS CENTRE

The SOE Business Centre is dedicated to offering training to all 78 SOEs as well as to private corporate entities.

Our training programmes aim at:

- fostering excellence in SOE administration
- enhancing the oversight role of the SOE Governance Council and its Secretariat
- developing a new generation of holistic corporate managers with the capacity to manage SOEs in a dynamic and complex environment
- assisting SOEs with responding to change, and

- assisting SOEs with implementing their mandate efficiently, effectively, sustainably and equitably in their journey towards achieving Vision 2030.

The year under review saw the Business Centre developing needs-based training materials for SOEs, as well as successfully present training to 142 (2013/4: 73) participants. Table 3 presents the range of training courses conducted by the SOE Business Centre during the review period.

*Table 3: Training courses offered by the SOE Business Centre, 2014/15*

Course Name	No. of participants
Corporate Governance	51
Fraud Prevention and Ethics	20
Writing Submissions	71
TOTAL	142



*A breakfast meeting to conceptualise and found the SOE Forum of Chief Executive Officers*



*Breakfast with NIPAM neighbours*

NIPAM's closer relationship with SOEs led to an increased demand in tailor-made courses in areas such as customer care, procurement and tendering, industrial relations and report-writing. Most of these requests have emanated from the NQA and the Namibia Training Authority.

Another highlight for the SOE Business Centre during the review period entailed assisting Central Government in facilitating specific modules that form part of the Foundation Programme and the Business Process Re-engineering Course.

NIPAM also played a leading role in founding the SOE Forum of Chief Executive Officers, which serves as a platform for discussing strategic issues facing SOEs. So far, 46 SOEs have joined the Forum. Its first Annual General Meeting was held on 28 October 2014, and was attended by 37 delegates, representing 32 SOEs. The Meeting focused on the Forum's Constitution, its annual membership fees, and the procedure for electing office-bearers. A Steering Committee was elected to deal with administrative issues in establishing the Forum, which is set to be launched later in 2015. NIPAM's Executive Director serves as the Forum's first Chairperson.



## SUPPORTING BUSINESS CENTRES

In addition to the Academic Business Centres, NIPAM has four Supporting Business Centres that enable programmes and courses to be rolled out smoothly, and offer other supportive functions. These Centres are:

- Governance and Legal Services
- Finance
- Human Capital and Strategic Relations, and
- Information Management.

### GOVERNANCE AND LEGAL SERVICES BUSINESS CENTRE

This unit in NIPAM provides services of the highest standard to the NIPAM Governing Council and its Committees, to the Training and Development Board, and to the Institute's administration in general. These services range from taking and keeping minutes of meetings, to advising directors on the discharge of their responsibilities. Other services are geared to protect the Institute's interests by way of providing sound advice on legal and compliance aspects to all the Business Centres. Governance and Legal Services also participates in the development of policies, procedures and controls at various levels through legal advice on relevant aspects and drafting of legal agreements between the Institute and service providers, strategic partners and any other third parties. The Business Centre manages contracts, ensures compliance, heads litigation and dispute settlement, and conducts research relevant to its mandate.



*During 2015 NIPAM signed an MoU with the Institute of Internal Auditors*

Annual work plans for the Governing Council and its Committees as well as the Training and Development Board were developed and approved.

The Business Centre also reviewed policies on legal compliance, notably the Travel Policy for Directors and the Portfolio Minister Engagement Policy. Various compliance issues

were flagged and 15 legal opinions issued. A total of 16 Memoranda of Understanding or contracts were drafted by the Centre and approved.

In the upcoming financial year, the Centre will focus on enhancing staff and management's compliance with reporting standards and requirements.

## FINANCE BUSINESS CENTRE

This Business Centre is responsible for developing, monitoring and implementing internal financial controls, asset management, and procurement and estate management. The Centre is also responsible for NIPAM's financial administration and management in line with the Institute's policies, rules and regulations. In this capacity, in general, the Centre:

- monitors good governance in relation to the financial implications of NIPAM's management decisions and activities
- ensures adequate reporting on periodical financial targets
- prepares budgets
- implements control measures, and
- manages cash flow.

The Procurement and Estate Management Division in particular looks after:

- logistics
- cafeteria management
- general services and cleaning
- general maintenance and infrastructure management
- housekeeping
- asset management
- risk management
- insurance
- fleet management
- management of the procurement process, and
- tender administration.

NIPAM's financial management is of a prudent nature, and adequate reporting and auditing mechanisms are in place. Grand Namibia serves as its External Auditor.

Income from training programmes amounted to just over N\$6 million during the reporting period, which remains significantly below the target.

As regards income from donors, despite a target of N\$2 million, no such income was forthcoming for the financial year under review. Nonetheless, engagements continue as regards future grant funding.

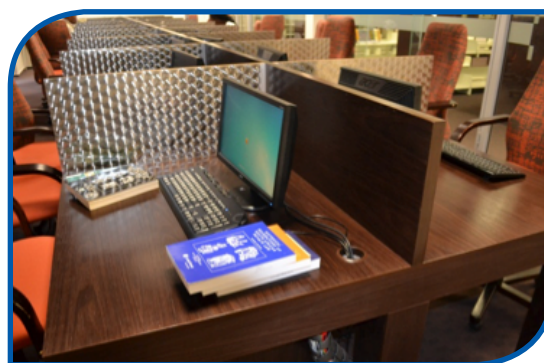


Employment costs, represents 51% of total expenditure and is well within the threshold. A number of vacancies remain unfilled. Travel expenses were also within the budgeted amount for the reporting period, while the target of 80% of local procurement was achieved.

Ernst & Young, who serve as NIPAM's appointed Internal Auditors, have completed audits on NIPAM's human resources component as well as on its revenue and recognition cycles since 2011, when the Institute's operations commenced.

Going forward, there is a need to streamline processes and procedures so that reporting, is completed on time and procurement is simplified. It is also important to implement competitive costing of programmes and courses.

In respect of estate management, the construction of Phase II of the NIPAM Campus in Olympia made good progress during the reporting period, with the main structural work on the lecture block being completed. The conference hall was also almost near completion, while the interior and exterior applications were in progress. Mandatory and other tests of materials were carried out on all brick and concrete works to ensure that they complied with industry standards. Quality assurance also continues to be monitored by the Ministry of Works and Transport. In addition, all payment claims and extensions are first submitted to the Ministry's Projects Department for consideration; NIPAM only pays if these claims and extensions are approved. Besides the project being on track as far as adherence was concerned, it was also still in line with the approved initial tender amount of N\$70,797,591.20 by the end of the review period.



*NIPAM offers state-of-the-art facilities*

## HUMAN CAPITAL AND STRATEGIC RELATIONS BUSINESS CENTRE

This new Business Centre was established during the year under review combining the formerly distinct human resources, communications and corporate affairs functions, while adding a quality assurance as well as a business development function. Thus, the new Centre is responsible for providing comprehensive services to NIPAM as regards:

- stakeholder management
- business development
- human capital
- quality assurance, and
- marketing.

The Centre also continuously liaises with the Executive Director and internal stakeholders in respect of implementing NIPAM's annual Strategic Stakeholder Engagement and Marketing Strategy.

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 strengthen an effective system of communication, and interacting with our stakeholders in a transparent and proactive manner.



*Members of the National Council paid an information visit to NIPAM*



*Launching the Indigenous Language Initiative with Honourable Kapaanda during 2014*



*Celebrating indigenous languages in 2015*

### **Human Capital**

Employment costs were maintained during the year under review. Another highlight in the reporting period was the finalisation of NIPAM's Staff Wellness Policy. The institutional Affirmative Action report was approved by the Employment Equity Commission.



Five employees terminated their employment with NIPAM during the reporting year, while six were recruited, including three Directors and one Manager. In respect of capacity development of NIPAM staff, ten employees received scholarships to improve their qualifications. Another step forward was NIPAM's insourcing of the payroll administration with effect from January 2015; this function had previously been handled by an external provider.

NIPAM's workforce profile as at 31 March 2015 is presented in Table 4. Notable in the constitution of the workforce is the predominance of women: in comparison with 15 male employees, NIPAM has 24 female employees, 23 of whom were historically disadvantaged.

Table 4: Workforce profile, 1 April 2014 - 31 March 2015

Employee category	Racially disadvantaged		Racially advantaged		Persons with disabilities		Non-Namibian(s)		Total	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Executive Directors	1	0	0	0	0	0	0	0	1	0
Senior Management	2	2	0	1	0	0	0	0	2	3
Middle Management	4	5	0	0	0	0	0	0	4	5
Specialised/Senior Supervisor	2	3	0	0	0	0	0	0	2	3
Skilled	3	6	0	0	0	0	0	0	3	6
Semi-skilled	2	3	0	0	0	1	0	0	2	4
Unskilled	1	3	0	0	0	0	0	0	1	3
<b>Total Permanent</b>	15	22	0	1	0	1	0	0	15	24
Casual/Temporary/Seasonal	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>15</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>24</b>



**Quality Assurance**

Vacancies in the new Business Centre delayed the accreditation of NIPAM's programmes with the relevant regulatory authorities.

**Corporate Affairs and Marketing**

Good relations with media houses were developed and maintained and NIPAM received positive coverage throughout the reporting period.

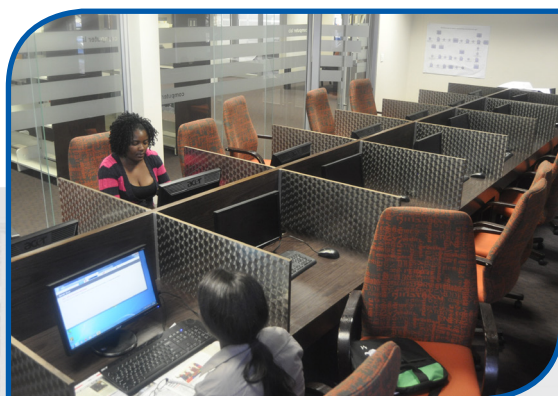
A detailed marketing plan and budget were again developed, approved and implemented. A Corporate Social Responsibility Policy and a Stakeholder Relations Strategy were developed. Under the marketing arm, NIPAM continued to roll out communication activities such as the bi-monthly newsletter, advertising, presentations to target groups, forums and events, production of prospectus, annual report and promotional materials, roadshows and participation in various trade fairs and shows, as well as the Africa Public Service Day celebrations.

The business centre also co-ordinated event management of the three successful public dialogues and the launch of the SOE forum.

A Customer Service Charter for NIPAM was developed and implemented. Customer satisfaction levels are monitored on an ongoing basis and feedback is provided for ongoing improvement.

**INFORMATION MANAGEMENT BUSINESS CENTRE**

As a result of the Institute's restructuring, several functions were combined in the newly formed Information Management Business Centre. This Centre has the dual responsibility not only of maintaining the IT and resource infrastructure, which includes the library and archives, but also of developing platforms for the Academic Business Centres to facilitate e-learning.



NIPAM's Learning Resource Centre (LRC) provides flexible learning opportunities and platforms through the provision of authentic information and documentation. The LRC collects information in various formats, including books, audio-visual materials and

e-resources, in order to support NIPAM activities. During the year under review, the LRC collection increased by 635 units to an estimated total of 5,100. Although the collection is growing relatively slowly, it is in high demand: 135 new, active members joined the library during the review period, bringing the total membership to 713. The reporting year also saw the introduction of digital resources, which offer users fast and easy access to information. These resources are made available via the NIPAM website, where staff and registered users can access them at any time, from anywhere in the world, via a required login code. The LRC's collection of digital titles increased by 340 units during the year under review. In addition, the reporting year saw a promotional drive for the LRC, which included the publication and distribution of a comprehensive brochure on its various services.

The Business Centre is also responsible for developing and implementing an IT Governance Policy, incorporating best standards. This process is anticipated to be completed in the coming financial year.

As regards infrastructure, the Business Centre replaced the public address system in lecture halls with an enhanced one that enables the use of multiple microphones and offers lecture participants multiple audio-visual displays.

The staff complement in the Business Centre is expected to grow in order to be able to finalise various IT and record management policies, and implement corresponding systems.

Other staffing highlights during the review period included creating and filling the position of Manager: Learning Management systems. The new incumbent is responsible for drafting an e-learning policy, and for implementing a platform by means of which innovative learning can be sustained.





## GOVERNANCE REPORT FOR THE YEAR ENDING 31 MARCH 2015

### Corporate Governance

NIPAM's principles of corporate governance are premised on a rich legacy of tenets of fairness, transparency, accountability, responsibility, integrity, efficiency and effectiveness, many of which are spelled out by the Namibia Institute of Public Administration and Management Act, 2010 (Act No. 10 of 2010); the State-owned Enterprises Governance Act, 2006 (Act No. 2 of 2006), as amended, the NamCode and internationally accepted best practices on principles of good governance.

### Governance Structure

NIPAM's governance structure includes the Prime Minister, Governing Council, Committees, the Training and Development Board and the Executive Management Team. The Prime Minister appoints members of the Governing Council for period of three years and is accountable to report to the National Assembly on the activities of NIPAM annually.

### Governing Council

The Council is focal point and custodian of corporate governance. The governance and general control of NIPAM, including of all its affairs and property are vested in the Council. The Council consists of Non-Executive Directors and one Executive Director ex officio. The Secretary to Cabinet is ex officio Chairperson of the Council.

In line with the NamCode, the Council operates under a Charter. The Charter sets out the roles and responsibilities of the Council as well as the requirements relating to the Council's composition and meeting procedures as set out in the NIPAM Act, 2010 (Act No. 10 of 2010).

### The key roles and responsibilities of the Council are to:

- approve the strategic plan and annual business plan
- approve annual budget
- give strategic direction
- act as a focal point for and custodian of corporate governance
- provide effective leadership and set ethical tone
- approve development and expansion plans of NIPAM
- governance of risk and IT
- monitor executive performance
- account to the Prime Minister

## Key result areas for Directors

### The Chairperson

The Chairperson:

- ensures that the Council provides ethical leadership and vision for the Institute
- establishes the Council's agenda
- presides over Council meetings and directs discussions to effectively use the time available to address critical strategic issues
- ensures that Minutes properly reflect Council's decisions
- ensures that the Council has the necessary information to undertake effective decision-making
- is the point of contact between the Council and the Executive Director
- guides the ongoing effectiveness of the Council and its individual Members
- is the primary point of contact between the Council and the Prime Minister

### Individual Directors

Directors:

- discharge their duties in good faith and honestly in the best interest of the Institute with the expected level of skill and care
- use their powers of office for proper purpose
- act with required care and diligence
- demonstrate commercial reasonableness in their decisions
- avoid conflict of interest, including the interests of any associated person in conflict with the interests of the Institute
- do not make improper use of information gained through their position as Directors
- make reasonable enquiries to ensure that the Institute is operating efficiently, effectively and legally, and
- undertake due diligence analysis of all proposals placed before the Council.

### Committees

Committees assist the Council and perform such functions as the Governing Council assigns to them. The Chairperson of each Committee is charged with reporting on its activities to the Council. Committees consist of non-executive Directors, with the Vice-Chairperson and the Executive Director as members ex officio. In order to focus the strategic relevance of Committees, the Council approved a Charter for each Committee.



The Committees of the Council are as follows:

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

### **Training and Development Board**

The Board is appointed by the Council for a period of three years. As a governance arm of the Council, it is vested with the organization and superintendence of:

- capacity building interventions
- training programmes
- courses
- training sessions
- instructions
- curricula
- assessment
- award of qualifications
- accreditation
- research, and
- consultancy activities.

The Board also exercises quality control on capacity-building interventions to ensure value for money. It also makes recommendations to the Council in connection with:

- the strategic plan
- annual business and financial plan
- annual budget, and
- other matters that are referred to it by the Council.

### **The Executive Director**

The Council with the concurrence of the Prime Minister appoints the Executive Director for a period of five years. The Executive Director is the head of training and accounting officer. The collective responsibility of management vests in the Executive Director and as such the Executive Director bears ultimate responsibility for all management functions. Without abdicating its responsibilities Council delegates to management via the Executive Director, who in turn delegates to those reporting to him or her. The Delegation of Powers Policy is the instrument of delegation.

## Key result areas of the Executive Director

The key roles and responsibilities of the Executive Director are:

- day-to-day management of the Institute
- business planning, setting targets and goals
- presenting proposals to the Council for approval
- implementation of the resolutions of the Council
- management of resources and people
- succession planning
- management of stakeholder relationship
- leading the Institute in the best interest of its stakeholders.

## Meetings

In terms of the NIPAM Act, 2010, the Council is required to hold at least three meetings during a financial year. At the beginning of each financial year the Council approves its annual work plan for the scheduled meetings.

*Schedules and attendance of meetings – 01 April 2014 to 31 March 2015*

Directors	Governing Council	Governance and Remuneration Committee	Audit and Risk Management Committee	Combined Audit & Risk Management and Remuneration Committee	Investment Committee	Council Tender Committee
Meetings Held	5	7	2	1	0	1
Attendance						
F Kapofi	4	-	-	-	-	-
M Cupido	5	7	2	1	-	1
S Nuuyoma	4	6	2	1	-	-
J Muadinohamba	5	7	2	1	-	-
B Haingura	3	4	-	0	-	-
M Kambala	3	-	-	1	-	-
D Muruko	4	7	-	0	-	1
S Amadhila	3	-	2	1	-	-
A Saloranta	1	-	-	-	-	-
M Kandawa-Schulz	2	-	-	-	-	-
J Diescho	5	7	2	1	-	1



## Summary of key matters approved by the Council

The Council approved the following key matters:

- 2014/15 Business and Financial Plan
- approval of revised strategic structure
- appointment of strategic business centre directors
- Travel Policy for Directors and Members of the Training and Development Board
- 2014/2015 Work Plans for the Council and Committees
- 2013/2014 External Audit Report – Financial Statements
- Internal Audit Reports
- Portfolio Minister Engagement Policy
- Council Tender Committee Charter
- 2013/2014 Annual Report

## Governance to the Council

All Directors have access to the advice and service of the Governance Officer/Company Secretary, 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 NIPAM's affairs at no cost.

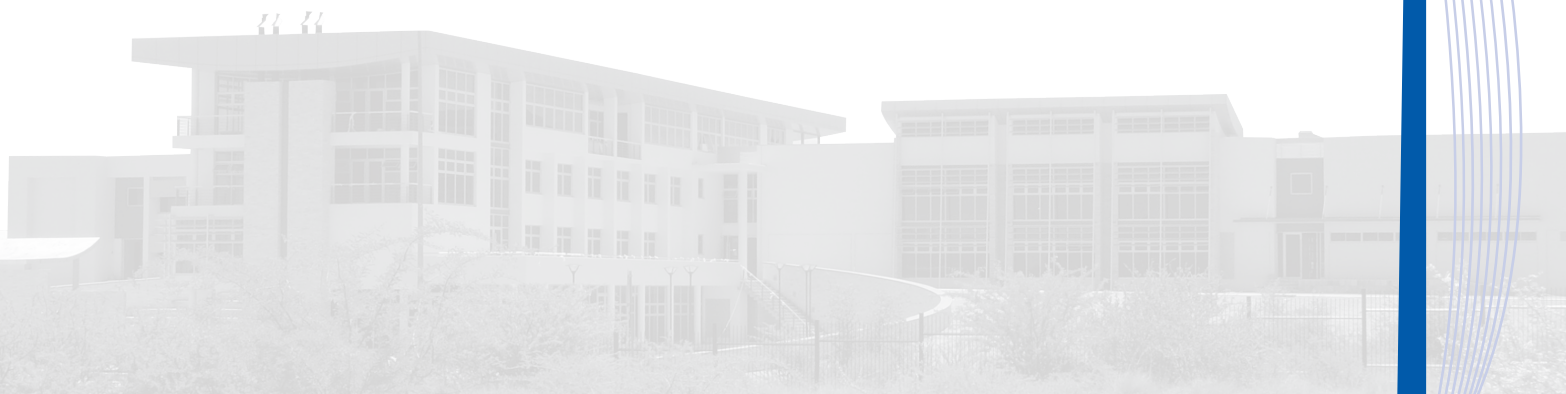
## Key result areas of the Governance Officer

The key result of the Governance Officer:

- guides individual directors on their responsibilities and duties should be properly discharged in the best interest of the Institute
- legal advisor and compliance officer
- is the central source of advice to the Council, Committees and Board on matters of good governance and of changes in legislation
- provides comprehensive support to and has direct channel of communication to the Chairperson of the Council and Committees
- ensure that the Council and Committee charters are kept up to date
- ensure proper compilation and time circulation of Council papers
- liaison between the Council and management on governance, and
- ensure that the proceedings of the Council, committees and Board meetings are properly recorded and that minutes of meetings are well kept.

## ANNUAL FINANCIAL STATEMENTS

**Namibia Institute of Public Administration and Management**  
**Annual Financial Statements**  
**for the year ended 31 March 2015**



TRANSFORMING THROUGH CAPACITY BUILDING



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### 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>	G. Simataa (Chairperson) M. Cupido (Vice-Chairperson) J. Muadinohamba - Member M. Kandawa-Schulz - Member B. Haingura - Member S. Nuuyoma - Member D. Muruko - Member S. Amadhila - Member M. Kambala - Member
<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 Chartered Accountants (Namibia)
<b>Secretary</b>	B. Chaka

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Index

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

Index	Page
Governing Council's Responsibilities and Approval	44
Independent Auditors' Report	45
Governing Council's Report	46
Statement of Financial Position	47
Statement of Comprehensive Income	48
Statement of Changes in Equity	49
Statement of Cash Flows	50
Accounting Policies	51-57
Notes to the Annual Financial Statements	58-66



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Governing Council's Responsibilities and Approval

The Council members are required in terms of the Namibia Institute of Public Administration and Management Act (Act no.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 Institute as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

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

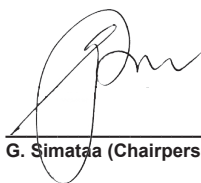
The Council members acknowledge that they are ultimately responsible for the system of internal financial control established by the Institute and place considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, it sets standards for internal 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 Institute and all employees are required to maintain the highest ethical standards in ensuring the Institute's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Institute is on identifying, assessing, managing and monitoring all known forms of risk across the Institute. While operating risk cannot be fully eliminated, the Institute endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council members 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 Council members have reviewed the Institute's cash flow forecast for the year to 31 March 2016 and, in the light of this review and the current financial position, they are satisfied that the Institution has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Institute's annual financial statements. The annual financial statements have been examined by the Institute's external auditors and their report is presented on page 45.

The annual financial statements set out on pages 47 to 66, which have been prepared on the going concern basis, were approved by the Council on 11 September 2015 and were signed on its behalf by:



G. Simataa (Chairperson)



J. Muadinohamba - (Member)

## Independent Auditors' Report

### To the Members of Namibia Institute of Public Administration and Management

We have audited the annual financial statements of Namibia Institute of Public Administration and Management, as set out on pages 47 to 66, which comprise the statement of financial position as at 31 March 2015, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

### Council's Responsibility for the Annual Financial Statements

The Institute'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 (Act no.10 of 2010), 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 2015, 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 no.10 of 2010).

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

*Grand Namibia*

**Per: R. Beukes  
Windhoek**

**11 September 2015**

**9 Axali Doeseb St  
Windhoek  
Namibia**



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Governing Council's Report

The Governing Council have pleasure in submitting their report on the annual financial statements of Namibia Institute of Public Administration and Management for the year ended 31 March 2015.

#### 1. Incorporation

The Institution was incorporated on 01 October 2010.

#### 2. 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 annual financial statements and do not in our opinion require any further comment.

#### 3. Directors

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

##### Directors

G. Simataa (Chairperson)  
M. Cupido (Vice-Chairperson)  
J. Muadinohamba - Member  
M. Kandawa-Schulz - Member  
B. Haingura - Member  
S. Nuuyoma - Member  
D. Muruko - Member  
S. Amadhila - Member  
M. Kambala - Member

#### 4. Events after the reporting period

The Governing Council is not aware of any material event which occurred after the reporting date and up to the date of this report.

#### 5. Auditors

Grand Namibia Registered Accountants and Auditors.

#### 6. Secretary

The company secretary is Mr B. Chaka.

Business address

14-30 Paul Nash Street  
Olympia  
Windhoek  
Namibia

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Statement of Financial Position as at 31 March 2015

	Notes	2015 N\$	2014 N\$
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	2	179,012,206	154,363,225
Intangible assets	3	181,256	174,852
		<b>179,193,462</b>	<b>154,538,077</b>
<b>Current Assets</b>			
Trade and other receivables	4	10,595,656	5,810,404
Cash and cash equivalents	5	126,920,346	59,897,169
		<b>137,516,002</b>	<b>65,707,573</b>
<b>Total Assets</b>		<b>316,709,464</b>	<b>220,245,650</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Retained income		76,405,234	44,532,488
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Deferred income	6	228,536,619	163,036,237
<b>Current Liabilities</b>			
Trade and other payables	7	11,767,611	12,676,925
<b>Total Liabilities</b>		<b>240,304,230</b>	<b>175,713,162</b>
<b>Total Equity and Liabilities</b>		<b>316,709,464</b>	<b>220,245,650</b>



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Statement of Comprehensive Income

	Notes	2015 N\$	2014 N\$
Cafeteria		1,271,360	1,208,202
Hire of facilities		282,604	284,038
Consulting		464,682	1,741,004
Interest received		3,900,757	1,506,588
Training fees	8	7,549,258	5,477,096
		<b>13,468,661</b>	<b>10,216,928</b>
<b>Cost of services</b>			
Conferencing fees	9	(2,672,879)	(1,423,679)
Depreciation, amortisation, and impairment	11	(4,176,020)	(3,799,185)
Employee costs	10	(21,601,096)	(21,375,058)
Governing Council fees	19	(939,069)	(874,583)
Supplies and services	14	(7,790,569)	(8,561,279)
Training costs	12	(4,485,648)	(3,886,347)
<b>Total cost of services</b>		<b>(41,665,281)</b>	<b>(39,920,131)</b>
<b>Net cost of services</b>		<b>(28,196,620)</b>	<b>(29,703,203)</b>
<b>Income from Government</b>			
Deferred income released		3,351,626	3,097,234
Government grants	16	56,716,161	40,986,000
<b>Total Grant Income</b>		<b>60,069,366</b>	<b>44,083,234</b>
<b>Surplus for the year</b>		<b>31,872,746</b>	<b>14,380,031</b>

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Statement of Changes in Equity

	Retained income N\$	Total equity N\$
<b>Balance at 01 April 2013</b>	<b>30,152,457</b>	<b>30,152,457</b>
Total surplus for the year	14,380,031	14,380,031
<b>Total comprehensive income for the year</b>	<b>14,380,031</b>	<b>14,380,031</b>
<b>Balance at 01 April 2014</b>	<b>44,532,488</b>	<b>44,532,488</b>
Total surplus for the year	31,872,746	31,872,746
<b>Total comprehensive income for the year</b>	<b>31,872,746</b>	<b>31,872,746</b>
<b>Balance at 31 March 2015</b>	<b>76,405,234</b>	<b>76,405,234</b>



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Statement of Cash Flows

	Notes	2015 N\$	2014 N\$
<b>Cash flows from operating activities</b>			
Office of the Prime Minister (operational subsidy)		56,716,161	40,986,000
<b>Cash receipts from customers and banks</b>			
Interest income		3,900,757	1,506,588
Cafeteria		1,271,360	1,208,202
Hire of facilities		282,604	284,038
Training fees		8,350,033	6,424,268
Consulting		464,682	1,741,004
<b>Cash payments to suppliers and employees</b>			
Supply and services		(13,594,656)	(4,424,402)
Employee costs		(21,530,320)	(20,033,159)
Governing Council fees		(939,069)	(874,583)
Training costs		(5,130,996)	(5,139,300)
Conferencing services		(3,073,811)	(1,637,230)
<b>Net cash from operating activities</b>	15	<b>26,716,744</b>	<b>20,041,426</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	2	(28,753,619)	(22,307,978)
Purchase of other intangible assets	3	(77,787)	(71,524)
<b>Net cash from investing activities</b>		<b>(28,831,406)</b>	<b>(22,379,502)</b>
<b>Cash flows from financing activities</b>			
Funds received from Government for Phase 2 construction		69,137,839	20,533,000
<b>Total cash movement for the year</b>		<b>67,023,177</b>	<b>18,194,924</b>
Cash at the beginning of the year		59,897,169	41,702,245
<b>Total cash at end of the year</b>	5	<b>126,920,346</b>	<b>59,897,169</b>

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### 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 (Act no.10 of 2010). 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 Institute reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable.

##### 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 Institution; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

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.



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Accounting Policies

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

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
Motor vehicles	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 profit or loss 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 profit or loss 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.

##### Initial recognition and measurement

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

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

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

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

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Accounting Policies

#### 1.3 Financial instruments (continued)

##### 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 Institute 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 profit or loss 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 profit or loss 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 profit or loss.

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 2015

### 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 Institute 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 Institute estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the Institute 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 profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

#### 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.

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Accounting Policies

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

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

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the 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.

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



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Accounting Policies

#### 1.8 Government grants (continued)

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 Institute has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the Institute 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 Institute; 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 Institute;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

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

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

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

#### 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.
- 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.

## **Namibia Institute of Public Administration and Management**

Annual Financial Statements for the year ended 31 March 2015

### **Accounting Policies**

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#### **1.10 Borrowing costs (continued)**

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 section 36.





## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

#### 2. Property, plant and equipment

	2015			2014		
	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	(8,757,325)	104,470,675	113,228,000	(6,492,765)	106,735,235
Furniture and fixtures	2,239,236	(859,679)	1,379,557	2,147,972	(642,859)	1,505,113
Motor vehicles	1,419,780	(611,428)	808,352	1,002,107	(180,834)	821,273
Office equipment	178,164	(114,942)	63,222	163,522	(80,791)	82,731
IT equipment	2,211,871	(1,306,001)	905,870	1,696,289	(920,089)	776,200
Cafeteria equipment	1,318,474	(1,174,272)	144,202	1,318,474	(910,577)	407,897
Audio visual equipment	2,545,043	(1,551,693)	993,350	2,543,652	(1,042,788)	1,500,864
Capital Work In Progress	57,674,978	-	57,674,978	29,961,912	-	29,961,912
<b>Total</b>	<b>193,387,546</b>	<b>(14,375,340)</b>	<b>179,012,206</b>	<b>164,633,928</b>	<b>(10,270,703)</b>	<b>154,363,225</b>

#### Reconciliation of property, plant and equipment - 2015

	Opening balance	Additions	Depreciation	Total
Land	12,572,000	-	-	12,572,000
Buildings	106,735,235	-	(2,264,560)	104,470,675
Furniture and fixtures	1,505,113	91,265	(216,821)	1,379,557
Motor vehicles	821,273	417,673	(430,594)	808,352
Office equipment	82,731	14,642	(34,151)	63,222
IT equipment	776,200	515,582	(385,912)	905,870
Cafeteria equipment	407,897	-	(263,695)	144,202
Audio visual equipment	1,500,864	1,391	(508,905)	993,350
Capital Work In Progress	29,961,912	27,713,066	-	57,674,978
	<b>154,363,225</b>	<b>28,753,619</b>	<b>(4,104,638)</b>	<b>179,012,206</b>

#### Reconciliation of property, plant and equipment - 2014

	Opening balance	Additions	Depreciation	Total
Land	12,572,000	-	-	12,572,000
Buildings	108,999,795	943	(2,265,503)	106,735,235
Furniture and fixtures	1,432,256	274,366	(201,509)	1,505,113
Motor vehicles	-	1,002,107	(180,834)	821,273
Office equipment	85,870	27,917	(31,056)	82,731
IT equipment	760,405	319,339	(303,544)	776,200
Cafeteria equipment	671,592	-	(263,695)	407,897
Audio visual equipment	1,926,094	75,144	(500,374)	1,500,864
Capital Work In Progress	9,353,750	20,608,162	-	29,961,912
	<b>135,801,762</b>	<b>22,307,978</b>	<b>(3,746,515)</b>	<b>154,363,225</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. Capital Work In Progress is comprised of costs incurred in the Phase 2 construction of NIPAM offices.

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

#### 3. Intangible assets

	2015			2014		
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Computer software	371,100	(189,844)	181,256	293,313	(118,461)	174,852

#### Reconciliation of intangible assets - 2015

	Opening balance	Additions	Amortisation	Total
Computer software	174,852	77,787	(71,383)	181,256

#### Reconciliation of intangible assets - 2014

	Opening balance	Additions	Amortisation	Total
Computer software	157,594	71,524	(54,266)	174,852



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
<b>4. Trade and other receivables</b>		
Trade receivables	2,819,120	2,487,506
Deposits	20,000	20,000
Value Added Tax	7,722,121	3,270,749
Staff loans	34,415	32,149
	<b>10,595,656</b>	<b>5,810,404</b>

#### Credit quality of trade and other receivables

The credit quality of trade and other receivables that are neither past nor due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

#### Trade and other receivables past due but not impaired

Trade and other receivables which are less than 30 days past due are not considered to be impaired. At 31 March 2015, N\$ 1,336,006 were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

31 - 60 days due	19,580	-
Over 90 days due	1,316,426	1,116,343

#### Trade receivables carrying amount age analysis

Current	1,123,702	950,324
30 days	356,169	420,839
60 days	19,580	-
90 days +	1,319,669	1,116,343
	<b>2,819,120</b>	<b>2,487,506</b>

#### 5. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	<b>126,920,346</b>	<b>59,897,169</b>
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## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
<b>6. Deferred income</b>		
Land	12,572,000	12,572,000
Buildings	113,228,000	113,228,000
Furniture & 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 and IT equipment	<u>1,853,315</u>	<u>1,853,315</u>
	132,125,579	132,125,579
	<u>(14,062,799)</u>	<u>(10,425,342)</u>
Assets transferred by the Government	<u>118,062,780</u>	<u>121,700,237</u>
Phase 2 construction	110,473,839	41,336,000
	<b><u>228,536,619</u></b>	<b><u>163,036,237</u></b>

The balance of the deferred income is comprised of the net carrying value of the items of property, plant and equipment transferred to NIAPAM upon its establishment by the Government of the Republic of Namibia. It also comprises of capital /developmental grants received from the Government.

### 7. Trade and other payables

Trade payables	8,316,322	9,171,945
Amounts received in advance	27,500	-
Other payables	390,000	949,920
Leave pay provision	1,490,669	1,908,571
Other salary accruals	1,543,120	646,489
	<b><u>11,767,611</u></b>	<b><u>12,676,925</u></b>

### 8. Training fees

Foundation courses	14,117	268,692
Middle Management Development Programme(MMDP)	2,285,283	2,327,174
Senior Management Development Programme(SMDP)	740,646	536,957
Other Professional skills courses	4,509,212	2,344,273
	<b><u>7,549,258</u></b>	<b><u>5,477,096</u></b>

### 9. Conferencing fees

Central Government Business Centre	51,087	231,027
Regional and Local Business Centre	314,530	221,009
Finance and Human resources	2,297,830	962,604
Executive Director	9,432	9,039
	<b><u>2,672,879</u></b>	<b><u>1,423,679</u></b>



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
<b>10. Employee costs</b>		
Remuneration Administration	5,033,097	4,864,662
Remuneration: Central Government Business Centre	1,126,709	1,598,730
Remuneration: Regional and Local Government Business Centre	1,349,818	1,289,722
Remuneration: E-Governance and Learning Resources Business Centre	2,032,768	2,479,469
Remuneration-Strategic Communication Business Centre	1,363,924	1,720,418
Remuneration-Executive Director	4,835,252	4,035,765
Remuneration-Consulting and Research	702,278	1,351,265
Leave Expenses	(250,280)	1,488,351
Allowances	2,799,908	238,161
Bonus	422,911	-
Overtime	38,201	56,904
Employer Contribution: GIPF	1,283,695	1,479,970
Medical Aid	830,729	739,543
Social Security	32,086	32,098
	<b>21,601,096</b>	<b>21,375,058</b>
<b>11. Depreciation, amortisation and impairment</b>		
Buildings	2,264,560	2,265,503
Furniture and fittings	216,821	201,508
Office equipment	34,151	31,056
IT Equipment	385,912	303,544
Cafeteria equipment	263,695	263,695
Audio visual equipment	508,905	500,374
Computer software	71,382	52,671
Motor vehicles	430,594	180,834
	<b>4,176,020</b>	<b>3,799,185</b>
<b>12. Training costs</b>		
Books and periodicals	324,453	413,510
Generic courses	-	910
Middle Management Development Programme	549,952	1,091,986
Resource pool	2,653,863	817,284
Senior Management Development Programme	950,410	1,553,208
Training materials	-	3,259
Work visas and permits	6,970	6,190
	<b>4,485,648</b>	<b>3,886,347</b>
<b>13. Auditors' remuneration</b>		
Fees	102,000	86,000

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
<b>14. Supplies and services</b>		
Advertising	616,682	742,041
Cleaning materials	57,876	63,343
Computer expenses	477,136	144,078
Consulting fees	2,086,339	610,211
Courier and postage	10,320	9,883
Flowers and gifts	48,397	16,276
Library tools and others	107,437	-
Membership and subscription fees	60,611	48,456
Printing and stationery	681,413	467,185
Rental expenses	545,688	591,185
Repairs and maintenance	133,983	180,692
Security costs	8,731	7,237
Staff training	230,584	672,369
Staff welfare	125,627	118,726
Telecommunication costs	319,914	227,079
Transport costs	51,056	267,950
Travel and accommodation	443,753	1,537,593
Utilities	784,835	523,630
Subsistence and travelling allowances	810,920	973,376
Motor vehicle expenses	(349,809)	327,618
Bank charges	43,345	34,322
Bad debts	(20,000)	603,424
Insurance	253,859	87,580
Corporate image	261,872	307,025
	<b>7,790,569</b>	<b>8,561,279</b>

### 15. Cash generated from operating activities

Surplus for the year	31,872,746	14,380,031
<b>Adjustments for:</b>		
Depreciation and amortisation	4,176,020	3,799,185
Deferred income released to income statement	(3,351,626)	(3,097,234)
Movement in leave pay provision	(316,354)	1,488,347
Trade and other receivables	(4,785,252)	(2,820,463)
Trade and other payables	(878,790)	6,291,560
	<b>26,716,744</b>	<b>20,041,426</b>

### 16. Government grants

Government subsidy (operational)	56,716,161	40,986,000
	<b>56,716,161</b>	<b>40,986,000</b>

### 17. Commitments

#### Authorised capital expenditure

#### Already contracted for but not provided for

• Phase 2 Construction	32,716,380	61,128,457
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This committed expenditure relates to property and will be financed by the Government through capital grants.



## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
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#### 18. Related parties

Relationships  
Government Council Members  
Shareholder

Refer to Governing Council Report  
Government of the Republic of Namibia

#### Related party balances

##### Loan accounts - Owing (to) by related parties

Deferred Income	228,536,619	163,111,398
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#### Related party transactions

Government grants received	56,716,161	61,519,000
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#### 19. Governing Council's Fees

##### Non-executive

##### 2015

	Directors' fees	Total
Governing Council fees	939,069	939,069

##### 2014

	Directors' fees	Total
Governing Council fees	874,583	874,583

#### 20. 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 currency risk, fair value interest rate risk, 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 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
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#### 20. 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 2015	Less than 1 year
Trade and other payables	10,276,942
At 31 March 2014	Less than 1 year
Trade and other payables	10,768,354

##### 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.

##### Credit risk

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

Financial instrument	2015	2014
Trade and other receivables	2,873,535	2,539,655
Cash and Cash equivalents with external credit rating	76,138,702	59,897,169
Cash and Cash equivalents without external credit rating	50,781,644	-

## Namibia Institute of Public Administration and Management

Annual Financial Statements for the year ended 31 March 2015

### Notes to the Annual Financial Statements

	2015 N\$	2014 N\$
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#### 21. Financial assets by category

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

##### 2015

	Loans and receivables	Total
Trade and other receivables	2,873,535	2,873,535
Cash and cash equivalents	126,920,346	126,920,346
	<b>129,793,881</b>	<b>129,793,881</b>

##### 2014

	Loans and receivables	Total
Trade and other receivables	2,539,655	2,539,655
Cash and cash equivalents	59,897,169	59,897,169
	<b>62,436,824</b>	<b>62,436,824</b>

#### 22. Financial liabilities by category

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

##### 2015

	Financial liabilities at amortised cost	Total
Trade and other payables	10,276,942	10,276,942

##### 2014

	Financial liabilities at amortised cost	Total
Trade and other payables	10,768,354	10,768,354



## NIPAM SUPPORT PARTNERS

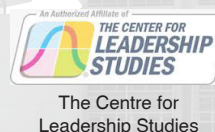


## NIPAM TRAINING PARTNERS

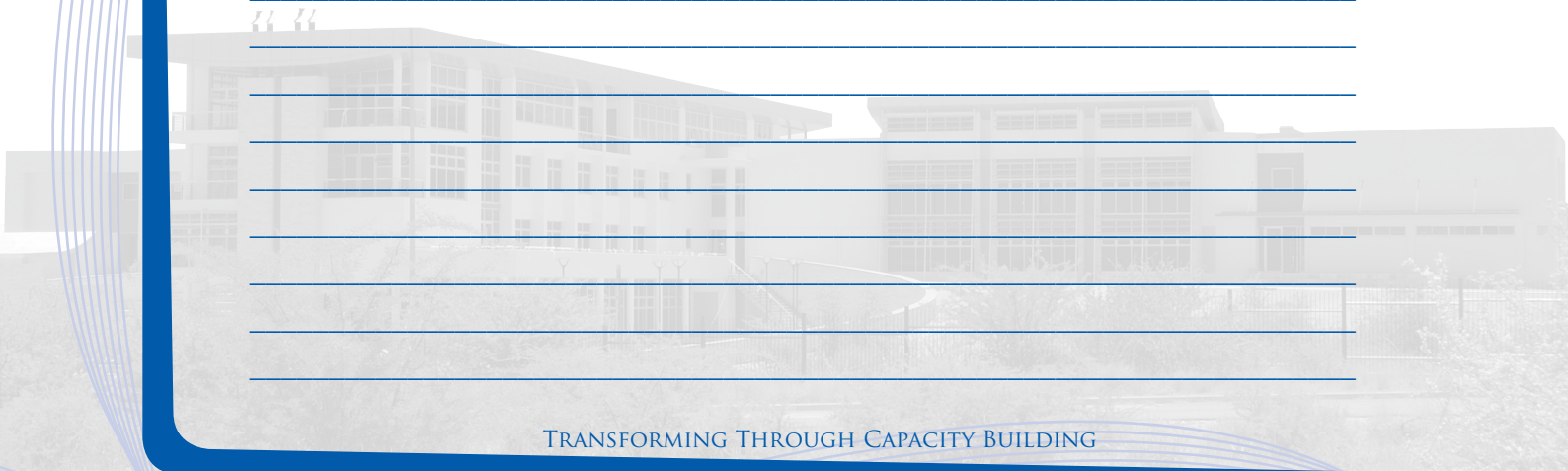
### NAMIBIA



### ABROAD



## NOTES

A faint background image of a modern school building with large windows and a flat roof, partially obscured by horizontal blue lines. The building is light-colored and has multiple stories. In the foreground, there are some trees and a fence. The overall image is a light blue color.



**NIPAM**

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