



Integrated Annual Report 2024/2025



**From Discovery to Transformation: Leveraging Research, Science,
Technology and Innovation for Inclusive Growth**





INTEGRATED ANNUAL REPORT FY2024/25

Research, Science, Technology and Innovation as a catalyst for Namibia's Development Aspirations

ABOUT THE THEME

As the nation strives for socio-economic development in an era where Namibia is focusing on building new economies, the theme for the FY2024/25 Integrated Annual Report— “From Discovery to Transformation: Leveraging Research, Science, Technology and Innovation for Inclusive Growth”—reflects NCRST’s commitment to bridging the gap between knowledge creation and impactful societal change. This theme aligns with Namibia’s Vision 2030, National Development Plans (NDPs) and the African Union’s Agenda 2063 and the forthcoming African Union’s Science, Technology and Innovation Strategy for Africa 2034 (STISA 2034), reinforcing the role of research, science, technology and innovation as a catalyst for sustainable and inclusive growth.

Discovery is the foundation of scientific progress, but transformation is the goal. By harnessing research, technological advancements and innovation, Namibia can drive inclusive growth, ensuring that scientific breakthroughs translate into tangible solutions that benefit all sectors of society. NCRST’s initiatives focus on strengthening research capacity, fostering innovation-driven entrepreneurship and promoting technology transfer, ensuring that knowledge creation leads to meaningful economic and social impact. These efforts directly support Namibia’s National Development Plans, which emphasise economic diversification, industrialisation and technological advancement as key drivers of Vision 2030.

Inclusive growth requires equitable access to scientific advancements, ensuring that grassroots innovators, entrepreneurs and researchers have the tools and resources to contribute to national development. Through its strategic focus on advancing research, science, technology and innovation in priority sectors with transformative and impactful results, strategic partnerships, funding mechanisms and policy frameworks, NCRST is empowering communities, enabling women, youth and marginalised groups to participate in Namibia’s innovation ecosystem. By integrating emerging technologies, scientific research and innovation, and indigenous knowledge systems, NCRST is positioning Namibia as a leader in sustainable and inclusive innovation, in line with Agenda 2063’s vision for an innovation-led, knowledge-based African economy.

As Namibia transitions toward a knowledge and technology-based economy, NCRST remains committed to strengthening institutional frameworks, enhancing research infrastructure, and fostering cross-sector collaboration. By aligning national research priorities with Namibia’s realities, the Commission ensures that scientific discoveries lead to transformative solutions, driving economic diversification, technological resilience and sustainable development. These efforts contribute to Agenda 2063’s aspirations for Africa’s transformation, particularly in science, technology and innovation-led industrialisation.

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EXECUTIVE SUMMARY

The National Commission on Research, Science and Technology (NCRST) presents its Integrated Annual Report for FY2024/25, reflecting a year of strategic progress, resilience and impactful transformation in Namibia's Research, Science, Technology and Innovation (RSTI) ecosystem. Guided by the theme "From Discovery to Transformation: Leveraging Research, Science, Technology and Innovation for Inclusive Growth," this report highlights NCRST's commitment to bridging knowledge creation with tangible societal impact, aligning with Namibia's Vision 2030, National Development Plans (NDPs) and the African Union's Agenda 2063.

Throughout FY2024/25, NCRST made significant strides in advancing its mandate, strengthening institutional governance, fostering innovation and enhancing stakeholder engagement. The Commission achieved an 82% external stakeholder satisfaction rating as assessed by an external entity, with 76% awareness of its mission and 72% brand audit score, reflecting its growing influence in Namibia's RSTI.

Strategic achievements included appointing the National Indigenous Knowledge Systems Council (NIKSC); awarding eight (8) research grants in priority areas, launching the updated National Research and Experimental Development (R&D) Survey; launching Namibia's Sustainable Bioeconomy Strategy 2024-2029; launching the Innovation Agencies of Africa (IAA) Network, doubling the participation in the National Science Fair; establishing an Artificial Intelligence (AI) Working Group and finalising the Second National Programme on Research, Science, Technology and Innovation (NPRSTI-II) for approval.

Financial stewardship remained a priority and NCRST achieved once again an unqualified external audit opinion. Furthermore, NCRST successfully mobilised NAD 46.1 million cumulatively in external funding in addition to the government budgetary allocation of NAD 45 million for operational expenditures. NCRST held a ground-breaking ceremony to commence the fencing of the site for its capital project, as this project had been stalled since 2016.

Operational excellence was reinforced through digital transformation initiatives such as developing and implementing an automated Finance Approval System, enhancing the Online Grant Management System and digitalising the National Science Fair System.

Institutional governance and policy development efforts culminated in NCRST approving four (4) corporate policies and eight (8) processes and maintaining a 100% compliance score with the Public Enterprises Governance Act, 2019 (No. 1 of 2019). Governance maturity was reinforced through internal and external audits, strategic planning and stakeholder consultations, ensuring alignment with national and international best practices. Innovation and national footprint expansion remained central to NCRST's mission, with the Commission broadening research, science, technology and innovation promotion activities, focusing on strategic areas such as green hydrogen, energy transition, water, Artificial Intelligence (AI), while supporting innovation through grassroots innovation programmes, walk-in innovation programmes and women-led innovations through the National Innovation Challenge for Women (NICW).

Looking ahead, NCRST remains committed to coordinating, promoting and developing the research, science, technology and innovation ecosystem, enhancing resource mobilisation and financial sustainability to grow the research funding capability, strengthening infrastructure to support national and international research initiatives, expanding AI and digital transformation frameworks, deepening stakeholder engagement to drive inclusive innovation, and implementing the NPRSTI-II to align research priorities with Namibia's development goals.

CHAIRPERSON'S STATEMENT

PROF. DR JACOB NYAMBE



Dear esteemed stakeholders and members of the NCRST community, as Chairperson of the Board of Commissioners (BoC) of the National Commission on Research, Science and Technology (NCRST), I am honoured to reflect on our collective journey and reaffirm our unwavering commitment to a future anchored on innovation, scientific excellence and sound governance.

The NCRST was established to provide strategic leadership in advancing research, science, technology and innovation in Namibia. We do so with the conviction that knowledge-based and technology-based development are fundamental to the prosperity and resilience of our nation. As the custodian of this important mandate, the BoC ensures that the Commission remains focused on strengthening national capacity and development for research, science, technology and innovation that respond to the real needs of our people.

Over the years, the NCRST has steadily evolved into a more responsive, transparent and robust organisation. We have deepened our governance maturity, aligned our work with national development goals and broadened our impact through strategic partnerships across sectors. These advances are a testament to the hard work and dedication of the BoC, Council members, CEO and executive team, management, employees and the broader community of researchers, innovators and collaborators who form part of our ecosystem.

As a Board, we uphold the principles of ethical leadership, independence and accountability. Our commitment to corporate governance is not merely regulatory, but a reflection of the values that define our stewardship of this institution. Guided by the establishing law, the Research, Science and Technology Act, 2004 (Act No 23 of 2004) as amended, as well as the Public Enterprises Governance Act, 2019 (Act No 1 of 2019), Biosafety Act, 2006 (No 7 of 2006), and governing frameworks such as NamCode and King IV, we continuously strive to enhance institutional effectiveness, build trust with our stakeholders and ensure that NCRST is a model of excellence in the public enterprise sector.

Looking ahead, we recognise the challenges facing the national research, science, technology and innovation ecosystem, ranging from funding constraints to the need for responsive and agile frameworks and enhanced coordination. Yet, we are equally inspired by the opportunities to embed sustainability, to foster indigenous knowledge and inclusive innovation, and to lead in emerging domains such as space science, biotechnology, green technologies, and Artificial Intelligence.

On behalf of the Board of Commissioners, I extend deep appreciation to the leadership of our esteemed shareholder entity, the former Ministry of Higher Education, Technology and Innovation now merged into the new Ministry of Education, Innovation, Youth, Sports, Arts and Culture for trusting and supporting us. I also wish to acknowledge the commitment of our Councils and Executive Management as well as every employee for their role in delivering on our mandate with excellence.

Together, we will continue to position the NCRST as a catalyst for transformative progress and a strategic asset to the Republic of Namibia.

Sincerely,

Prof. Dr Jacob M. Nyambe
Chairperson

CHIEF EXECUTIVE OFFICER'S STATEMENT PROF. DR ANICIA PETERS



Dear Stakeholders

The 2024/2025 financial year was significant for both NCRST and the nation. We mourned the passing of our Founding President and Father of the Nation, H.E. Dr. Sam Nujoma (*honoris causa*), whose visionary leadership underscored the important role of science in Namibia's development. At the same time, we celebrated the inauguration of H.E. Dr. Netumbo Nandi-Ndaitwah (*honoris causa*) as President of the Republic of Namibia, marking the dawn of a new era of transformation.

This year marked a pivotal phase of strategic delivery anchored in the Integrated Strategic Business Plan (ISBP) 2024–2029 during which we intensified efforts to position research, science, technology and innovation (RSTI) as key drivers of Namibia's socio-economic growth. The finalisation of the Second National Programme on Research, Science, Technology and Innovation (NPRSTI-II), the launch of the updated National Research and Experimental Development (R&D) Survey, and the launch of the National Bioeconomy Strategy are critical milestones that will guide policy, investment and performance measurement of the national RSTI system. Likewise, the appointment of the National Indigenous Knowledge Systems Council, awarding eight research grants and the selection as co-lead for the Innovation Agencies in Africa (IAA) Network strengthened NCRST's role in research and innovation not only nationally but also continentally.

A strategic highlight was the recommencement of NCRST's capital project, the National Biotechnology Testing, Training and Research Laboratory, which had been stalled since 2016. The project progressed with the Environmental Impact Assessment (EIA), topography and fencing completed, and the groundbreaking ceremony symbolising a significant step toward realising a national hub for scientific and innovation excellence.

We established a cross-sectoral AI Working Group comprising multiple members from government and academia, with a call issued for technical experts to join the Working Group. United Nations Educational, Scientific and Cultural Organisation (UNESCO) commissioned NCRST to conduct Namibia's AI Readiness Assessment (AI RAM) which provided a critical foundation for future national AI strategies. Additionally, NCRST undertook strategic commissioned studies on green hydrogen and the energy mix to inform policy for a just energy future.

Public engagement in science continued to grow, exemplified by the successful Scientific Culture Creative Forums on Namibia's Water Futures and participation in National Science Fairs doubled. Significant was that Namibia secured its first medal at the Pan-African Mathematics Olympiad. These successes were made possible through strategic private sector partnerships such as Debmarine, Old Mutual and the Social Security Commission.

Financial stewardship remained a cornerstone of our operations, and we achieved once again a timely and unqualified audit opinion as well as a 100% compliance rating by the Ministry of Finance and Public Enterprises. We mobilised NAD 46.1 million cumulatively in external resources, although execution was slowed due to staffing constraints, as we have only 56% of vacancies filled. We mitigated these constraints through strategic partnerships, operational efficiencies and targeted capacity-building initiatives, including internships and digital process automation.

I extend my sincere appreciation to our stakeholders, partners and the dedicated NCRST team. Your support and collaboration remain central to our shared vision of harnessing research, science, technology, and innovation to build a resilient, inclusive and prosperous Namibia.

Sincerely,

Prof. Dr Anicia Peters
Chief Executive Officer



MANDATE OF NCRST

The National Commission on Research, Science and Technology (NCRST) is established as a juristic person under the Research, Science and Technology Act, 2004 (Act No. 23 of 2004) as amended (RST Act). NCRST operates as a non-commercial public enterprise in terms of the Public Enterprises Governance Act, 2019 (Act No 1 of 2019) (PEGA) with the Ministry of Higher Education, Technology and Innovation (MHETI), now changed to Ministry of Education, Youth, Sport, Art & Culture (MEIYSAC) as its line Ministry. The NCRST is responsible for coordinating, promoting, developing, monitoring and supervising Research, Science, Technology and Innovation (RSTI) across all sectors in Namibia. In addition, NCRST registers research institutes in Namibia. In addition, NCRST is mandated to administer the National Research, Science and Technology Fund; develop a National Programme on Research, Science, Technology and Innovation; and establish and administer different Councils. NCRST is further responsible for innovation, RSTI information gathering and dissemination, policy advice and international representation on RSTI for Namibia. NCRST is also mandated to administer the Biosafety Act, 2006 (Act No 7 of 2006) and has regulatory functions assigned in terms of that Act.

In broad terms, the mandate of NCRST is about developing and enhancing RSTI within Namibia as a significant enabler for socio-economic development. This is because the Namibian Government has long recognised the importance of RSTI as an engine of economic growth and development, which led to the enactment of the RST Act. Through these responsibilities, NCRST plays a key role in strengthening the country's ability to innovate, grow and solve its own unique developmental challenges — thereby contributing directly to Namibia's competitiveness and future prosperity.

NCRST is mandated to establish and strengthen collaborative partnerships with key stakeholders nationally and internationally to drive a thriving RSTI ecosystem. Through these partnerships, NCRST aims to align research, policy, education, industry and civil society toward common goals for development, innovation and competitiveness. This approach directly contributes to improving stakeholder satisfaction, strengthening financial and operational collaboration across sectors, and securing resources to pursue impactful initiatives, all while improving financial management and mobilisation in the process.

NCRST plays a central role in developing and strengthening national RSTI infrastructure from physical facilities and specialised councils to data platforms and funding mechanisms. This includes improvements to data management and reporting systems, financial oversight and processes that enable innovators and researchers to pursue impactful projects.

Through these combined roles and initiatives, NCRST aims to establish a thriving ecosystem for research, science, technology and innovation in Namibia, strengthening the country's ability to in-

novate, grow and solve its own unique developmental challenges. This ecosystem will empower innovators, policy makers, businesses and communities alike, helping them to drive forward the nation's economic transformation and competitiveness on the global stage.

Ultimately, by aligning its strategies with national priorities and goals, strengthening partnerships and improving internal processes, NCRST plays a key role in shaping a future where knowledge, innovation and technology become powerful drivers of sustainable development and prosperity for all.

Vision, Mission, Values and Brand Promise

NCRST stands firmly in its core values, proactively driving positive change and fostering innovation. We are fully committed to creating a better future for Namibia and its citizens.

VISION:	To be a leading catalyst of evidence-based transformation towards a sustainable and inclusive society.
MISSION:	To enable a thriving and sustainable national research, science, technology and innovation ecosystem.
CORE VALUES:	NCRST strives to embed its values in behaviours, relationships, decision-making and actions. All stakeholders interacting with NCRST, and all members of our team, should consistently experience these values and practice them in their daily roles. Core values consist of Integrity, Pro-activeness, Excellence and Human Centeredness.

Brand Promise/Motto: Fostering Excellence through Knowledge and Innovation

				
INTEGRITY	PRO-ACTIVENESS	PASSION FOR EXCELLENCE	IMPACT-DRIVEN	HUMAN CENTEREDNESS
We are consistently trustworthy, fair and honest in all interactions.	We take initiative, are change-oriented and anticipatory in our actions as guided by our mandate.	We strive to achieve high levels of performance.	We set and achieve goals, measure results and continuously improve to make a positive difference in society.	We promote solutions that are moral, ethical and serve the greater good of humanity.

Figure 1: NCRST's Core Values

Organisational Structure

The NCRST operates under the governance of the Board of Commissioners, with shareholder oversight provided by the Ministry of Education, Innovation, Youth, Sport, Arts & Culture and the Ministry of Finance in terms of the RST Act and PEGA.

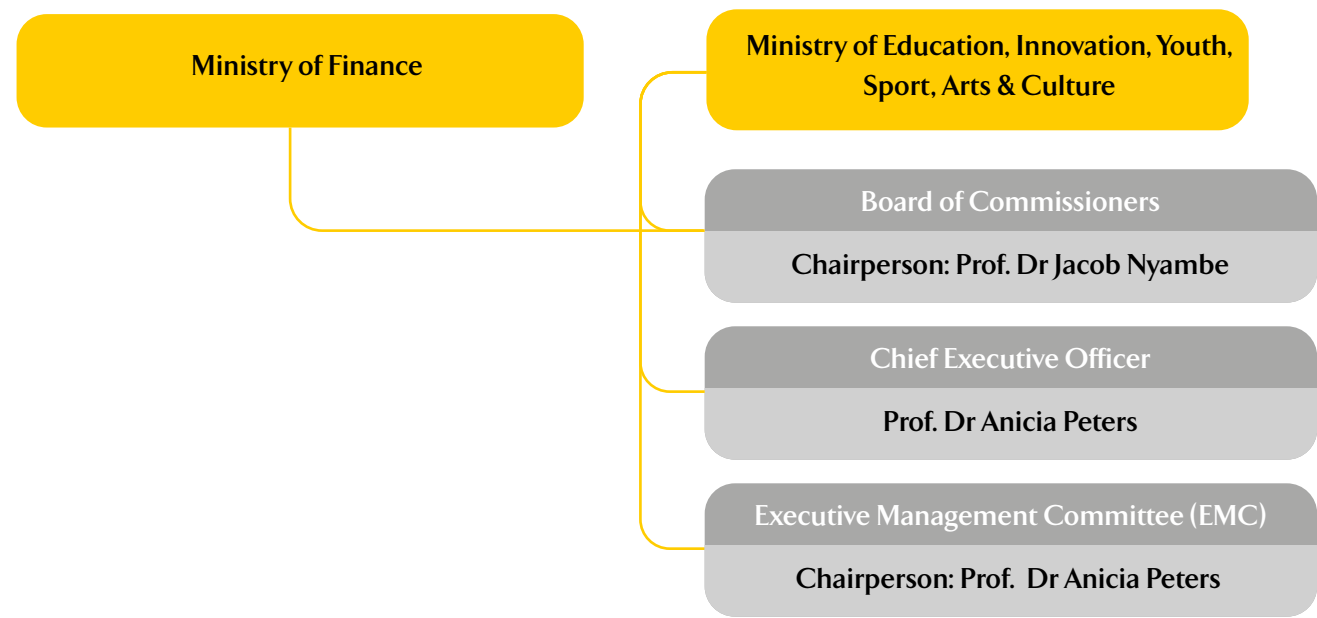


Figure 2: NCRST’s High-Level Governance Structure

NCRST has an approved organisational structure comprising 72 positions (2014) plus one Board approved position (2023). Only 56% of the positions are filled.

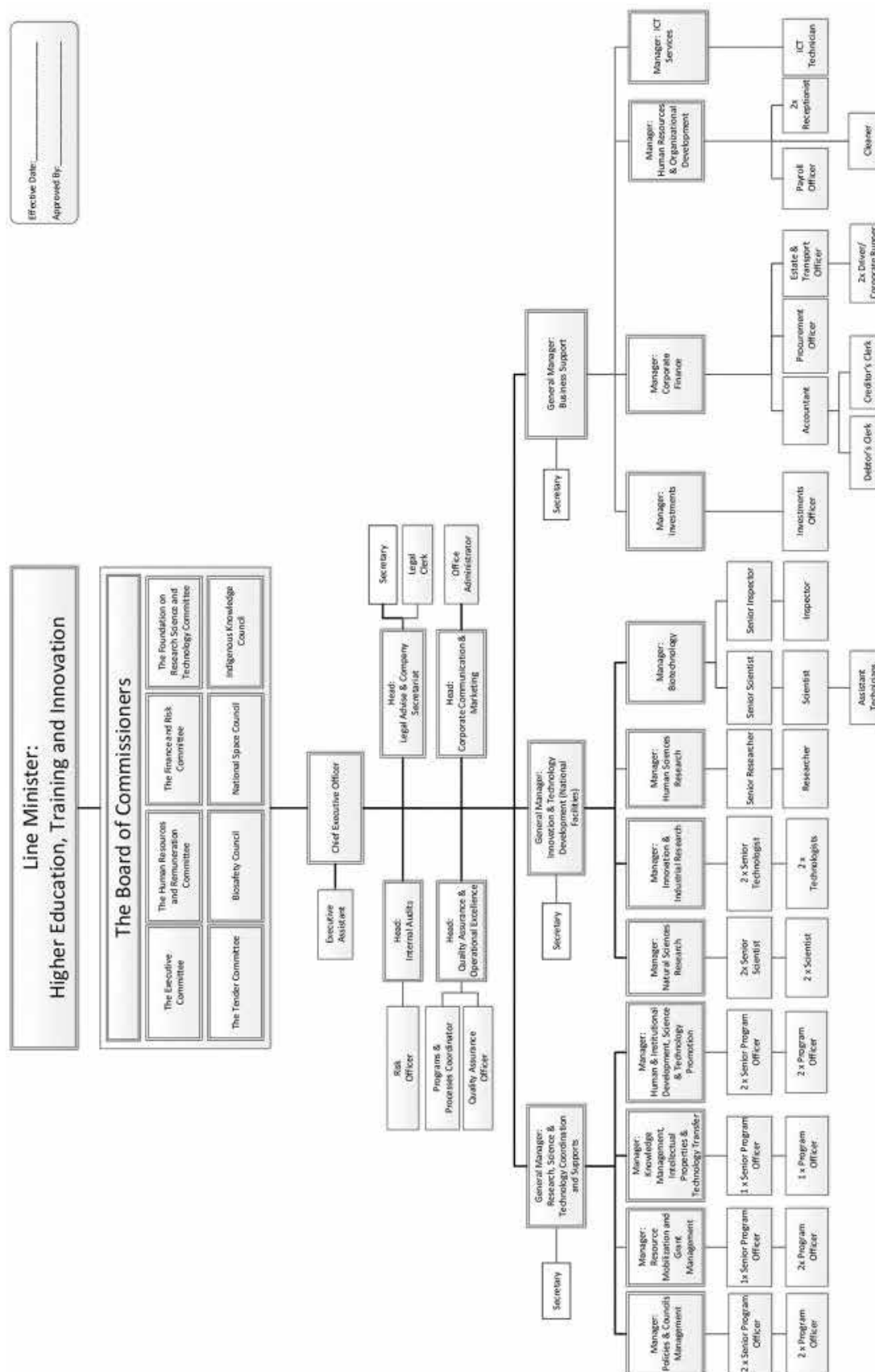


Figure 3: Approved NCRST Organogram

BOARD OF COMMISSIONERS

Governance Overview and Structure

The Commission is governed by the Board of Commissioners (BoC), who were appointed by the Minister of Higher Education, Technology and Innovation (MHETI) in consultation with the Minister of Finance and Public Enterprises (MFPE). The BoC of the National Commission on Research, Science and Technology (NCRST) reaffirms its commitment to ethical leadership, strategic and transparent oversight and effective governance in alignment with the NamCode, King IV, its establishing RST Act, the PEGA, the Biosafety Act, 2006 (Act No. 7 of 2006) and all other relevant legislation. The BoC provides strategic direction, ensures legal compliance and maintains oversight of operational performance, policy implementation and risk management.

The BoC consist of seven (7) Commissioners appointed by MHETI and MFPE.

Subcommittees

The BoC has established four functional sub-committees, each governed by formally adopted Terms of Reference. These are:

- Executive Committee (EXCO), as per section 12 of the RST Act
- Human Resources and Remuneration Committee (HRC)
- Finance, Audit and Risk Committee (FAC)
- Foundation on Research, Science and Technology Committee (FRST), as per section 13 of the RST Act

Councils

In accordance with Section 19 of the RST Act, the BoC has also established the following Councils, which provide specialised advice and sectoral expertise in key strategic areas. These are:

- The Biosafety Council: Established in terms of Section 5 of the Biosafety Act, 2006 (Act No. 7 of 2006), read together with Section 19 of the RST Act.
- National Space Science Council (NSSC)
- National Indigenous Knowledge Systems Council (NIKSC)

The governance structure is illustrated in the figure below, reflecting the interrelationship between the BoC, its sub-committees, and the advisory councils.

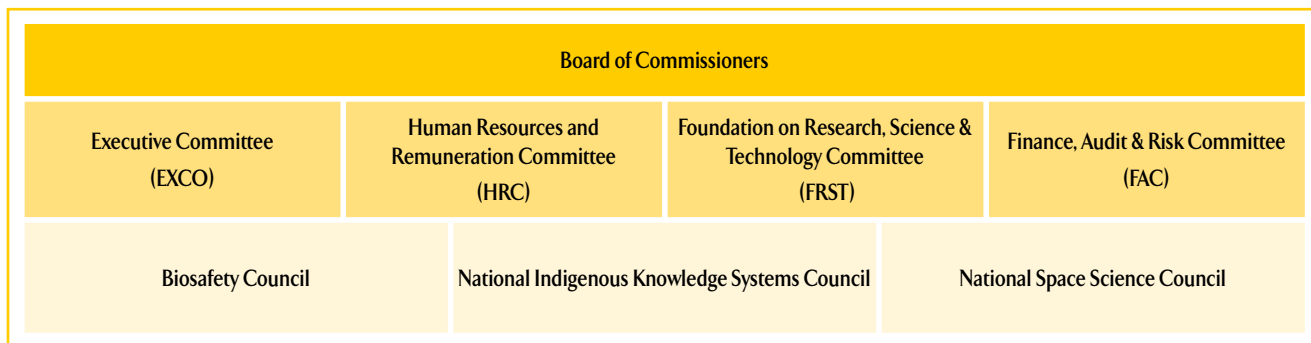


Figure 4: Structure of the Board of Commissioners

Board Composition

The BoC comprises diverse professionals as members. Members possess a balanced mix of scientific, academic, legal, financial and governance expertise, thereby fostering independent, well-informed and inclusive decision-making.

Board of Commissioners Profiles



Prof. Dr Jacob Nyambe (Chairperson)

Board Committee Membership: FRST, Chairperson of EXCO

With over 18 years of experience in Namibia and South Africa, Prof. Dr Nyambe is the Executive Dean of the Faculty of Commerce, Management and Law at the University of Namibia (UNAM), where he oversees multiple schools. Renowned for his expertise in quantitative economic policy and applied econometric techniques, he significantly contributes to the academic community through extensive research, consultancies and fundraising. His leadership and knowledge are therefore invaluable to NCRST's mission of promoting scientific excellence and innovation in Namibia. Additionally, Prof. Nyambe's expertise lies in orthodox economics and its applications to primary sectors. His research interests notably include economic growth, risk and uncertainty, development finance, climate change, agricultural policy and livelihoods.



Prof. Dr Teresia Kaulihwa (Vice Chairperson)

Board Committee Membership: FAC, Vice-Chairperson of EXCO

Prof. Dr Teresia Kaulihwa is a Full Professor of Economics and currently serves as the Associate Dean of the School of Commerce and Management Sciences at the Namibia University of Science and Technology (NUST). With over 15 years of experience in academia and scientific research leadership, she is also a member of the Pan-African Scientific Research Council, contributing to continental research collaboration and excellence. Prof. Kaulihwa brings critical expertise that is shaping the strategic direction of research and scientific initiatives in Namibia, particularly through her work in evidence-based policy development and her commitment to promoting inclusive and sustainable economic growth.



Prof. Dr Fillemon Nangolo (Commissioner)

Board Committee Membership: Chairperson of the FRST
Chairperson of National Indigenous Knowledge Systems Council

Prof. Dr Nangolo is an accomplished academic, researcher and technical expert in the fields of Engineering, Innovation, Research and Development. He brings extensive experience and expertise in delivering technical, academic, strategic and transformational leadership. Through his roles at both UNAM and NUST, alongside his industrial and leadership positions, Prof. Nangolo has demonstrated proficiency across academia, engineering and research and development. His contributions extend beyond academia; he actively engages in community and industrial development initiatives. Notably, his research in marine systems, renewable energy systems, dynamic analysis and modelling, control systems, manufacturing, innovation and business process re-engineering significantly benefits Namibia's scientific landscape.



Dr Marius Mutorwa (Commissioner)

Board Committee Membership: FRST and Member of HRC
Chairperson of the National Space Science Council, Member of HRC

Dr Mutorwa, a senior researcher and lecturer, has been pivotal in establishing and developing the Department of Biology, Chemistry and Physics at NUST. His research focuses on creating innovative, natural product-inspired solutions for industries including therapeutics, agriculture, bio-based materials, bioenergy and environmental remediation. Moreover, he possesses extensive expertise in intellectual property management and commercialisation strategies. Consequently, his commitment to academia, research and innovation in Namibia significantly contributes to sustainable development and environmental stewardship.



Dr Alisa Amupolo (Commissioner)

Board Committee Membership: Vice-Chairperson of the FAC
Member of EXCO

Dr Amupolo is a versatile and accomplished professional with a strong background in leading cross-functional teams across various industries. A part-time academic, her expertise spans business administration, marketing communications and public relations, as well as technology. Currently, Dr Amupolo is the Chief Executive Officer of Namib Desert Diamonds (Pty) Ltd (NAMDIA), a commercial public enterprise responsible for marketing and selling Namibian diamonds on behalf of the government. She also chairs the boards of NAMDIA's three subsidiary companies, including the Namdia Foundation, and serves on the board of Energy Utility Holdings (Pty) Ltd. A former CEO of PowerCom, she is also a member of the Harvard Business Review Advisory Council, an opt-in research community of business professionals. Dr Amupolo holds a Doctor of Business Administration from the University of Namibia's Business School, a Master of Arts in International Communications from the University of Leeds, and a Bachelor of Arts in Media Studies from the University of Namibia. She is an alumna of the London Business School's Emerging Leaders Programme and a graduate of the Stanford Seed Transformation Programme.



Ms. Nailoke Mhanda (Commissioner)

Board Committee Membership: Chairperson HRC and Member of the EXCO

Ms Mhanda brings over two decades of experience as a Legal Practitioner admitted to the High Court of Namibia. Specialising in corporate-commercial law, corporate governance, energy law and international arbitration, she is a key asset to NCRST. Recognised for her leadership in corporate governance and legal compliance, Ms Mhanda's expertise and dedication to research significantly advance Namibia's legal framework, contributing to its growth and success.



Mr Titus Kanyanda (Commissioner)

Board Committee membership: Chairperson of FAC and Member of the FRST and EXCO

Mr Kanyanda is an accomplished Chartered Accountant with an Master of Business Administration (MBA) and extensive expertise in Audit, Finance and Business Advisory. Alongside providing part-time consulting through his firm, ProlifiK Consulting, he serves as Finance Manager at Hyphen Hydrogen Energy. His financial acumen and strategic insights are instrumental in driving the success and growth of NCRST's initiatives.



Ms. Hilja Katshuna

Co-Opted member to the HRC

The BoC deemed it necessary to appoint a co-opted member to the HRC, given the lack of human resources expertise among its members. The HRC is charged with multiple HR and organisational development responsibilities, such as the realignment exercise, performance evaluation systems, remuneration and the multiple HR policies under review. With over 15 years in Human Capital Management, Ms. Katshuna is passionate about Organisational Development and has honed her expertise over the last decade, with the latest being at the Namibia Financial Institutions Supervisory Authority (NAMFISA) and Namibia Post Limited (NAMPOST). She holds a Master of Philosophy in Change Leadership, a Master's in Human Resources Development, and Honours in Industrial Psychology, amongst other professional certifications. Her contribution to the HRC was centred around the realignment exercise that the NCRST is undergoing.

Governance Framework

The BoC operates in accordance with a formally adopted Commission Charter and Terms of Reference (ToRs) for its Committees and Councils. The BoC key responsibilities are outlined in terms of its Charter.

- Direct, supervise and manage NCRST's activities, strategy and performance.
- Ensure sound financial and risk management, and compliance with laws and governance codes (NamCode and King IV).
- Approve strategic and business plans, ensuring sustainability and stakeholder value.
- Appoint and evaluate the CEO.
- Establish and oversee various committees and councils, delegating duties via formal ToRs.
- Act as custodian of ethical leadership and corporate governance.
- Conduct annual performance evaluations of the Commission and individual members.

Committees of the Board of Commissioners

Executive Committee

Chairperson	Prof. Dr Jacob Nyambe
Vice Chairperson	Prof. Dr Teresia Kaulihowa
Committee Members	Dr. Alisa Amupolo, Ms Nailoke Mhanda and Mr Titus Kanyanda
Mandate and Responsibilities in terms of its Terms of Reference	The EXCO, a Committee of the BoC established under Section 12 of the RST Act, is vital for overseeing the CEO's functions and addressing grievances directed towards the CEO as recommended by the HRC. Additionally, EXCO initiates changes to the bank's mandate in accordance with the approved financial management policy and considers those matters specifically assigned by the BoC.

Human Resource and Remuneration Committee (HRC)

Chairperson	Ms. Nailoke Mhanda
Vice Chairperson	Prof. Dr Fillemon Nangolo
Committee Member	Dr. Marius Mutorwa and Ms Hilja Katshuna (Co-Opted member)
Mandate and Responsibilities in terms of its Terms of Reference	<p>The HRC is established to provide strategic oversight on all matters related to human capital.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> - HR Practices: The HRC ensures that the NCRST's human resource practices including recruitment, performance management, remuneration, training and development, support the institution's strategic objectives.

	<ul style="list-style-type: none"> - Corporate Policies: The HRC recommends human resource and remuneration policies to the BoC. - Performance Review and Succession: The HRC oversees the CEO's performance evaluation and succession planning and advises on organisational structure and remuneration frameworks. - Human Capital: The HRC ensures compliance with national directives and promotes governance practices that support employee retention, motivation and overall institutional effectiveness.
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Finance, Audit and Risk Committee (FAC)

Chairperson	Mr. Titus Kanyanda
Vice Chairperson	Dr. Alisa Amupolo
Committee Member	Prof. Dr. Teresia Kaulihowa
Mandate and Responsibilities in terms of its Terms of Reference	<p>The FAC is a sub-committee of the BoC tasked with oversight of NCRST's financial management, risk mitigation, audit functions and ethical compliance.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> - Finance: Review and recommend the annual budget, financial reports and investment decisions. - Risk Management: Oversee risk policy, risk identification, mitigation strategies and internal control processes. - Audit: Coordinate internal and external audit processes; monitor audit outcomes and follow-ups. - Ethics: Review conflicts of interest, fraud cases and ethical conduct within NCRST. - Ensure statutory and governance compliance (e.g., IFRS, RST Act). - Recommend appointments and plans for internal audits.

Foundation on Research, Science and Technology (FRST)

Chairperson	Dr. Fillemon Nangolo
Vice Chairperson	Dr. Marius Mutorwa
Committee Members	Prof. Dr Jacob Nyambe and Mr Titus Kanyanda
Mandate and Responsibilities in terms of its Terms of Reference	<p>The FRST, established under section 13(4) of the RST Act, is a strategic committee of the NCRST tasked with oversight of national research funding, strategy and innovation policy implementation, in alignment with the RST Act.</p> <p>Key Responsibilities:</p> <ul style="list-style-type: none"> - Advise the Commission on national policies, strategies and regulatory frameworks for research, science and innovation.

- Oversee the development and implementation of the National Research, Science, Technology and Innovation Programme.
- Allocate and recommend research grants:
 - CEO approves up to N\$250,000.
 - FRST approves N\$250,001 to N\$500,000.
 - Commission approves above N\$500,000.
- Ensure ethical, accountable and IP-compliant research conduct.
- Promote strategic research collaborations (domestic and international).

Councils of the Board of Commissioners

The BoC also exercises oversight over advisory councils mandated by law:

- **Biosafety Council (BSC)** – Fully operational and compliant with the Biosafety Act, 2006 (Act No. 7 of 2006) in terms of its regulatory function.
- **National Space Science Council (NSSC)** – Fully operational with approved ToRs. The NSSC is responsible for implementing the National Space Science and Technology Policy of 2021.
- **National Indigenous Knowledge Systems Council (NIKSC)** – Fully operational with approved ToRs. The NIKSC is responsible for finalising the draft National Indigenous Knowledge Policy and advising on all matters pertaining to indigenous knowledge.

Biosafety Council (BSC)

Chairperson:	Prof. Martha Kandawa-Schulz
Vice Chairperson:	Ms. Victoria Weyulu
Council Members:	Mr. Salomon Tsanigab, Dr. Milton Maseke, Dr. Natascha Cheikyouseff, Ms. Priska Naimhwaka, Mr. Moses Moses, Biosafety Registrar, Dr Paulus Mungeyi, as ex-officio
Mandate and Responsibilities in terms of its Terms of Reference	<p>The BSC plays a regulatory and advisory role in matters concerning Genetically Modified Organisms (GMOs) and Biosafety. The BSC is responsible for evaluating permit applications for GMOs, recommending actions to the Minister, advising on Biosafety policy development and ensuring Namibia's alignment with international biosafety standards. It also oversees public awareness and consultation on biotechnology and biosafety matters.</p> <p>The BSC carries out functions prescribed under the Biosafety Act, including advising the Minister on GMO regulation, facilitating stakeholder consultations, issuing procedural guidelines and liaising with international biosafety bodies. The BSC also serves as Namibia's national focal point under the Cartagena Protocol on Biosafety.</p>



Figure 5: Biosafety Council (with BoC Chairperson, CEO, Biosafety Registrar and Head: Legal Advice and Company Secretariat)

National Space Science Council (NSSC)

Chairperson:	Dr. Marius Mutorwa
Vice Chairperson:	Ms Victoria Munenge
Council Members:	Mr. Laban Hiwilepo, Dr. Riaan Steenkamp, Dr. Eliakim Hamunyela, Col. Petrus Ndemuweda, Ms. Loide Shaparara
Mandate and Responsibilities in terms of its Terms of Reference	<p>The NSSC's primary role is to provide strategic guidance to the NCRST and the BoC on matters related to space science and technology. The NSSC supports the development and implementation of national policies, strategies and programmes on space science, including ethical research practices, capacity building, education and international cooperation. It ensures that space science activities align with Namibia's development priorities.</p> <p>The NSSC assists with awareness creation, human capacity development and the mobilisation of resources. It further also advises on national and international partnerships, ensuring the integration of space science into national systems.</p>



Figure 6: National Space Science Council

National Indigenous Knowledge Systems Council (NIKSC)

Chairperson:	Prof. Dr Fillemon Nangolo
Vice Chairperson:	Prof. Dr Nailoke Kadhila
Council Members:	Dr. Michael Shirungu, Dr. Michael Akuupa, Ms. Munolwisho Ipangelua, Ms. Nzila Mubusisi, Mr. Henry Ndengejeho, Mr. Onesmus Joseph
Mandate and Responsibilities in terms of its Terms of Reference	<p>The NIKSC serves as an advisory body to the NCRST on all matters relating to Indigenous Knowledge Systems (IKS) and associated technologies. The NIKSC promotes the recognition, integration and ethical research of indigenous knowledge in national development. The NIKSC contributes to policy development, capacity building and resource mobilisation to preserve and enhance IKS in Namibia.</p> <p>The NIKSC advises on the development and implementation of national IKS strategies and programmes. It facilitates curriculum integration, awareness campaigns and cooperation at regional and international levels. The NIKSC further provides guidance on the ethical handling, documentation, and protection of indigenous knowledge, including issues of intellectual property and data storage.</p>



Figure 7: National Indigenous Knowledge Systems Council

Meetings and Attendance

The BoC, its Committees and Councils met regularly throughout the financial year, ensuring strategic oversight and compliance. Attendance records demonstrate a high level of engagement by all Commissioners, Committee Members and Council members, with meeting frequency and participation exceeding governance expectations. Prof. Martha Kandawa-Schulz's term ended on 31 July 2024 while Ms Hilja Katshuna was appointed as a co-opted member on 23 January 2025.

The BoC and its subcommittees have four scheduled ordinary meetings per year, except where there are no substantive agenda items for the quarter. Special meetings are non-remunerative in nature and are only called for specific items. The BoC had four ordinary meetings and two special meetings.

The Councils also have four scheduled meetings per year, except where there are no substantive agenda items. The 4th Biosafety Council was appointed in July 2024 and held 3 ordinary quarterly meetings. The Space Science Council was appointed in March 2024 and held three ordinary quarterly meetings. The National Indigenous Knowledge Management System Council (NIKSC) was appointed on 6 September 2024 and held two ordinary quarterly meetings.

Table I: Meeting Attendance: Board of Commissioners and Committees

Meeting	J. Nyambe	T. Kaulihowa	N. Mhanda	A. Amupolo	F. Nangolo	M.Mutorwa	T. Kanyanda	M. Kandawa-Schulz	H. Katshuna
QUARTER 1									
Special HRC: 23/05/24			X		X			X	
Special FAC: 24/05/24		X		X			X		
Special BoC: 28/05/24	X	X		X	X	X		X	
Ordinary HRC: 17/06/24			X		X				
Ordinary FRST: 18/06/24	X				X	X	X		
Quarter 2									
Ordinary BoC: 04/07/24		X	X	X	X	X	X	X	
Special BoC: 15/08/24		X	X	X	X	X	X		
Special HRC: 27/09/24			X		X	X			
Ordinary FRST: 16/09/24	X				X	X	X		
Ordinary FAC: 17/09/24		X		X			X		
Ordinary BoC: 26/09/24	X			X	X	X	X		
Quarter 3									
Ordinary HRC: 18/10/24			X		X	X			
Ordinary EXCO: 24/10/24									
Ordinary FAC: 07/11/24		X		X			X		
Ordinary FRST: 15/11/24	X				X	X	X		
Special FAC: 21/11/24		X		X			X		
Ordinary BoC: 11/12/24	X	X	X		X	X	X		
Quarter 4									
Special FAC: 21/01/25		X					X		
Ordinary FRST: 24/03/25	X				X	X	X		
Ordinary HRC: 27/03/25			X		X	X			X

Table 2: Council Meetings and Attendance

Members	Quarter 1: Quarter 1: 23 May 2024	Quarter 2: 02 August 2024	Quarter 3: 30 September 2024	Quarter 4: 29 January 2025 and continued 17 February 2025
Prof Martha Kandawa-Schulz		X	X	X
Ms Victoria Weyulu			X	X
Mr Salomon Tsanigab		X	X	XX
Dr Milton Maseke		X	X	XX
Dr Natascha Cheikyouseff		X	X	XX
Ms Priska Naimhwaka		X	X	XX
Mr Moses Moses		X	X	XX
Members	Quarter 1: 23 May 2024	Quarter 2:	Quarter 3: 13 November 2024	Quarter 4: 18 March 2025
Dr Marius Mutorwa	X		X	X
Ms Victoria Munenge	X		X	X
Mr Laban Hiwilepo	X		X	X
Dr Riaan Steenkamp	X		X	X
Dr Eliakim Hamunyela	X		X	X
Col Petrus Ndemuweda	X		X	X
Ms Loide Shaparara			X	X
Members	Quarter 1	Quarter 2	Quarter 3: 15 October 2024	Quarter 4: 19 March 2025
Dr Fillemon Nangolo			X	X
Prof. Dr Nailoke Kadhila			X	X
Dr Michael Shirungu			X	X
Dr Michael Akuupa			X	X
Ms Munolwiso Ipangelua			X	X
Ms Nzila Mubusisi			X	X
Mr Henry Ndengejeho			X	X
Mr Onesmus Joseph			X	X

Governance and Board Activities

Decisions and Oversight Activities of the Board of Commissioners

During the reporting period, the BoC fulfilled its oversight responsibilities through active engagement and regular deliberations. The NCRST achieved a 100% governance compliance score from MFPE. On the recommendation of its respective Committees, the BoC considered and approved several key resolutions aimed at supporting the organisation's strategic, financial and operational objectives.

The following resolutions were passed:

- Approval of the Audited Annual Financial Statements for the year ended 31 March 2024
- Approval of the Annual Business and Financial Plan for FY 2025/2026
- Approval of the Integrated Annual Report 2023/2024 for submission to stakeholders
- Appointment of the National Indigenous Knowledge Systems Council
- Approval of eight (8) Research Call Awards
- Approval of a Cost-of-Living Adjustment for employees as per the MFPE directive
- Approval of the Mid-Term Budget Review
- Reappointment of the Biosafety Council for a second term
- Appointment of a co-opted member to the Human Resources and Remuneration Committee
- Review and approval of the Quarterly Business Risk Register
- Approval of the revised Terms of Reference (ToRs) of the Committees and Board Charter
- Approval of policies and process documents to strengthen internal governance
- Approval of Tier 1 Scorecard and CEO Performance Agreement and signature between the Chairperson and CEO
- Approval of the Second National Programme on Research, Science, Technology and Innovation
- Approval of the Organisational Realignment Plan

In addition to these resolutions, the Board received and reviewed quarterly reports submitted by the CEO, which provided updates on:

- Implementation progress on the signed Tier 1 Scorecard and signatures of Tiers 2 and 3
- The Organisational Realignment exercise
- Council reports and key decisions
- Outstanding/legacy grants and National Programme
- Statutory and Non-statutory Compliance Reports

These activities reflect the Board's continued commitment to sound governance, strategic alignment, and delivery of the organisation's mandate in line with its legislative framework.

Statutory and Non-Statutory Compliance Overview

Stakeholders must be provided with assurance that the NCRST is being managed responsibly, ethically and in compliance with legal and regulatory requirements. In adherence to legislative and good governance obligations, compliance reports are submitted to the BoC covering statutory compliance, non-statutory corporate governance standards and performance obligations under the Governance and Performance Agreement. The reports reflect the NCRST's high level of commitment to accountability, regulatory compliance and continuous improvement. The NCRST achieved a 100% governance compliance score with the provisions of PEGA as assessed by MPFE.

Governance and Performance Agreement Compliance

The BoC signed Governance and Individual Performance Agreements with the appointing authority. This report assessed NCRST's alignment with the Governance and Individual Performance Agreements as required by the Public Enterprises Governance Act, 2019 (PEGA).

Key highlights include:

- **Integrated Strategic Business Plan (ISBP):** A revised ISBP covering five years was submitted and approved in 2023/2024 and implemented in 2024/2025, in line with section 14(5) of PEGA.
- **Annual Business and Financial Plans:** Submitted as required and reviewed upon ministerial feedback.
- **Annual Reporting and Audited Financial Statements (Integrated Annual Report):** Submitted annually by 30 September, fulfilling governance obligations.
- **Commissioner Performance Assessments:** Evaluation processes and scorecards have been initiated and Board and Committee assessments conducted.

Statutory Compliance (PEGA and RST Act)

This report confirmed NCRST's compliance with key provisions of PEGA and the RST Act.

Key achievements include:

- **Governance and Performance Agreements:** Executed with all individual Commissioners and the CEO. The CEO in turn signed performance agreements with all General Managers and Heads, while Managers and employees signed scorecards and performance agreements with their respective line managers.
- **Annual Reports and Financial Submissions:** Timely submission of annual reports, budgets and audited financial statements to relevant Ministers and stakeholders
- **Remuneration Compliance:** Adherence to the national directives governing executive and board remuneration.
- **Risk and Investment Policies:** Approved and submitted in accordance with legal requirements.
- **RST Act Provisions:** Compliance with all required elements, including committee structure, meetings, confidentiality, delegation of authority and protection of intellectual property.

Non-Statutory Compliance (NamCode and King IV Principles)

This report evaluated NCRST's governance practices against the NamCode and King IV codes of good corporate governance.

Key points include:

- **Strong Governance Structures:** Fully functional Board committees (FAC, HRC, FRST and EXCO), chaired by non-executive Commissioners, with clear ToRs.
- **Ethics and Accountability:** Approved Code of Ethics and Whistleblower Policy in place; routine disclosures of interests and confidentiality statements enforced.
- **Performance Monitoring:** Strategic and annual plans aligned to KPIs, monitored quarterly.
- **Areas for Improvement:**
 - Draft Compliance Policy and Stakeholder Engagement Strategy require formal approval.
 - Several governance policies, including Remuneration, ICT, Assurance and Succession Planning, require review and updating.
 - Absence of an Environmental Policy and Social and Ethics Policy, flagged for future development.

Sustainability Compliance Update

The NCRST continues to demonstrate alignment with sustainability principles as set out in King IV and NAMCODE. Key progress includes:

- **Environmental Sustainability:** Research and innovation grants target areas such as climate change, biotechnology and disaster risk governance, contributing to national environmental priorities and the Sustainable Development Goals (SDGs).
- **Economic Sustainability:** The ISBP aligns with national frameworks including Vision 2030, Second Haambe Prosperity Plan (HPP II) and the National Development Plans (NDPs). Funding support for innovators, research infrastructure and capacity-building drives long-term economic resilience.
- **Social Sustainability:** Inclusive innovation funding empowers youth, women and marginalised groups. Transformation and community impact remain core selection criteria.
- **Governance and Reporting:** A draft Sustainability Policy and Environmental, Social and Governance (ESG) Reporting Template have been developed and will be submitted to governance structures. Sustainability metrics will be included in the next Board report.

NCRST remains substantially compliant, with ongoing efforts to formalise policies and reporting structures to strengthen accountability and ESG integration.

Ethical Leadership and Culture

The NCRST continues to embed ethical leadership as a cornerstone of its governance culture and institutional identity. Guided by the principles of the NamCode, King IV, its establishing law and the PEGA, the Board and Executive Management lead by example to ensure that decisions and conduct align with the values of integrity, transparency, accountability, and service excellence.

Key indicators of ethical leadership at NCRST include:

- **Code of Conduct Policy:** All employees and Commissioners are bound by a Code of Conduct Policy that affirms expected behaviours, values and accountability standards.
- **Whistleblower and Anti-Fraud Policy:** This policy safeguards individuals who report unethical behaviour and reinforces a zero-tolerance approach to fraud and corruption.
- **Signed Performance Agreements:** Ethical conduct is embedded in institutional performance. A cascading system of signed performance agreements—from the Board and CEO to management to all employees—ensures alignment between leadership expectations and execution.
- **Quarterly Compliance Reporting:** Regular reports to the Board enhance transparency and provide early warnings on regulatory, financial, or operational risks.
- **Annual Reporting and Audit Integrity:** The NCRST has consistently submitted its annual reports on time and has maintained unqualified audit outcomes, confirming compliance with financial reporting and internal control standards.
- **Culture Survey:** A culture survey was conducted during the year to assess and strengthen the organisation's ethical climate and leadership behaviour.
- **Leadership Development:** Management and leadership training programmes were conducted to enhance ethical decision-making, team cohesion and role clarity across all levels of leadership.

In addition, at the commencement of every Commission meeting, all members are required to formally declare any potential conflicts of interest, declare any gifts and reaffirm their duty of confidentiality. These practices are consistently documented and signed, reinforcing a culture of openness and trust within the institution.

Together, these interventions demonstrate the NCRST's commitment to fostering a values-driven culture where ethics are not only policy but lived practice. The BoC remains committed to deepening ethical governance and promoting public trust through visible, consistent and accountable leadership.

Governance Evaluation and Improvements

In October 2024, the NCRST commissioned the Namibia Institute of Corporate Governance (NICG) to conduct an independent external governance evaluation. The review assessed the effectiveness of the BoC, its Committees (EXCO, FAC, HRC, FRST) and the Biosafety Council against the BoC Charter, ToRs, relevant legislation (RST Act, PEGA) and global best-practice standards.

The NICG utilised a confidential, online selfassessment tool consisting of 24–25 thematic statements covering compliance, decision-making, risk management and membership expertise. Responses were scored on a scale of 0 (strongly disagree) to 4 (strongly agree) and complemented by qualitative feedback. The overall effectiveness scores ranged from 3.4 to 3.5 out of 4, reflecting solid governance maturity.

The final report was presented to the subcommittees and BoC and awaits discussion and adoption of recommendations.



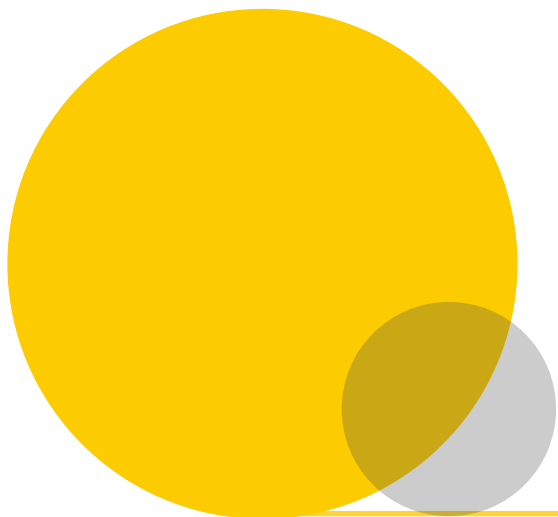
EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee (EMC) serves as the advisory leadership team to the Chief Executive Officer (CEO) responsible for driving the mandate activities, operational efficiency, governance oversight and institutional growth at NCRST. Led by the CEO, the EMC ensures alignment between executive decisions, implementation of the Board of Commissioners' strategic direction and the organisation's Integrated Strategic Business Plan (ISBP) 2024-2029, positioning NCRST as a key player in Research, Science, Technology and Innovation (RSTI) in Namibia.

Composition

Comprising eight members, the EMC includes the CEO, three General Managers (with voting rights), three Heads of Units (non-voting) and a Corporate Finance Manager (non-voting).

The CEO holds both a deliberative and a casting vote as per standard governance practices and the ToRs, ensuring decisive leadership in strategic deliberations. While the Heads of Units and the Corporate Finance Manager do not vote, they provide critical advisory input to enhance decision-making. The EMC convenes monthly, addressing key operational, legal and strategic priorities, and submits high-level recommendations to the BoC to drive institutional alignment and executive excellence.



**Prof. Dr Anicia Peters**

Chief Executive Officer
Chairperson

**Dr Nhlanhla Lupahla**

General Manager: Research,
Science, Technology and Innovation,
Coordination and Support
Voting Member

**Mr Matheus Shikongo**

Head: Quality Assurance and
Operational Excellence
(*EMC Tenure March-December 2024)
In-Attendance member

**Ms Lovisa Immanuel**

General Manager: Innovation and
Technology Department
Voting member

**Ms Maria Sheya**

Acting Head: Quality Assurance and
Operational Excellence
(*EMC Tenure January-March 2025)
In-Attendance member

**Mr Simon Nghipangwa**

General Manager: Business Support
Services
Voting member

**Ms Elizabeth Tashiya**

Head: Corporate Communication
and Marketing
In-Attendance member

**Ms Gaynor Hockey**

Head: Legal Advice and Company
Secretariat
In-Attendance member

**Ms Ndapewa Kaapangelwa**

Manager: Corporate Finance
In-Attendance member

Governance and Management

Throughout FY2024/25, the EMC reinforced strategy execution, policy governance, and institutional effectiveness. Major initiatives included redefining operational priorities, tracking strategy execution, implementing structural realignment measures, reviewing and recommending on all strategic matters as per the ISBP to the BoC, and strengthening risk management frameworks. The EMC also guided the development of key governance tools, including the updated institutional risk register, internal corporate policies and processes revision, refinements and the realignment exercise aimed at optimising workforce capabilities and the execution of mandate matters. These efforts ensure that NCRST remains adaptive and resilient in achieving its long-term objectives.

Institutional Achievements and Operational Impact

Under the EMC's leadership, NCRST executed transformative programmes and projects across research, science, technology and innovation domains as well as stakeholder engagements. Among its key accomplishments were:

- Recommendation and subsequent BoC approval of the National Bioeconomy Strategy (2024-2029), positioning Namibia as the only second among African nations with a structured bioeconomy strategy.
- Reviewed and recommend the Research Infrastructure Survey for BoC approval.
- Completion and implementation of the Finance Approval System (FAS) and the National Science Fair system.
- Recommendation and subsequent BoC approval for the appointment of National Indigenous Knowledge Systems Council members.
- Recommendation and subsequent BoC approval for the re-appointment of Biosafety Council members.
- Completion of the Second National Programme on Research, Science, Technology and Innovation (NPRSTI-II), ensuring research priorities align with national development objectives.
- Approval for hosting a United States Embassy Science Fellow from the National Science Foundation (NSF), Prof. Dr Wenda Bauchspies, for one (1) month onsite and 2 months remote at no cost to NCRST.
- Review and approval of Ruforum Conference Co-hosting.
- Finalisation of the Organisational Realignment Exercise.
- Execution of the Culture Change Survey.
- Development of the Culture Management Plan.
- Execution of management and leadership training for all management cadres.
- Advancement of the National Biotechnology Testing, Training and Research Laboratory (NBTTTL) capital project, with completion of the Environmental Impact Assessment, topographic surveys, and fencing, setting the groundwork for biosafety infrastructure development. A national bid was issued in early 2025 for the bulk services for the BTTRL capital project as the capital budgetary allocation had only been received in December 2024 from MFPE.
- Strengthened stakeholder engagement and resource mobilisation, securing strategic partnerships, grants and sponsorships.
- Strengthened national, regional and international partnerships, positioning NCRST as a regional and continental leader in RSTI.
- Approval of NCRST as co-leading agency with KENIA for the Innovation Agencies of Africa (IAA) Network.
- Ensured continued membership and obligations to national, regional and international bodies such as: Global Research Councils (GRC), International Science Council (ISC), African Union Africa Scientific Research and Innovation Council (AU-ASRIC), Science-Granting Councils In-

initiative (SGCI), Southern African Research and Innovation Management Association (SARIMA) and Public Enterprises Chief Executive Officers Forum (PE CEOs Forum).

- Recommended eight (8) grants for approval to the BoC and awarded them.
- Secured and recommended a laboratory space for the National GMO Testing Laboratory to the BoC for approval.
- Rounded oversight on all execution of all strategic programmes and projects within NCRST.

Workforce Development and Operational Efficiency

Acknowledging human capital as an essential driver of institutional success, the EMC led targeted talent development initiatives. A structural realignment exercise continued with an external consultant to enhance organisational efficiency, optimising workforce allocation in key mandate and governance areas. Training programmes in corporate governance, management and leadership development, state protocol, culture change management, risk management and stakeholder relations enhanced employee capacity. Additionally, NCRST onboarded critical full-time employees, temporary employees and interns to support intensified workload demands. Employee wellness programmes formed an important component of activities for the financial year under review. A comprehensive Culture Change Survey was undertaken with a Culture Change Plan adopted. An Interns Competition was hosted.



Figure 8: Employee Wellness Day

Financial Stewardship and Sustainability Measures

The EMC remained committed to financial sustainability and governance transparency, ensuring prudent fiscal management and effective resource allocation throughout FY2024/25. The full NAD 45 million government allocation was utilised on the planned budget activities within the provided timeframe, achieving a 100% execution rate for the operational budget. To strengthen external funding utilisation, NCRST successfully mobilised accumulatively NAD 46.1 million in external grants. This proactive resource mobilisation strategy supported key institutional programmes, reinforcing NCRST's ability to deliver impactful projects within available financial constraints. Looking ahead, the EMC will continue to drive cost control measures,

targeted investment strategies and diversified funding approaches to enhance long-term fiscal resilience and operational sustainability.

In the financial year under review, external funds resulted in NAD 12.5 million drawn and NAD 11.1 million expended, reflecting an 89% execution rate on disbursed funds. The total operational expenditure budget execution rate was at 94% for both the government budgetary allocation and the external funds mobilised.

A deficit of NAD 2.3 million was recorded for the financial year 2024/2025, mainly attributable to an increase in expenditure for mandate activities such as programme expenses and programme-specific temporary employees. NCRST had experienced unprecedented and unanticipated growth in some programmes such as the National Science Fair and Mathematics Olympiads, where participation doubled from the previous financial year.

Future Strategic Direction

As NCRST transitions into the second year of the ISBP 2024-2029, the EMC remains committed to executing the mandate functions, strengthening institutional governance, accelerating digital transformation and advancing policy-driven innovation. Key focus areas for FY2025/26 include:

- Implementation of the approved NCRST's organisational realignment for increased efficiency.
- Implementation of the NPRSTI-II
- Expanding RSTI infrastructure to support national and international research initiatives.
- Completion of phase 1 of the capital project
- Enhancing strategic partnerships and stakeholder relations to drive collaborative innovation.
- Advancing AI and digital research frameworks, reinforcing Namibia's leadership in emerging technologies.
- Increase in resource mobilisation for RSTI
- Strengthening of RSTI ecosystem
- Completion of Business Innovation Survey, R&D Infrastructure Survey and R&D Survey

Conclusion

The EMC played a pivotal role in advancing NCRST's strategic mandate through oversight on execution of strategic activities, strong governance, operational excellence and stakeholder-driven innovation. By maintaining a forward-looking leadership approach, NCRST is well-positioned to amplify its impact, drive sustainable research development and strengthen Namibia's presence in the global RSTI landscape.

NCRST
NATIONAL COMMISSION ON
RESEARCH, SCIENCE & TECHNOLOGY

BRAND PROMISE
*Fostering Excellence through Knowledge
and Innovation*



STRATEGY AND PERFORMANCE

Integrated Strategic Business Plan Overview

During the 2024/25 financial year, NCRST continued to advance its mandate under the newly approved Integrated Strategic Business Plan (ISBP) 2024-2029. This plan aligns with Namibia's national priorities, emphasising Research, Science, Technology and Innovation (RSTI) to strengthen the country's innovation landscape. It provides a structured framework for performance assessment through the CEO's Scorecard, guiding key focus areas such as RSTI coordination, promotion and development, stakeholder engagement, financial sustainability, internal processes, organisational capacity, governance, strategic partnerships and policy development. Through these pillars, NCRST continues to foster a thriving RSTI ecosystem, driving national socio-economic development while maintaining resilience in an evolving landscape.

Stakeholder Satisfaction

NCRST maintained strong stakeholder engagement throughout 2024/25, achieving an 82% satisfaction rating in the independent survey conducted by Business Intelligence Africa. Stakeholder awareness of NCRST's mission improved to 76%, demonstrating increased outreach effectiveness. Brand and Image perception scored 72%, with calls for enhanced digital visibility, especially in digital channels with a majority youthful audience, such as Instagram and TikTok. Service turnaround times met 80% of targets, showing operational responsiveness. To sustain these improvements, NCRST strengthened its communication strategies, digital engagement and direct feedback mechanisms to ensure continued growth in stakeholder confidence.

Financial Performance

NCRST demonstrated strong financial stewardship through efficient budget execution, resource mobilisation and grant management. The government budgetary allocation for operational expenditure of NAD 45 million was fully spent, achieving a 100% operational budget execution rate. However, total expenditure exceeded fund income, necessitating strategic financial adjustments. External funding utilisation reached 89%, with NAD 46.1 million mobilised through strategic grants, partnerships and sponsorships, supporting key projects. The organisation continues to refine its financial sustainability strategy, focusing on enhancing revenue generation from research services while optimising budget allocations for long-term growth.

Internal Processes and Operational Excellence

Operational efficiency was strengthened through key digital initiatives, including the automation of financial approval processes, the successful implementation of the Online Grant Management System, as well as the National Science Fair digital platforms. The NBTTRL developments include finalised environmental impact assessments, topographic surveys and fencing completion. A national open bid had been advertised for the bulk services and ground works completion of the envisaged National Innovation Valley. RSTI policy engagements remained active, ensuring NCRST aligned with national and international best practices in research administration. These advancements set a strong foundation for future digital transformation and strategic automation efforts, ensuring NCRST maintains operational excellence.

Organisational Capacity and Human Capital Development

Despite the constraint of having only 56% of vacancies on the organogram filled due to fiscal constraints, NCRST prioritised workforce development by recruiting for the budgeted critical positions, temporary employees and interns from local universities. Planned wellness programmes were conducted for all employees. Targeted training programmes enhanced employee skills, while leadership coaching, protocol training, and leadership and management training strengthened internal capacity. A Culture Change Management Survey was conducted, and a Culture Change Plan was developed, increasing employee engagement to 100%. The organisational realignment exercise followed an inclusive approach with the assistance of an external consultant, refining NCRST's structural framework for future efficiency. The organisational realignment structure was submitted to the BoC for approval at their 3rd quarterly meeting and recommended for submission to the Minister at their 4th quarterly meeting. Investments in human capital remain integral to building a resilient, high-performing organisation, ensuring NCRST sustains momentum in its RSTI mandate.

Organisational Sustainability and Governance

To ensure long-term sustainability, NCRST improved its governance processes by addressing 46.4% of internal audit findings and achieving a 100% compliance rating from MFPE. The ISBP is being implemented and the first year's ABFP has been developed and managed. The review of key legislative frameworks continued, including the RST Act, Biosafety Act and different RSTI policies. Resource optimisation efforts enhanced operational efficiency, reinforcing NCRST's ability to navigate financial and administrative challenges. Engagement with policy regulators ensured that NCRST maintained compliance while driving impactful reforms in Namibia's RSTI landscape.

Strategic Partnerships

Strategic collaborations expanded NCRST's influence, with joint initiatives focusing on key national priorities such as Green Hydrogen, AI, Disaster Risk Management and Bioeconomy. Notable agreements and MoUs were signed with Zimbabwe Research Council, UNESCO, IAA Network, ACTS, Social Security Commission (SSC), Soltice Management, Society for Development International (SID), Fly Labs Namibia, Global Talent Fund, ScaleUp Namibia, 3Es4Africa, SGCI-GEI and IDRC, fostering cross-sector innovation. NCRST maintained global representation in forums like the UN STI Summit, Global Research Council (GRC) Meeting, International Science Council (ISC), African Union's Africa Scientific Research and Innovation Council (AU-ASRI), Conference of the Parties (COP), Paris AI Conference, International Energy Association, SGCI Forum, Global Bioeconomy Summit and Global Africa Hydrogen Summit, ensuring Namibia's active participation in international research and policy discussions. AI Research and Innovation initiatives progressed, including a UNESCO-commissioned AI Readiness Assessment Methodology Report, a position on Fourth Industrial Revolution (4IR) in Africa under AU ASRIC's Africa 4IR Working Group and Namibia AI Working Group establishment as well as research grants that integrated AI.

Outlook and Strategic Focus

Looking ahead, NCRST will focus on integrating inputs from Ministry of Education, Innovation, Youth, Sport, Art & Culture (MEIYSAC) on NPRSTI-II and having this approved by Parliament, strengthening and expanding the core mandate programmes, enhancing RSTI infrastructure and securing additional funding streams. Stakeholder engagement strategies will be refined to further improve partnerships. Financial sustainability efforts will prioritise resource mobilisation and diversified revenue models to support growing research programmes. Organisational restructuring will ensure operational efficiency, preparing NCRST for sustained leadership in Namibia's RSTI ecosystem.

In conclusion, the 2024/25 financial year reflects significant progress on growth in the core mandate area of research, science, technology and innovation, improved resource mobilisation, stakeholder collaboration, partnerships and policy integration. By leveraging achievements and embracing new opportunities, NCRST remains committed to driving innovation and scientific advancement for Namibia's socio-economic growth. With a strengthened foundation, the organisation is positioned to expand its impact, ensuring that research, science, technology and innovation continue to play a pivotal role in national development.

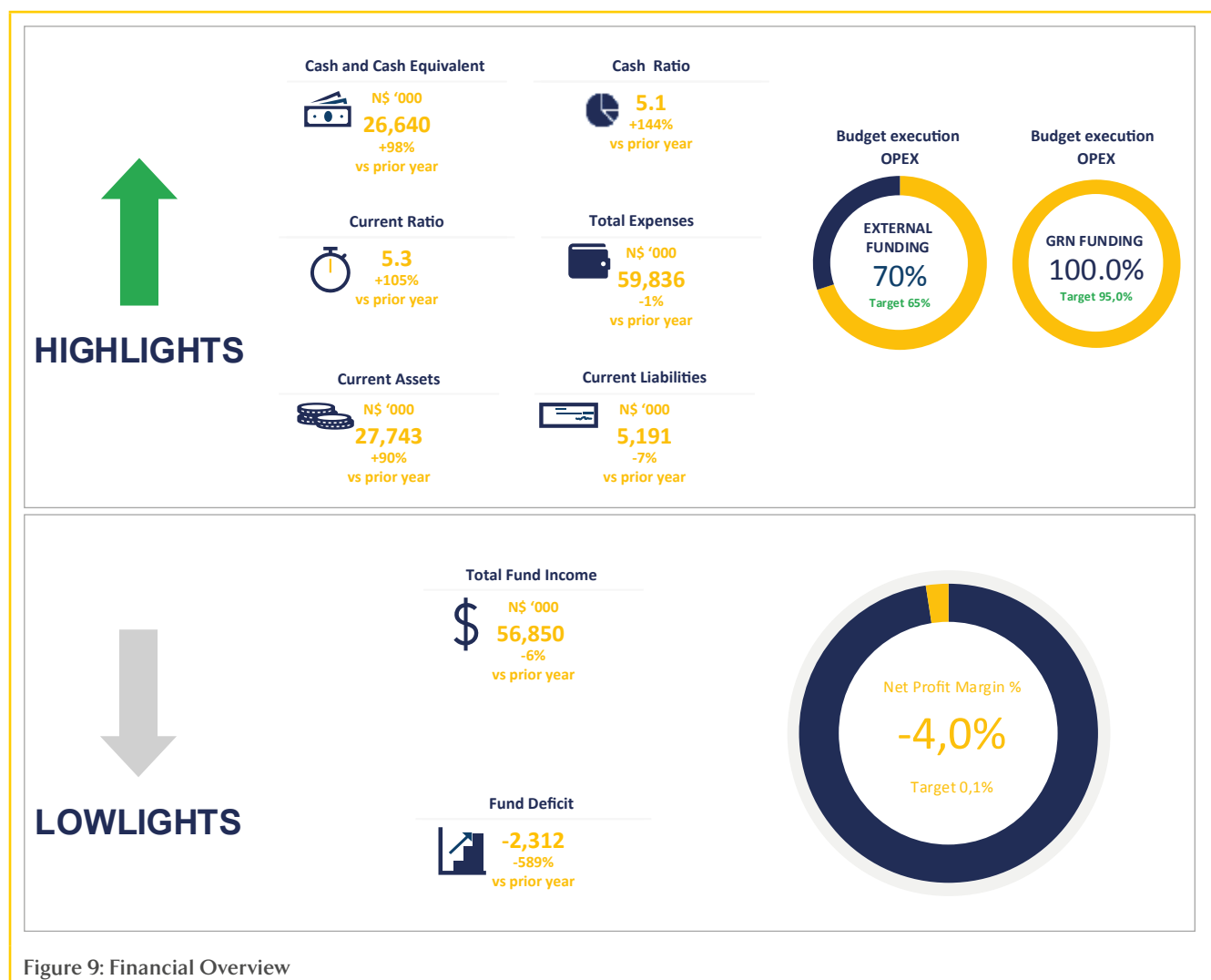
Corporate Finance and Fund Management

Financial Overview

The financial year 2024/2025 was marked by both strategic advancement and fiscal constraints for the NCRST, underscoring its unwavering commitment to delivering on its mandate despite limited financial resources. During the year under review, total fund income declined slightly to N\$56.8 million, compared to N\$60.7 million recorded in the prior year (2023/24). While shareholder support through government grants remained strong and resource mobilisation efforts intensified, core revenue streams—specifically income from research and GMO permits—continued

to be subdued, partially due to ongoing legal challenges surrounding the implementation of the Research, Science and Technology (RST) Act.

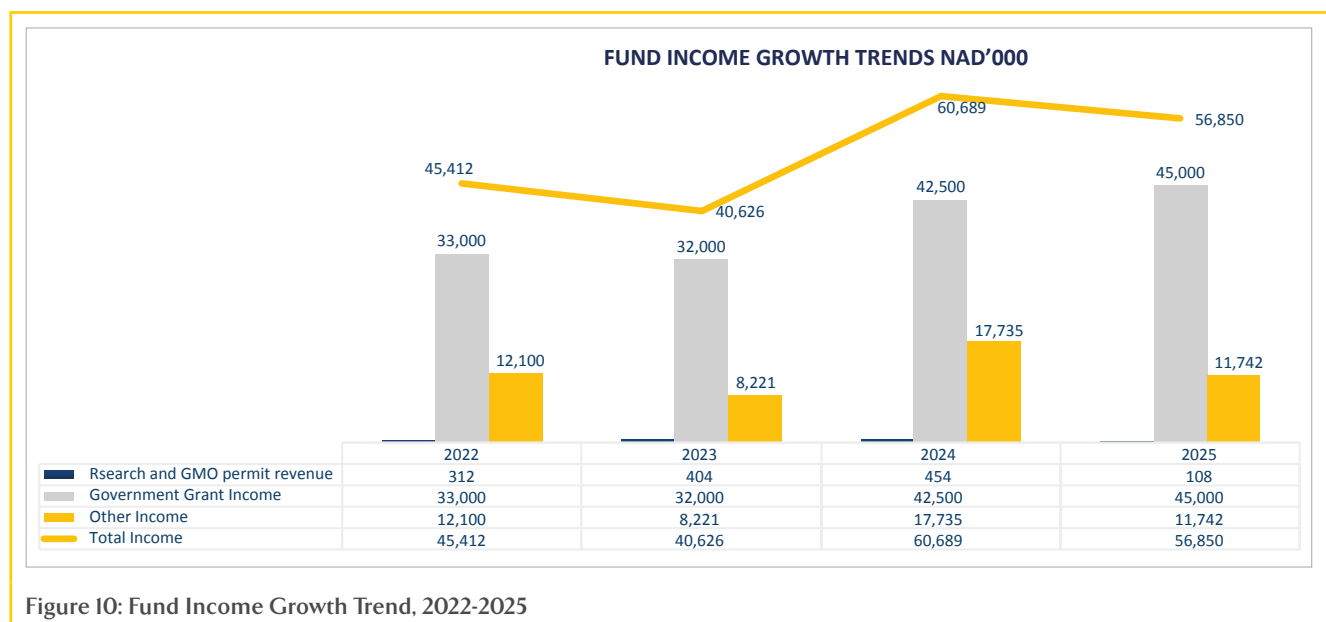
In response to the constrained revenue environment, cost containment measures remained a key management focus. Operational expenditure was marginally reduced to N\$59.8 million, down from N\$60.6 million in the prior year (2023/2024), reflecting improved fiscal discipline and prioritisation of essential spending. Despite these efforts, the Commission recorded a deficit of N\$2.3 million, compared to a surplus of N\$472,000 achieved in the prior financial year (2023/2024). This outcome reflects the funding pressures experienced during the period, coupled with ongoing expenditure requirements due to unanticipated growth in certain programme areas to support the Commission's mandate. Management, with the full support of the Board, remains committed to driving the NCRST toward long-term financial sustainability. This will be achieved through a multi-pronged approach that includes continued revenue enhancement, prudent cost management and strengthening of internal controls and risk management frameworks.



Financial Performance

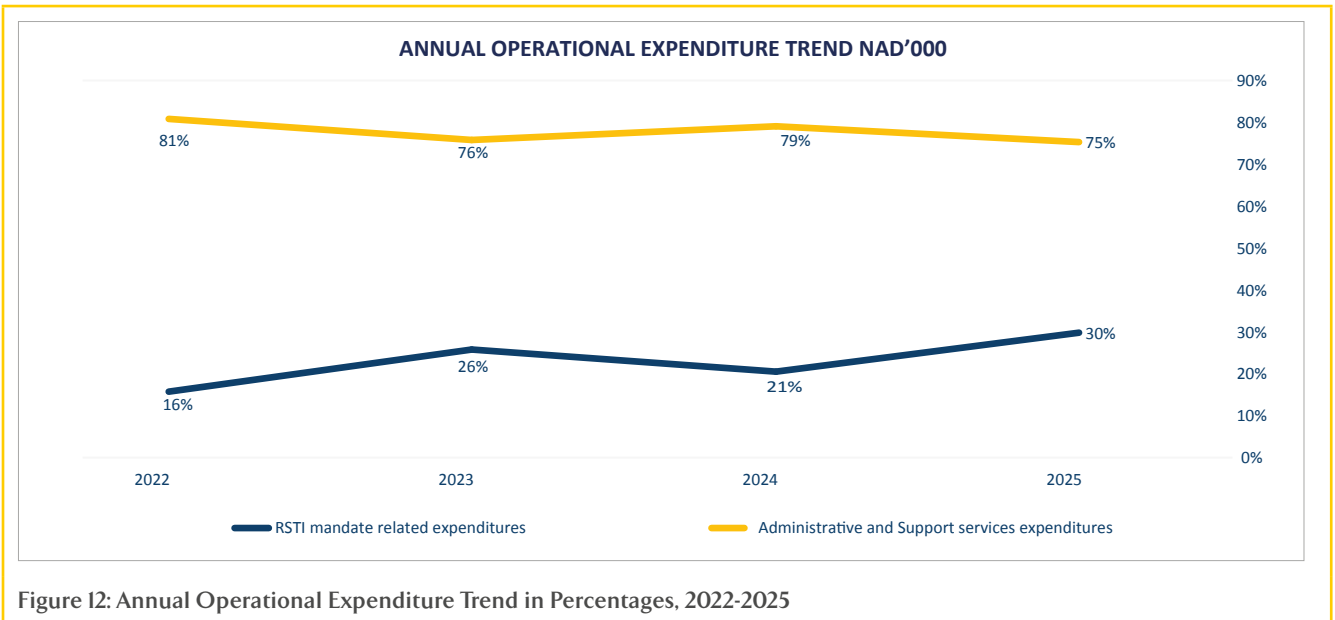
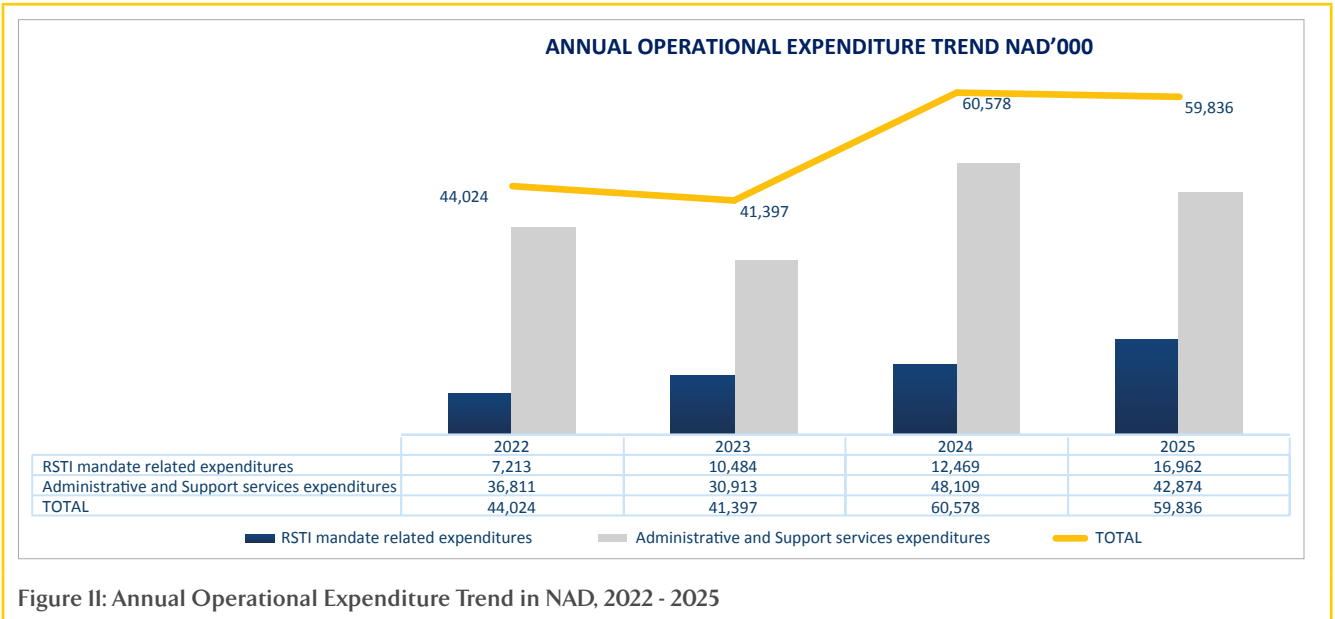
Fund Income

Fund income for the financial year 2024/2025 posted a slight decrease compared to the prior year (2023/2024). This decline is primarily attributed to a reduction in other income, as the prior year's figure included a once-off impairment reversal of N\$10.4 million for the RST Valley Project, which was recognised as other income in FY2023/2024. Despite the overall decrease in total fund income, NCRST experienced positive movements in its core funding streams during the current financial year. Notably, there was an increase in Government grant funding of 5.8%, reflecting continued shareholder support. In addition, resource mobilisation efforts intensified by 112%, resulting increase in co-funding partnerships and sponsorships. Excluding the once-off impairment, overall funding income increased by N\$9.2 million, representing an 18% growth year-on-year. A detailed breakdown is presented in the Fund Income Growth Trend below.



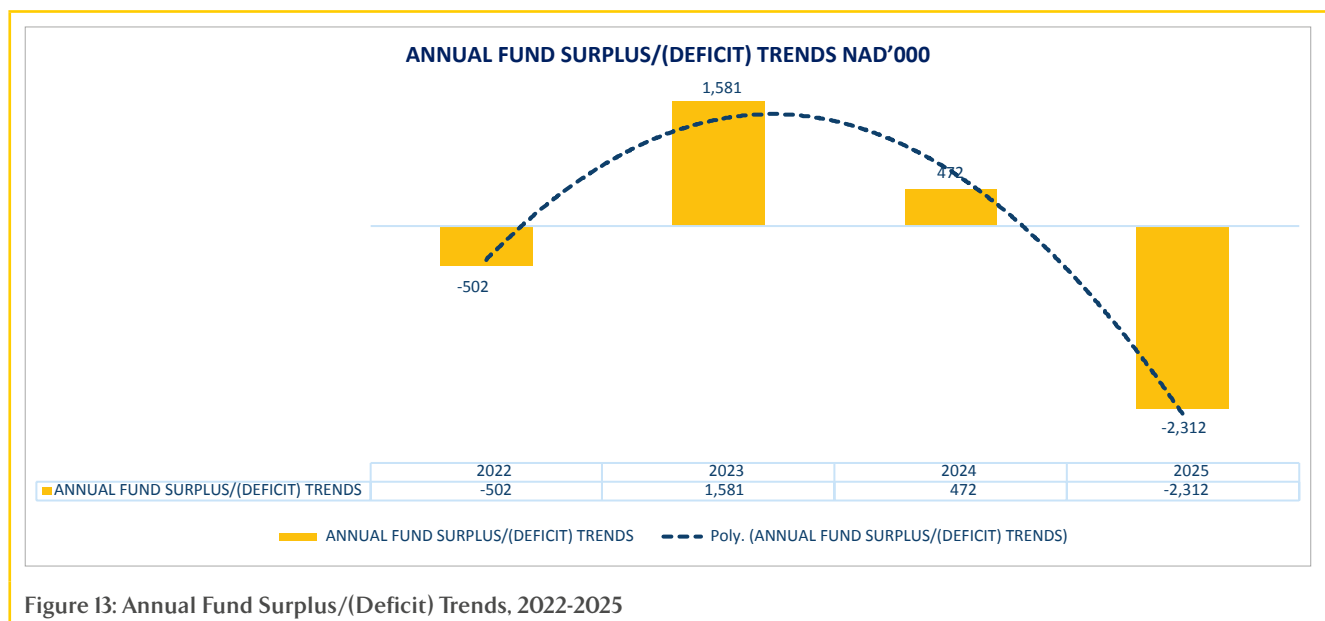
Operational Expenditures

Operational expenditure for the financial year 2024/2025 amounted to N\$59.8 million, reflecting a marginal decrease from N\$60.6 million recorded in the prior year (2023/2024). This reduction was achieved despite an increase in operational activities, as NCRST implemented firm cost-control measures in response to lower-than-anticipated external funding during the year. Management remained focused on prudent financial stewardship, ensuring that spending was prioritised in line with strategic objectives. The ability to contain operational costs amid heightened activity demonstrates NCRST's commitment to operational efficiency and value-driven expenditure.



Fund Surplus/(Deficit)

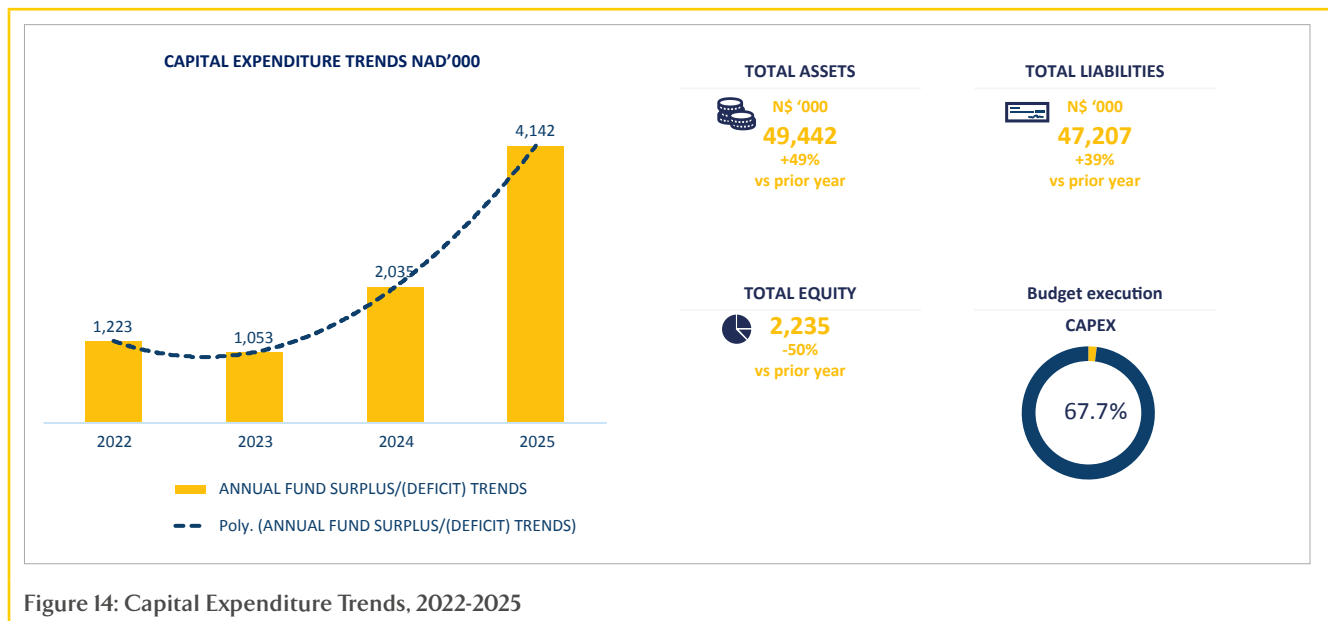
For the financial year ended 31 March 2025, the Commission recorded a deficit of N\$2.3 million, compared to a surplus of N\$472,000 in the prior financial year. The deficit is primarily attributed to the significantly lower external funding mobilisation than initially budgeted. This shortfall affected the Commission's ability to match planned revenue with committed programme activities and operational priorities, many of which had already been initiated based on projected funding inflows. Despite this, management exercised prudent financial controls to contain the deficit and remains focused on aligning future expenditure with confirmed funding sources, while actively pursuing enhanced resource mobilisation to mitigate similar risks in future periods. The illustration below depicts Fund performance in the last four (4) years.



Capital (Development) Expenditures (Capex), Liabilities and Equity

Capital expenditure for the 2024/2025 financial year increased significantly to N\$4.1 million, compared to N\$2.0 million in the prior year (2023/2024). This growth is primarily attributed to the fencing capital project for the National Biotechnology Testing, Training and Research Laboratory (NBTTRL) which forms part of the NCRST Innovation Valley, which commenced during the reporting period and was successfully completed at the beginning of the 2025/2026 financial year. Looking ahead, capital expenditure is expected to continue to grow, particularly in support of the NBTTRL, as the Commission positions itself to deliver on its mandate more effectively.

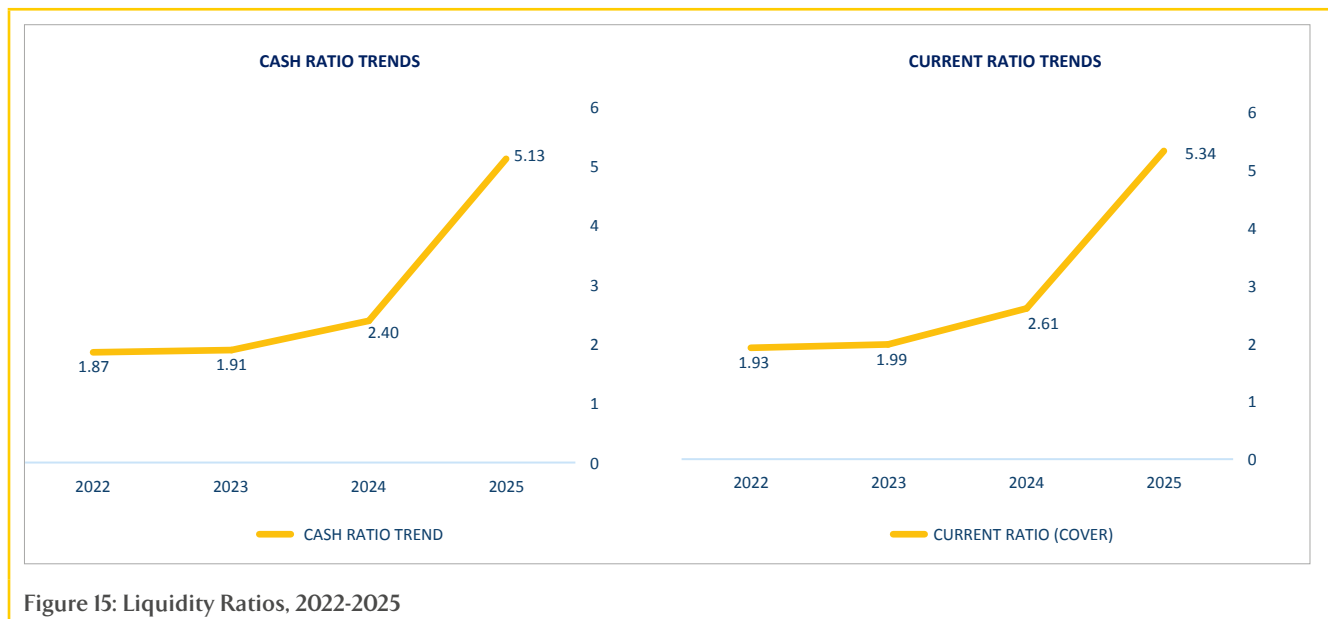
Total liabilities increased by 39% compared to the prior financial year, primarily due to the receipt of N\$20 million in capital government funding earmarked for the bulk services capital project for the NBTTRL. The N\$20 million was received in December 2024 during the 2024/2025 financial year and the bid for bulk services went out early 2025 thus it remained unutilised as at year-end, pending the finalisation of the procurement process. The related expenditure is planned for execution in the 2025/2026 financial year, in line with project timelines and implementation milestones. See Capital Expenditure Trend and Liabilities per the illustration below.



Fund Liquidity and Leverage

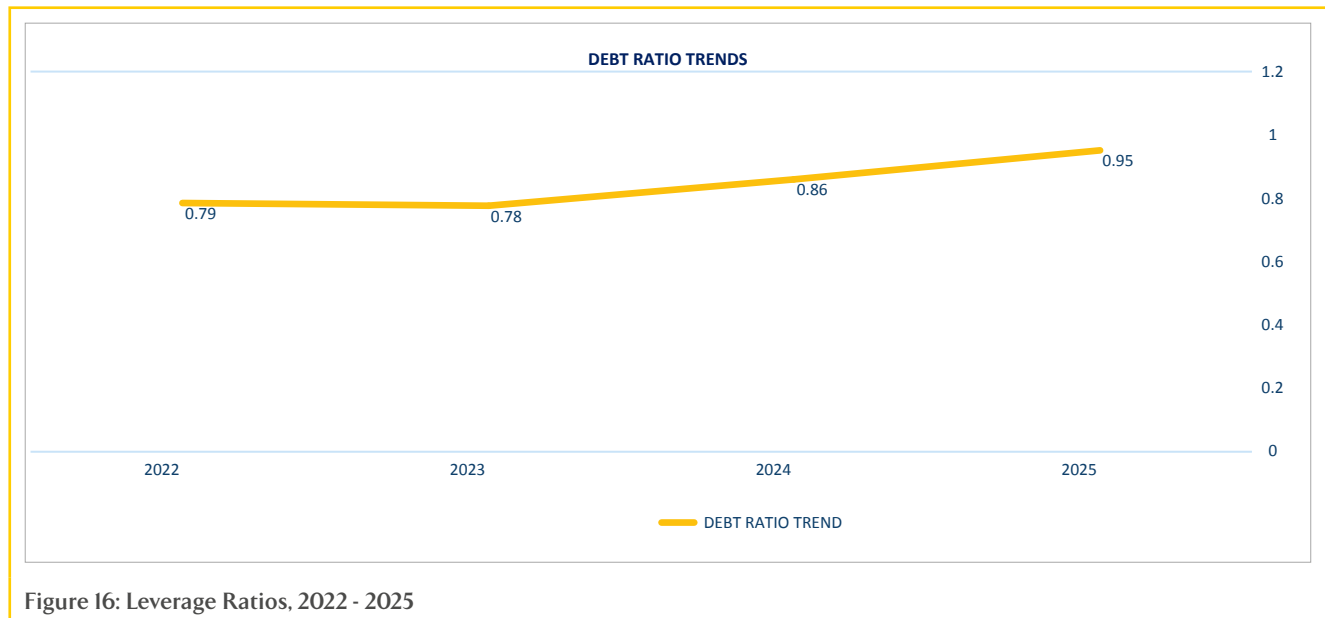
Current Ratio

NCRST demonstrated strong financial health in the 2024/2025 financial year, evidenced by a significant improvement in its current ratio, which increased from 2.6 in the prior year to 5.3. This substantial increase reflects a 2.7-point improvement, signalling enhanced liquidity and the Commission's strengthened ability to meet its short-term financial obligations. A current ratio of 5.3 indicates that NCRST holds over five times more current assets than current liabilities, highlighting prudent financial management and a stable operational foundation. This level of liquidity enables the Commission to manage its day-to-day obligations effectively while maintaining the flexibility to respond to emerging needs and opportunities.



Debt Ratio

NCRST further demonstrated notable financial health by maintaining its leverage and debt ratio below 1. This demonstrates that the Fund's total assets exceeded its total liabilities, reflecting a net asset position of the fund at the reporting date.



Achievements And Challenges

During the financial year under review, the NCRST achieved several milestones that enhanced operational efficiency, financial management and institutional capacity. NCRST successfully secured additional office space for the NGTI, ensuring expanded national GMO testing capabilities and fulfilling prospective accreditation conditions. Significant strides were made in strengthening accounting record-keeping and financial reporting, leading to timely and accurate financial disclosures. The Commission received once again an unqualified audit opinion for the 2024/2025 financial year with no audit findings, reaffirming its commitment to sound governance and compliance. Additionally, budget execution improved, reflecting better alignment between planning and implementation, while fleet management optimisation resulted in enhanced vehicle utilisation and reduced fuel-related costs. Stronger cash flow management practices further supported operational stability and financial planning, reinforcing NCRST's commitment to institutional sustainability.

Despite these achievements, NCRST continues to face key challenges that impact its ability to fully execute its mandate. The slow absorption of grant funds, due to delays in disbursement and utilisation, hinders the timely completion of project activities. Additionally, securing sustainable external funding sources remains a challenge due to limited co-financing funds available, despite ongoing resource mobilisation efforts aimed at diversifying financial support for research, science, technology and innovation initiatives.

Human Resources Development

The Commission recognises that its operations depend on the dedicated contributions of its Human Capital. As such, NCRST acknowledges its employees as the primary drivers in achieving its mission and remains committed to implementing comprehensive human resources initiatives, services and technologies aimed at nurturing, engaging and retaining talent effectively.

Employee Complement

As of 31 March 2025, the employee complement stood at **40** out of **72** (56%) permanent and executive employees across four departments.

Table 3: Employee breakdown per department

Departments	Permanent employee employees			
	Male	Female	Total	Percentage
Office of the Chief Executive Officer	2	5	7	18%
Innovation Technology Development	7	7	14	35%
Research, Science, Technology, Coordination and Support	6	2	8	20%
Business Support Services	4	7	11	27%
Total	19	21	40	100%
Total number of positions: 72 *				

*The BoC approved an additional position of a Software Developer to the Organogram which is currently filled.

Interns and Industrial Attachment

The NCRST provides internship opportunities for undergraduate students and recent graduates through a structured Work-Integrated Learning (WIL) programme in collaboration with local universities.

WIL or work-readiness training is the methodological approach of immersing students in a professional work environment to blend their academic knowledge and skills with practical workplace scenarios. This method provides students and graduates with opportunities to interact with real-world business challenges, allowing them to develop and enhance their professional skills both during their studies and after graduation.

During the reporting period, the NCRST onboarded a total of thirty-two (32) interns. Notably, several of these interns have transitioned into temporary or permanent roles within the organisation, while others have successfully secured employment elsewhere, highlighting the effectiveness of our internship programme in facilitating career advancement beyond the NCRST. The interns participated in the annual Intern Competition.



Figure 17: Intern Competition Pitches

Employee Development

NCRST remains steadfast in its commitment to continuously enhance and develop employee competencies in alignment with the organisation's strategic and operational objectives. In 2024/25, the following group training sessions have been conducted:

1. Protocol and Diplomatic Etiquette Training
2. Management and leadership Training
3. Management Coaching

These training programmes are designed to equip employees with essential skills and knowledge to effectively contribute to organisational success while upholding professional standards and compliance with relevant policies and procedures.

Several specialist capacity building and training programmes were offered to employees from external funders such as:

1. Institute of Internal Auditors on IT auditing for non-IT auditors, Internal Auditor
2. Project Management for Public Projects, China, Head: QA&OE
3. Diamond Open Access Training, Journal Coordinator
4. UCT Copy Editing Course, Journal Coordinator
5. JRS Biodiversity Proposal Writing Workshop, all employees
6. International Food Safety Short Course, Biosafety Inspectors

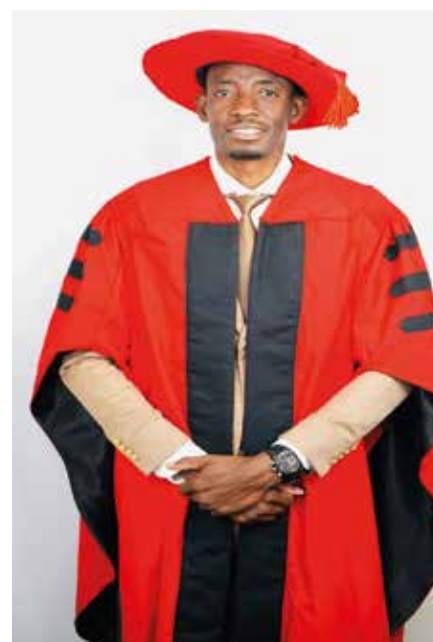


Figure 18: Dr Paulus Mungeyi, Manager: Biotechnology graduated with his PhD degree from NUST

Recruitment and Employment Equity

NCRST actively fosters a workplace culture that celebrates diversity, recognising its profound impact in bolstering resilience, fostering collaborative teamwork and enhancing overall performance. Moreover, the organisation remains steadfast in its commitment to attracting top-tier talent through a transparent and merit-based recruitment process, thereby upholding principles of fairness and equal opportunity in all aspects of employment.

Employee Wellness

Employee wellness is of paramount priority for the NCRST, recognising that the well-being of its workforce directly contributes to the organisation's ability to fulfil its mandate effectively. To this end, the NCRST has implemented a range of social and physical wellness initiatives aimed at nurturing the health and vitality of its employees.



Figure I9: Long-serving employee recognition

Risk Management

Enterprise Risk Management and Process

NCRST is dedicated to implementing best-practice governance principles and methodologies through embedding a positive risk culture. This pledge guarantees ongoing service provision, asset protection and the coordination of RSTI in Namibia.

Risks and Opportunities

In line with NCRST's corporate governance charters, the BoC retains ultimate responsibility for providing strategic direction, approving risk appetite and ensuring that risks are adequately identified, measured, monitored, managed and reported on. This enables NCRST to take advantage of risk opportunities, while closely monitoring the macro-economic factors such as the withdrawal of funding from global intergovernmental and non-governmental organisations, including donor

aid, which limits funding sources available to science granting and research councils such as the NCRST. These challenges, combined with limited institutional capacity and limited government budgetary allocation, have a detrimental impact on the Commission's ability to effectively promote and coordinate research, science, technology and innovation. While closely monitoring the challenges, the NCRST takes note of the opportunities that exist for building sustainable, locally led research systems, a robust National System of Innovation (NSI), and science and technology solutions, rather than relying solely on external aid, through increasing domestic funding, strengthening research institutions and fostering partnerships that empower African researchers and prioritise research that addresses local challenges.

Risk Management Framework

The NCRST's risk management is bolstered by a strong policy framework, a risk-focused culture and an efficient risk governance structure composed of the BoC and management. The NCRST has adopted an enterprise-wide approach to risk management, covering all identified material risks within a structured and systematic process. Oversight of risk management is vested in the BoC, specifically through the Finance, Audit and Risk Committee (FAC), which governs risk through NCRST's Enterprise Risk Management Policy. This policy encompasses the risk strategy, policies, procedures, risk appetite and tolerance. The Internal Audit and Risk Unit is responsible for coordinating the enterprise risk management function. The Commission's comprehensive process involves identifying, evaluating, analysing, monitoring and reporting on enterprise risks, business continuity and fraud risks. This approach ensures that the strategic objectives are achieved by balancing opportunities with the associated risks, without compromising the interests of the Commission's stakeholders.

Risk Appetite and Tolerance

The risk appetite measurements of NCRST are indicative of its risk strategy and business style. The Commission's risk appetite and tolerance are directly related to its ISBP and the conditions of the business environment within which it is operating. The BoC and management, after performing a rigorous exercise of the institution's risk portfolio and the financial status, made a decision to adopt a general principle of a low-risk approach, with a low-risk appetite and conservative risk tolerance levels. Articulating risk appetite and tolerance, and balancing risk and reward for sustainable, long-term results are top priorities for the BoC. Risk appetite and tolerance measures are integral to our Enterprise Risk Management Policy. These measures align with NCRST's overall strategy and objectives, considering stakeholder expectations and other strategic aspects of our operations. To ensure that risk-taking remains within the approved boundaries, the Commission have established defined risk

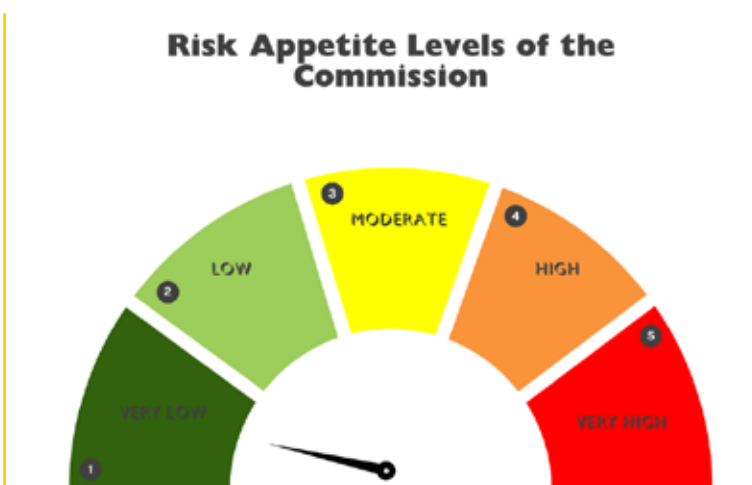


Figure 20: Risk Appetite Levels of the Commission

tolerances and key risk indicators. These measures represent permissible variations around key performance targets, while key risk indicators track trends in factors contributing to significant risks.

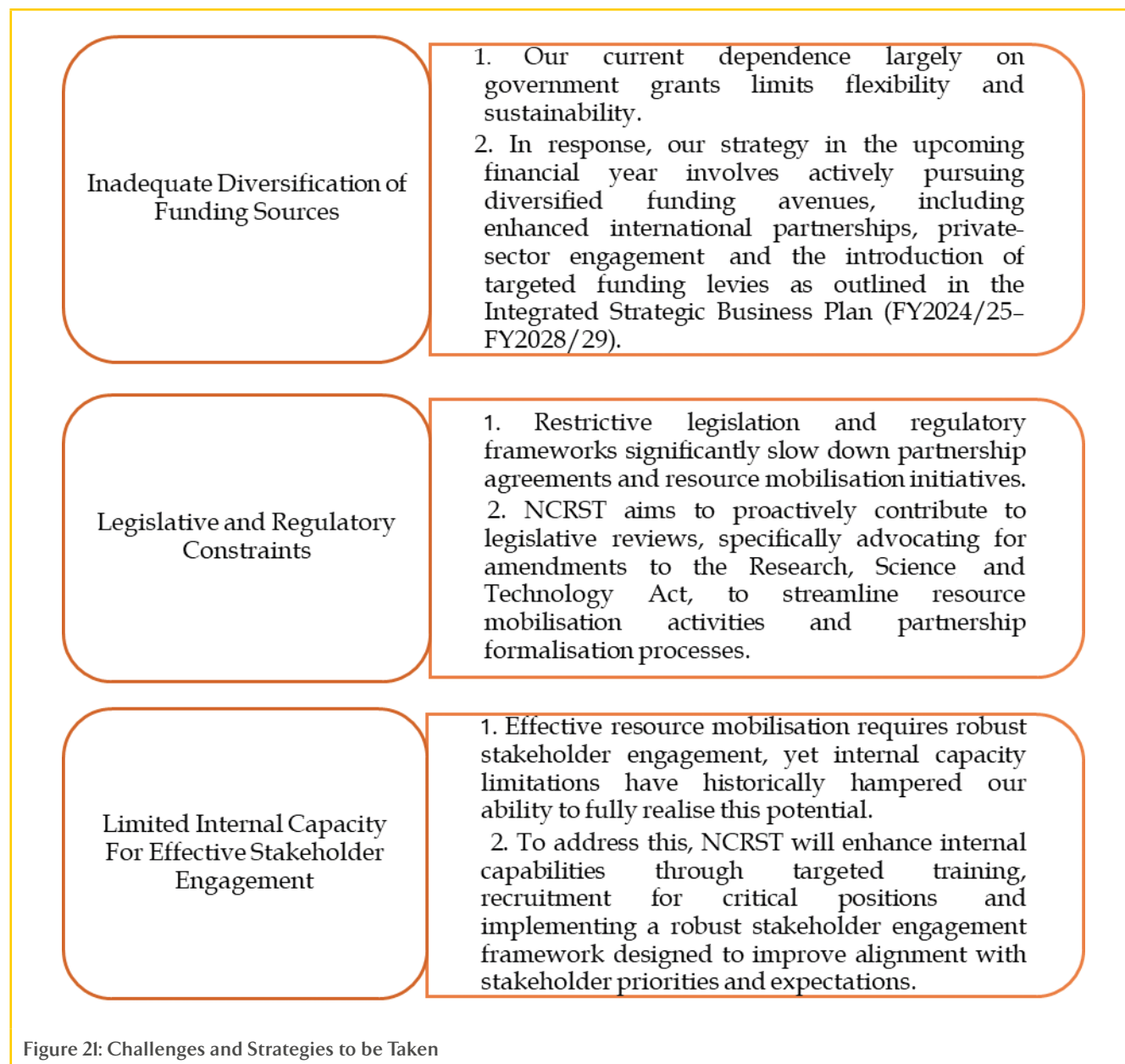
Top Risks Impacting Strategy

The following table outlines the most significant risks identified as having a material impact on NCRST's ability to coordinate research RSTI. For each risk, a summary is provided of planned activities to address the risk. These top risks, categorised within our strategic themes, are presented at the Commission's Executive Management Committee (EMC) meetings and subsequently reviewed by the FAC on a quarterly basis, before being reported to the BoC.

Table 4: Most significant risks

No	Risk Category	Risk Description	Mitigating Strategy
1	Operational Risk	Legal challenges on the NCRST Establishing Act (RST Act No. 23 of 2004)	NCRST conducted a joint workshop comprising of Office of the Attorney General and the Ministry of Justice to review the proposed legislative changes and requirements. A comprehensive memorandum on the proposals was submitted to the Minister of Higher Education, Technology and Innovation in 2024. The Commission continues to liaise with the Line Ministry and the Office of the Attorney General as primary respondents on the way forward.
2	Financial Risk	Inadequate funding to execute the mandate and operations of the NCRST	The institution will continue to engage the Line Ministry to acquire adequate funding to fully implement the ISBP, as well as enhance external resource mobilisation to grow the National RST Fund
3	Strategic Risk	Lack of confidence in the output of the biotechnology laboratory	A pre-accreditation assessment was conducted to determine the quality and competence of testing. A rental agreement for a new laboratory location was concluded in January 2025 to fulfil the requirement for the fitness certificate for a category level 2 laboratory. Critical vacancies for the laboratory were added to the budget and processes were improved and streamlined.
4	Strategic Risk	Limited coordination of the research agenda in Namibia due to the outdated National Programme on Research, Science, Technology and Innovation (NPRSTI)	The second National Programme was to be updated and finalised in line with the country's developmental goals. It was submitted to the BoC.
5	Operational Risk	Inadequate monitoring and evaluation of projects.	A Monitoring and Evaluation (M&E) Terms of Reference (ToRs) will be drafted to establish the M&E Committee.

The Commission has experienced challenges with accessibility to funding sources, a challenge that poses a material impact on the Commission’s ability to fully execute its mandate. The Commission has identified three key challenges which have limited access to funding sources, and the possible mitigating strategies in addressing these challenges, in the coming financial year. Below is a figure highlighting the challenges and strategies to be taken:



Risk Universe

With NCRST accelerating the implementation of its strategic initiatives, several risks have been recognised under these risk types as requiring more attention in the 2024/2025 financial year and beyond. The BoC is mandated to monitor all major risks and the accompanying mitigation measures. The Combined Assurance Model, which guides the Board’s evaluation of the adequacy

of NCRST's governance, risk management procedures and internal controls, is used to carry out this oversight. Through the Enterprise Risk Management process, these risks are regularly recorded and monitored.



Conduct

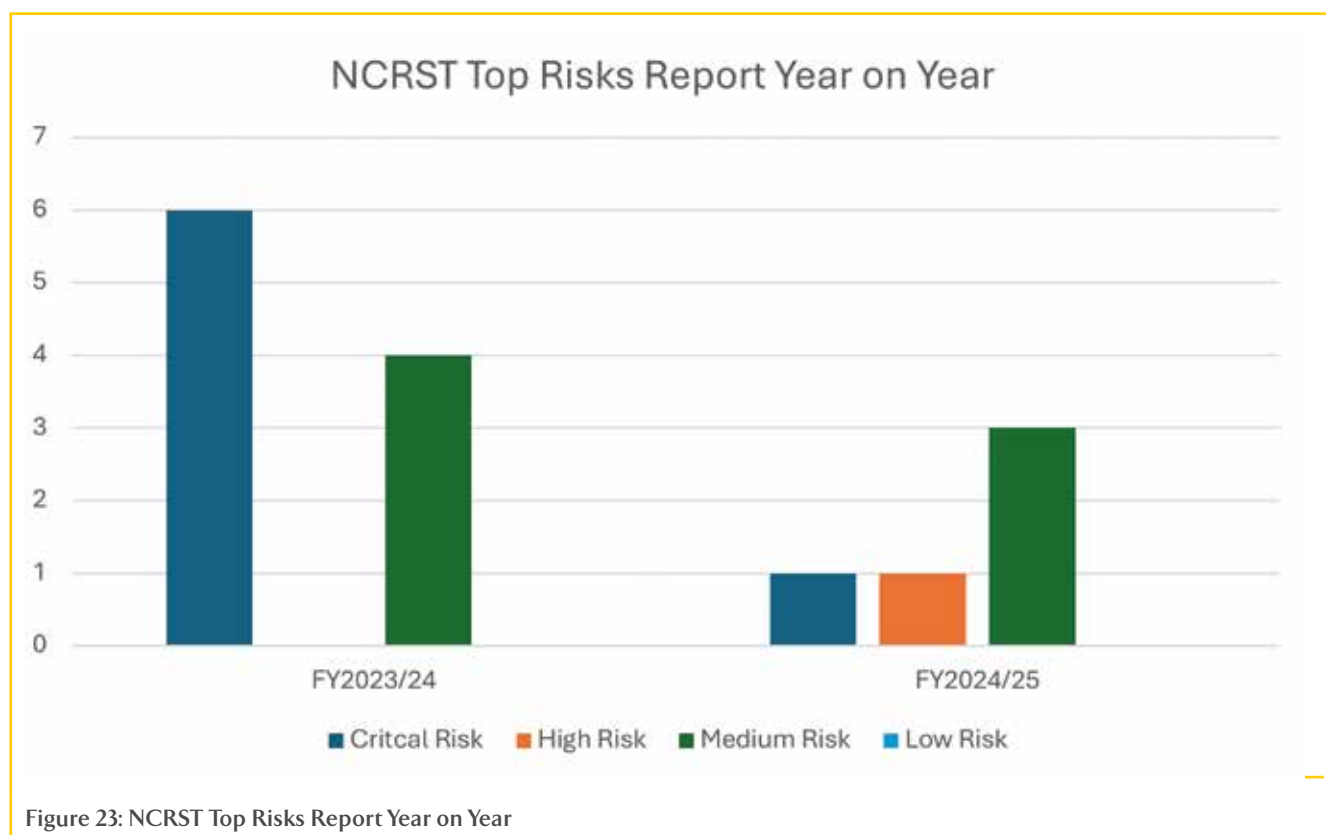
NCRST's ability to achieve its objectives is dependent on its reputation as the champion for promoting, coordinating and developing research, science, technology and innovation in Namibia. NCRST's reputation is anchored in the ethics and values that shape its culture, commensurate with the conduct of NCRST employees. The NCRST Code of Conduct and Ethics Policy require all the Commission employees to conduct themselves with integrity and to place the interests of shareholder and stakeholders at the centre of decision-making. It sets out clear principles to guide NCRST employees to navigate the correct course of action.

NCRST has well-developed processes and controls that embed policies and practices to deal with ethics-related risks. These policies consist of:

- Code of Conduct and Ethics Policy, which sets standards for ethical behaviour both internally and in dealings with stakeholders. It also regulates the receipt and giving of gifts by employees, researchers, innovators, suppliers and service providers.
- An Anti-Fraud and Whistleblower Policy which guides employees in disclosing unlawful or irregular conduct, which also assures stakeholders that no form of fraud, theft or corruption is tolerated.

Performance Against Strategy

Critical risks that have been recognised as intrinsic to the NCRST were mitigated by close collaboration between the BoC and management. To ascertain the current state of the risks and the efficacy of the strategies employed to reduce the inherent risks, particularly those classified as critical risks, a thorough risk assessment exercise was carried out at the end of the financial year 2024/2025. In comparison between FY2023/2024 to FY2024/2025, there was a notable decrease in critical risks, according to the risk assessment's findings. Furthermore, modest rises were observed in the middle and high-risk categories. The Commission has achieved success in risk management by lowering its top risks from ten in the financial year 2023/2024 to just five in the financial year 2024/2025. To sustain the Commission's long-term and sustainable business operations, the Commission is committed to bringing all important risks down to acceptable levels through careful risk assessment efforts.

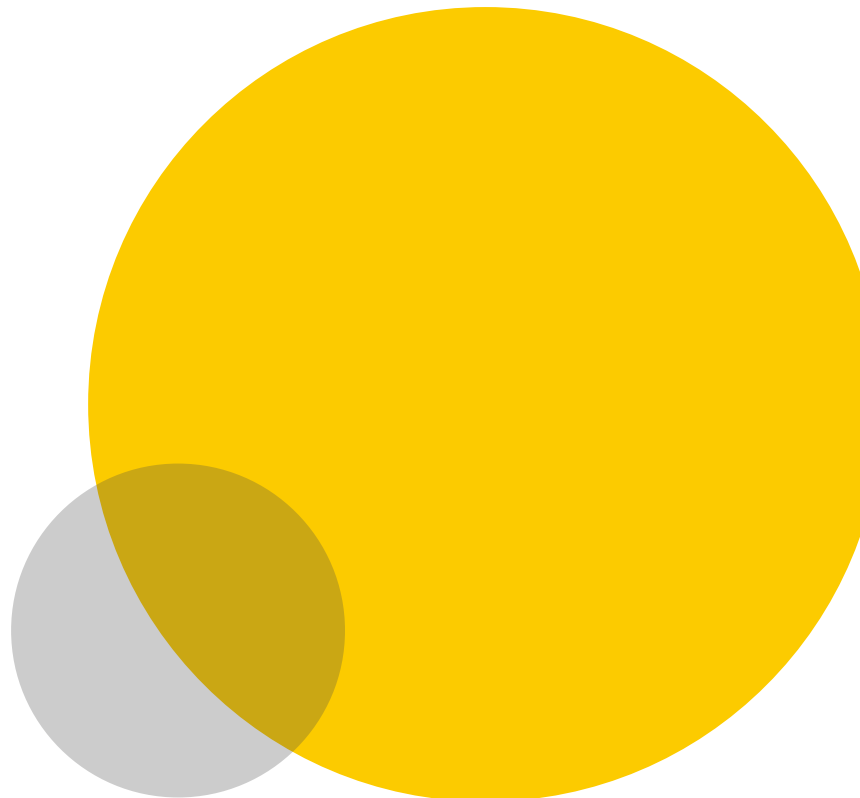


Key Focus Areas for 2025/26

Risk management is more than just a recurring task. It is a continuous, proactive procedure that is essential to technical and business management. It acts as a sentinel to spot possible roadblocks that can prevent the Commission from accomplishing its goals. To manage risks that significantly affect its operations and stakeholders, the Commission's methodology places a strong emphasis on a continuous cycle of identification, evaluation and mitigation.

In the upcoming financial year, the NCRST remains dedicated to coordinating, promoting, developing and regulating RSTI while focusing on achieving the strategic objectives that drive our commitment to outcome-based governance, risk management and compliance. Key initiatives include:

- **Ongoing Risk Monitoring:** Continuously track and report on the most significant strategic and operational risks, ensuring effective mitigation measures and transparent communication of progress and challenges.
- **Business Continuity Planning:** Review and refine Business Continuity Plans to ensure they address a wide range of potential disruptions. Regular business continuity awareness sessions and exercises will be conducted to validate the Commission's response capabilities. This plan goes beyond mere disaster recovery in that it encompasses a holistic approach to sustaining business operations during unplanned disruptions. It outlines contingencies for business processes, assets, human resources and business partners, with particular emphasis on IT disaster recovery strategies.
- **Promoting a Positive Risk Culture:** Implement periodic awareness sessions to embed a culture that understands and values proactive risk management.
- **Ethics management:** Integrity and ethical conduct form the foundation of the Commission's reputation and stakeholder trust.



OPERATIONS REVIEW





OPERATIONS AND REVIEW

This section outlines the core functions and accomplishments of the various departments within NCRST. It starts with the Office of the Chief Executive Office (OCEO) and continues through the Research, Science, Technology, Innovation, Coordination and Support (RSTICS) Department, the Innovation and Technology Development (ITD) Department and the Business Support Services (BSS) Department. The purpose is to showcase how each unit contributes to the organisation's mission of promoting RSTI to support national development.

Office of the CEO (OCEO)

The OCEO serves as the central coordinating body, providing strategic direction, operational oversight and institutional leadership. Under the guidance of the CEO, the OCEO ensures the effective implementation of NCRST's mandate, driving research, science, technology and innovation to support national development priorities. Although the General Managers report to the CEO, the Office of the CEO also comprises four specialised units: Internal Audit and Risk (IA) who reports functionally directly to the BoC but administratively to the CEO, Corporate Communication and Marketing (CCM), Legal Advice and Company Secretariat (LACS) and Quality Assurance and Operational Excellence (QA&OE). The OCEO plays a critical role in governance and compliance, stakeholder engagement, risk management and operational efficiency. In addition, the OCEO drives resource mobilisation and special projects aligned with national priorities.

Key Activities and Achievements

Strategic focus by the CEO – Research Projects and Resource Mobilisation

The CEO has prioritised resource mobilisation and the advancement of strategic initiatives aligned with national priorities. This focus led to the formation of a cross-departmental Resource Mobilisation Committee, chaired by the Acting Manager for Fund Management and Investments, to strengthen institutional fundraising efforts. In addition, NCRST has strategically positioned itself within key sectors, including Energy, Water, Critical Raw Minerals, Food Security, Health, Biotechnology, Climate Change and Artificial Intelligence (AI), reinforcing its role in shaping Namibia's RSTI landscape. The strategic focus areas for 2024/2025 were primarily in green hydrogen, water and AI.

Actively engaging in high-level national and international forums, NCRST has participated in national delegations, bilateral meetings, conferences and workshops, ensuring representation at

platforms that drive scientific progress and policy development. The CEO has served in several national, regional and international platforms as a keynote speaker, speaker or panellist. These engagements have provided opportunities for collaboration, funding mobilisation and knowledge exchange to further institutional research objectives.

Water

As part of its strategic projects, NCRST successfully hosted two Scientific and Culture Creative Forums for a secure water future under the theme “The Future of Water.” These forums were co-organised with Namibia Water Corporation (Ltd) (Namwater) and Ministry of Agriculture, Water and Rural Development (MAWRD) as key stakeholders and convened scientists, traditional knowledge holders, creatives, policymakers and international funders to explore sustainable water solutions. As a direct outcome, NCRST secured research funding through the 3 E’s 4 Africa Initiative, facilitating research calls on AI-driven solutions for water security in Namibia.



Figure 24: Scientific Culture Creative Forum on the Future of Water in Namibia, Windhoek

Energy

In the field of energy research, NCRST conducted two major studies focused on Namibia’s Energy System and Energy Transition. A study in green hydrogen skills and strategic project identification was commissioned by the Dutch Government to NCRST through Soltice Consulting. The study entailed interviews of critical stakeholders in Namibia and the Netherlands, and the report was concluded on time and submitted to the Dutch Government and the Namibia Green Hydrogen Programme. The CEO seconded the temporary researchers to her Office as a Strategic Projects Coordinator to coordinate the projects across the organisation and fundraise for such projects. The Coordinator participated in green hydrogen and science familiarisation visits to Germany, the Netherlands and Belgium as well as to different African countries.

Another study on the energy mix towards a just energy transition was fully funded by the Society for International Development (SID).



Figure 25: Familiarisation visit to Radboud University, Netherlands and Green Hydrogen Research field visit

Artificial Intelligence and other emerging technologies

Recognising the growing significance of Artificial Intelligence (AI) and the outstanding commitments on the Cabinet Resolutions to implement the recommendations of the Presidential 4IR Task Force, NCRST established an AI Working Group comprising different OMAs and public enterprises such as Ministry of Higher Education, Technology and Innovation (MHETI), Ministry of Information, Communication and Technology (MICT), Office of the Prime Minister (OPM), National Planning Commission of Namibia (NPC), Communications Regulatory Authority of Namibia (CRAN), Ministry of Education, Arts and Culture (MoEAC), Security Cluster, NUST, UNAM and IUM. The AI Working Group was tasked to establish the National Responsible AI Institute and to evaluate Namibia's preparedness for AI integration across key sectors. NCRST also issued research grants in AI in critical sectors such as health, water, etc. Additionally, the CEO was appointed as the Co-Chair of AU-ASRIC Africa Fourth Industrial Revolution (4IR) Working Group and presented a position paper on the state of 4IR in Africa that informed the development of the continental 4IR strategy and policy. Furthermore, the CEO was a speaker, moderator and chair on AI in Research Management in the Global Research Council's



Figure 26: NCRST AI Working Group landscape analysis workshop



Figure 27: CEO presentation on Africa 4IR position paper at AU-ASRIC Congress

Annual Meeting in Interlaken, Switzerland; International Science Council in Muscat, Oman, Science Granting Councils Initiative in Gaborone, Botswana, and participated as a reviewer and speaker for the American National Academy of Science, Engineering and Medicine (NAEM) in Washington, DC, United States. NCRST further participated in the United Nations Science, Technology and Innovation (UN STI) Forum in New York, United States. While participating in Green Technologies and AI in Warsaw, Poland, the CEO received an Innovation Award for her role in advancing green technologies, AI research and innovation agenda. She also served as a key AI expert for AI evaluation and metrics and different forums such as AI and Energy for the International Energy Association.



Further, UNESCO commissioned NCRST to undertake the Namibia AI Readiness Assessment Methodology (RAM). This entailed desktop studies, stakeholder engagements and a validation workshop. The study was carried out from February - March 2025, with stakeholder validations to follow in April 2025.

Green Hydrogen

In the green hydrogen sector, NCRST has actively contributed to advancing Namibia's research agenda by participating in prominent conferences and capacity-building events. These include the Africa-Germany Green Hydrogen Research Conference, Africa Global Hydrogen Conference,

Namibia Green Hydrogen Safety and PtX Conference, Two Green Hydrogen Masterclasses and the Chem4Energy Conference. Such engagements have allowed NCRST to strengthen its partnerships and remain at the forefront of research and innovation in hydrogen technologies.



Figure 28: CEO as speaker at Global Africa Hydrogen Summit

Beyond conferences, NCRST plays a crucial role in several green hydrogen taskforces, ensuring strategic alignment with national policy. Within the Green Hydrogen Research, Training and Education Task Team, the institution provides policy advice on education and training while promoting research and innovation. Key representatives included Dr Nhlanhla Lupahla and Dr Simeon Hamukoshi. Similarly, NCRST contributes to the National Standards Taskforce, offering scientific and regulatory input to ensure that hydrogen production and application adhere to international best practices.

Manufacturing and Minerals Beneficiation

NCRST is involved in the National Automotive and Mineral Beneficiation Task Team, focusing on local value addition in critical minerals, battery production and green hydrogen technologies for the transport and energy sectors. The institution advocates for R&D in critical mineral processing and hydrogen technologies, facilitates research funding and drives innovation-led economic diversification. This work aligns directly with Namibia's Vision 2030 and broader industrialisation objectives, reinforcing NCRST's commitment to research-driven development.



Figure 29: NCRST serves on the SADC Automotive and Minerals Beneficiation Task Force

Corporate Communication and Marketing (CCM) Unit

The Corporate Communication and Marketing (CCM) unit serves as the voice of NCRST, shaping its corporate identity, stakeholder engagement and public perception through targeted communication strategies and marketing initiatives. By ensuring NCRST's message reaches key audiences, stakeholders and the public, the unit strengthens institutional visibility and credibility. Core responsibilities include public relations, media and social media management, brand positioning, stakeholder engagement, crisis communication and promotional activities, all contributing to support the Commission's mandate in the advancement of RSTI development in Namibia.

Over the past year, CCM successfully implemented several strategic initiatives, including a comprehensive update of NCRST's Corporate Identity Manual, participating the Integrated Annual Report 2023/2024 development, expanding digital and media presence with a 60% increase in engagement, and strengthening stakeholder relations through focused communication campaigns. Additionally, the unit provided communication and logistical support for high-profile NCRST events such as the National Research Symposium and Innovators Gallery, the Launch of the Bioeconomy Strategy 2024-2029, the Mobile Planetarium Show, the BOOST UP 2024 National Pitching Competition, the Namibia Green Hydrogen Safety and PtX Conference, the Celebration of Women and Girls in Science, the National Science Fair and the Annual Student Symposium. CCM also enhanced internal communication frameworks, optimised media management protocols, executed sector-specific awareness campaigns and reinforced institutional visibility through streamlined budget and vendor management practices.

Internal Audit and Risk (IA) Unit

The IA Unit serves as an independent assurance provider, ensuring that risk management, governance and internal control processes operate effectively. Its mandate includes evaluating the adequacy and effectiveness of institutional controls and performance monitoring to uphold operational integrity and accountability. While the organisational structure provides for two employees, the unit was operating with a single employee, underscoring the need for efficient resource utilisation.

During the FY2024/25, the Unit led the revision and updating of the institutional Business Risk Register, ensuring alignment with the Risk Management Policy through a comprehensive risk assessment covering exposures, control environments and accounting systems. The Risk Register informed the development of a flexible, risk-based annual audit plan, incorporating identified risks and control concerns before submission to the FAC for review and approval. Further strengthening audit governance, the unit successfully updated the Internal Audit Policy, Planning Process and Execution Process documents, all of which have been approved for implementation. Additionally, two new frameworks, Risk Management Process and Special Investigations Process, were developed and formally adopted.

Throughout the year, two full-scale internal audit engagements were finalised, ensuring a 360-degree assessment of divisional operations. Alongside these engagements, the unit oversaw the continuous management and updating of Open Findings Registers, repeated findings and accepted findings, while providing ongoing risk mitigation feedback to management and the Board. As part of its continuous professional development, the unit attended specialised training by the Institute of Internal Auditors on IT auditing for non-IT auditors, equipping the team with critical skills for planned ICT audits in FY2025/26.

Legal Advice and Company Secretariat (LACS) Unit

The LACS Unit plays a pivotal role in ensuring effective governance, legal compliance and institutional integrity within NCRST. During the reporting period, the unit provided strategic legal guidance, reinforced the operation of corporate governance structures and ensured adherence to key legislative frameworks. Its mandate covers legal advisory services, contract management, corporate governance support and compliance monitoring, all of which contribute to the organisation's operational efficiency and regulatory alignment.

To strengthen governance and decision-making, LACS facilitated a comprehensive Board evaluation process, including peer reviews, chairpersons' assessments and committee evaluations, ensuring leadership effectiveness and accountability. In addition, the unit also coordinated regular Board, Committee and Council meetings, reinforcing strategic oversight and compliance. Additionally, LACS enhanced institutional risk management by finalising the Compliance Risk Management Plan (CRMP) and updating the Compliance Management Policy, aligning internal processes with statutory obligations. In further advancing compliance, the unit maintained detailed resolution logs, tracking the implementation of governance decisions and providing critical compliance insights. The successful revision and enhancement of core legal frameworks—including internal audit policies and risk management documentation—further strengthened NCRST's legal infrastructure.

LACs organised a review workshop of the current RST bill and the provisions of the High Court order along with the Office of the Attorney General, Legal Drafters in the Ministry of Justice while MHETI was invited but did not participate. A memorandum was sent to MHETI for further transmission to the Office of the Attorney General. Furthermore, NCRST made budgetary provision for stakeholder engagements on the RST bill for 2024/2025 but awaited the instruction from MHETI to commence such stakeholder engagements.



Figure 30: LACS and Internal Audit conferring on Compliance

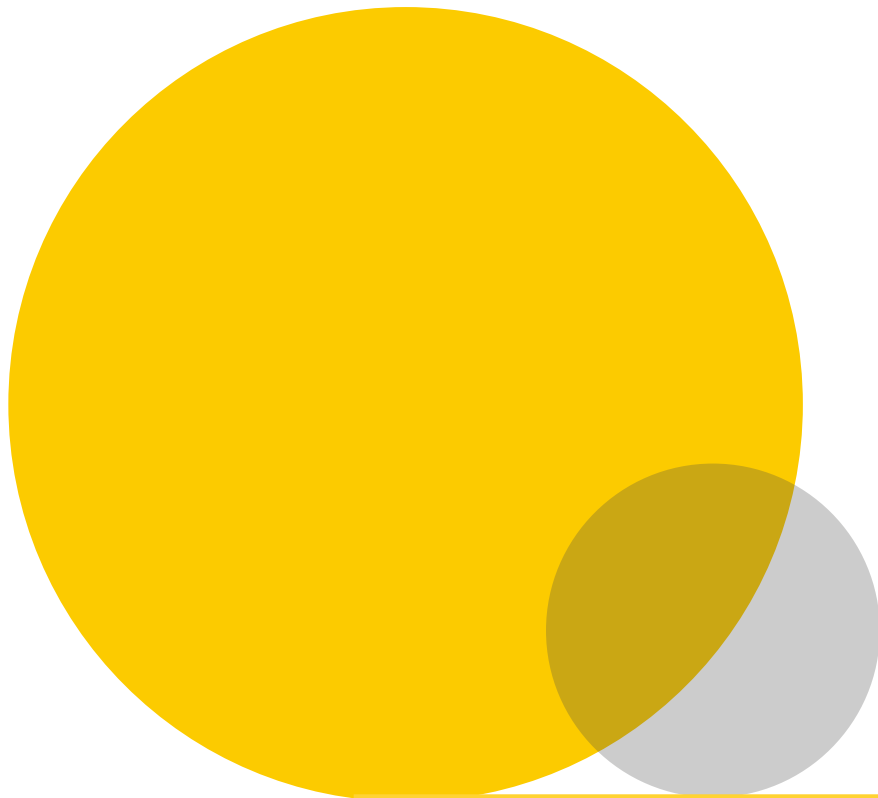
Quality Assurance and Operational Excellence (QA&OE) Unit

The QA and OE Unit remains integral to NCRST's strategic objectives, ensuring institutional efficiency and service delivery through Quality Management Systems (QMS), business process improvements and strategy management. In FY2024/25, the Division strengthened governance frameworks, optimised core business processes and enhanced stakeholder engagement by advancing the Integrated Strategic Business Plan (ISBP), supporting the business process reengineering processes, implementing QMS and maintaining the Master Document List (MDL). Additionally, the Division documented and updated organisational policies, with six policies and eight processes formally approved and implemented, ensuring alignment with regulatory and operational standards.

The Division organised a policy review workshop in Okahandja to address policy processes and review policies under development. The Division further developed the Annual Business and Financial Plan (ABFP) for 2025/2026 which was adopted by the BoC and approved by the MHETI and MFPE, as well as the Tier 1, 2, 3 Scorecards and Performance Agreements, which were signed by the CEO-Chairperson, GMs-CEO, Managers/Heads-GMs and Managers/Heads with the rest of the employees organisation-wide.

It further streamlined internal capacity-building efforts through targeted training and led a comprehensive stakeholder satisfaction assessment to inform future policy and service delivery refinements. In addition, the Division conducted the Strategic Review of the Strategic Business Review which informed the ABFP for 2024/2025.

The Division provided technical support to the NGTL by facilitating accreditation pre-assessment activities and delivering targeted quality assurance services. Additionally, the Division contributed to national standard-setting efforts by serving on the Technical Working Group for the Research Management Standard under the National Standards Institution. Despite challenges related to change management, resource constraints and policy harmonisation, QA & OE reinforced its commitment to operational excellence, strategic alignment, and fostering a culture of accountability, ensuring NCRST's continued leadership in Namibia's research, science, technology and innovation landscape.



(RSTICS)





RESEARCH, SCIENCE, TECHNOLOGY, INNOVATION, COORDINATION AND SUPPORT DEPARTMENT (RSTICS)

The Research Science Technology Innovation Coordination and Support (RSTICS) Department plays a pivotal role in advancing Research, Science, Technology and Innovation (RSTI) in Namibia through strategic programmes and institutional coordination. By fostering collaboration, resource mobilisation, development of RSTI governance frameworks and knowledge management, the Department ensures that RSTI contribute meaningfully to national priorities. The Department is headed by a General Manager who reports to the CEO and has four specialised divisions headed by Managers. Each of these divisions addresses critical aspects of Namibia's RSTI ecosystem.

The Human and Institutional Development, Science and Technology Promotion (HIDSTP) Division drives awareness, coordination and engagement in RSTI through targeted initiatives that strengthen scientific literacy and innovation. The Policies and Councils Management (PCM) Division oversees the development of the National Programme for Research, Science, Technology and Innovation (NPRSTI), conducts national research and innovation surveys and manages research institute registrations and research permits, ensuring comprehensive oversight of Namibia's research landscape. The Resource Mobilisation and Grant Management (RMGM) Division secures, administers and disseminates research funding and grants, while supporting research and innovation-driven growth. Finally, the Knowledge Management, Intellectual Property and Technology Transfer (KMIPTT) Division reinforces intellectual property rights, technology transfer and research commercialisation, ensuring Namibia's continued progress in the global knowledge economy. Together, these divisions enable effective coordination, governance and support, advancing scientific research, innovation policies and strategic funding initiatives that strengthen Namibia's RSTI capabilities.

Human and Institutional Development, Science and Technology Promotion (HIDSTP) Division

The HIDSTP Division plays a vital role in advancing capacity development for Science, Technology, Engineering and Mathematics (STEM) in Namibia by fostering awareness, coordination and innovation for the promotion of science. Through targeted programmes and strategic initiatives,

the Division focuses on STEM promotion targeting synergies across different stakeholder groups such as school learners, higher education students, scientists and researchers. The Division further focuses on programmes targeting diversity, inclusivity and equity such as enhancing gender and youth participation. Key platforms managed by the Division include the Namibia Mathematics Olympiad, National Science Fair, Mathematics and Science eLearning Centres, National Science Quiz, National Research Symposium, Women in STEM programmes and the Namibia Journal for Research, Science and Technology. These initiatives promote scientific literacy, critical thinking and knowledge exchange, equipping learners with enhanced problem-solving and communication skills. Notably, participation in Mathematics and Science Promotional Programmes has nearly doubled, growing from 7,301 in 2023 to 14,355 in 2024, underscoring their increasing impact on Namibia's education and innovation ecosystem.

Key Activities and Achievements

National Science Quiz (NSQ) 2024

The National Science Quiz (NSQ) is aimed at sparking interest in science and technology among learners while developing their communication, teamwork, confidence and strategic thinking skills.

The 2024 edition of the NSQ recorded a notable rise in participation, with 13 of the 14 regions represented by a total of 39 learners (3 per region), compared to 9 regions represented by a total of 27 learners (3 per region) in 2023, demonstrating the competition's rising popularity and impact nationwide. The national round of the competition was hosted at the Namibia University of Science and Technology (NUST) from 11-13 September 2024. The content for the NSQ was standardised by the National Directorate of Examination and Assessment (DNEA) to align with the national curriculum. The judging panel comprised three DNEA officials to ensure consistency and credibility.

Challenges in 2024 included limited advocacy of the NSQ and support capacity at school, circuit and regional levels, which affected participation and coordination of the programme. Budget constraints led to reduced award prizes and incentives as well as the number of participants. In response, the NCRST plans to introduce targeted training to strengthen regions' organisational capacity, support uniform hosting practices, enhance logistical coordination and ensure consistency.



Figure 31: Learners participating in the NSQ 2024

Namibia Mathematics Olympiad (NMO) 2024

The Namibia Mathematics Olympiad (NMO) is a national initiative designed to promote mathematical excellence and critical thinking among learners from grades 8 to 12 across all 14 regions. In 2024, the Olympiad achieved a significant milestone, with 6,501 learners from 316 secondary schools participating nationwide, up from 2,744 participants in NMO 2023, an inspiring reflection of growing interest in mathematics among the Namibian youth.

Structured in three competitive phases, the Olympiad began with two online preliminary rounds, followed by a national final round hosted in person at NUST from 11-12 September 2024.

This final stage brought together the top 84 learners from 40 schools, celebrating academic excellence and fostering a national spirit of mathematical achievement. The NMO's multi-tiered format, starting from school, regional and national levels, ensured inclusivity, fairness and equal opportunity for learners from diverse backgrounds.



Figure 32: Participants at the NMO 2024

Pan-African Mathematics Olympiad (PAMO)

In 2024, Namibia proudly participated in the Pan African Mathematics Olympiad (PAMO) for the second time, reaffirming its growing presence in the continental mathematics arena. Held at Witwatersrand University in Johannesburg, South Africa, from 10-20 August 2024, the prestigious event brought together the brightest young mathematicians from across Africa.

Namibia was represented by a gender balanced and dynamic team of six learners—three girls and three boys who exemplified the country's emerging talent and determination. Their performance was a national milestone, earning Namibia's first-ever medal at PAMO, a historic achievement that reflected both the dedication of our learners and the strengthening of STEM education in the country.

This success marks an important step in Namibia's academic journey and highlights the potential of our learners to compete and succeed at international level. Currently, arrangements are underway to engage strategic partners and sponsors in preparation for PAMO 2025 participation.



Figure 33: PAMO 2025 Preparation Bootcamp

International Mathematical Olympiad (IMO)

Namibia made its first appearance as an Observer at the prestigious International Mathematical Olympiad (IMO), held in 2024 at Bath University, in the United Kingdom. Represented by Professor Martin Mugochi from the University of Namibia (UNAM), Namibia was officially admitted to compete in IMO 2025. With this milestone, Namibia is officially on the map at both African and international levels in Mathematics Olympiads.

NCRST commenced with the mobilisation of resources to ensure the participation of Namibia's team in IMO 2025. This level of participation will undoubtedly mark a new era for Namibia's mathematical talent development and open doors for learners to engage on a truly global stage.

National Science Fair

The National Science Fair (NSF) 2024 continued to inspire curiosity and innovation across Namibia. With a mission to popularise science and technology among learners, teachers and the broader community, the NSF, a competition for learners from grades 1 to 12, serves as a vibrant platform for independent scientific inquiry. It not only nurtures scientific skills, creativity and innovation but also inculcates a deeper interest in STEM fields while building learners' confidence in public communication.

Held from 9 to 13 September 2024, the National Event and Awards Ceremony marked a milestone with participation from 13 regions, up from 12 regions in 2023. A total of 87 schools and 140 learners took part at the national level, guided and supported by 56 judges, 13 supervisory teachers and 13 regional coordinators, showcasing the incredible talent and innovative projects. Participants were recognised through various awards, including Best Region, Best School, Overall Winners and Category Winners, all reflecting the exceptional quality of projects presented. To maintain the desired NSF standards, a comprehensive two-day judges' training was held from 08 to 09 July 2024, attracting 103 teachers and 14 education officers. This training strengthened the capacity and consistency of judging. Additionally, a coordinators' engagement session took place from 19 to 20 March 2025, providing a space to reflect on NSF 2024 and begin planning for an even more impactful NSF 2025. In 2025, the plan is to assess all projects with potential for upscaling and commercialisation to be further supported by the KMIPTT Division through the Technology and Innovation Support Centres (TISC) Programme.

In a move towards efficiency, NSF 2024 introduced an early judging round based on submitted abstracts, a month ahead of the national event. This helped cut costs and time invested in the event. However, the event faced challenges such as a limited pool of judges, budget constraints and a reduction in the number of projects (from 20 to 12 per region) and available prizes and



Figure 34: National Science Fair 2024 Participant

incentives. To overcome these challenges, NCRST is committed to strengthening the NSF by expanding the judge pool through regional training and partnering with more sponsors to enhance the programme's impact and sustainability.

Another efficiency move was to host a joint Awards ceremony for all the competitions, which Debmarine Namibia generously sponsored.



Figure 35: Joint Awards ceremony for NSF, NSQ and NMO 2024

National Research Symposium

The National Research Symposium (NRS) 2024 was successfully held from 23 to 26 September 2024 in Windhoek under the theme “Unveiling Tomorrow’s Discoveries Through Inclusive Research and Innovation.” Organised by NCRST, the event served as a high-level platform for knowledge exchange, research dissemination and stakeholder engagement.

The symposium brought together more than 90 participants, including 37 presenters and 10 facilitators from across Namibia. Presentations spanned eight thematic areas, including Agriculture, Health, Indigenous Knowledge Systems, Environment, Biotechnology and Digital Technologies. In addition to research paper presentations, the event featured keynote addresses and panel discussions led by national and regional experts. Among others, keynote addresses, panel discussions and plenaries included experts from the South Africa National Research Foundation (NRF), University of Namibia (UNAM), Namibia University of Science and Technology (NUST), International University of Management (IUM), Labour Resource and Research Institute (LaRRI) and the Ministry of Higher Education, Technology and Innovation (MHETI).

A significant focus was placed on the participation of early-career researchers and support was provided to ensure their visibility and integration into the national research system. Daily programmes and a professionally designed Book of Abstracts were printed in-house and distributed during the event.



Figure 36: National Research Symposium 2024

National Journal on Research, Science and Technology (NJRST)

The National Journal on Research, Science and Technology (NJRST), with technical support from the University of Cape Town (UCT), continued to offer Namibian researchers an opportunity to impart and share knowledge through high-quality empirical and theoretical research publications.

The journal published two online issues in May and November 2024. Volume 5, Issue 1 and Volume 5, Issue 2, respectively. These combined efforts contributed to enhancing scholarly publishing in Namibia, with a continued focus on promoting open-access dissemination and developing local academic capacity in peer review and authorship.

NCRST undertook several capacity-building initiatives during the year under review. As part of these efforts, one NCRST employee attended the 2nd Global Summit on Diamond Open Access, held in Cape Town, South Africa, from 9 to 13 December 2024. In addition, a short course in copy-editing, facilitated by UCT, was funded and completed by another employee.

Policies and Councils Management (PCM) Division

The PCM Division aims to strengthen the coordination and alignment of the RSTI regulatory environment to enhance the efficiency of the National System of Innovation (MSI). This is done through the development of the policy advisory function, regulatory oversight of national research

programmes, implementation plans monitoring their implementation of registration, as well as maintaining the National STI Information Management System.

Key Activities and Achievements

National Research and Experimental Development Survey

The National Research and Experimental Development (R&D) Survey is a key component in generating STI indicators. It covers the government, business, academic, and not-for-profit sectors, using international standards set by the Frascati Manual. Alongside the Business Innovation Survey, it provides critical data to support national planning and evidence-based policymaking in Science, Technology and Innovation (STI).

The second National R&D survey report was successfully published in April 2024. The results showed that Gross Expenditure on R&D (GERD) for the 2021/2022 financial year rose to 0.73% of GDP, up from 0.34% in 2013/2014. However, the data also reveals a significant decline in government spending on R&D.

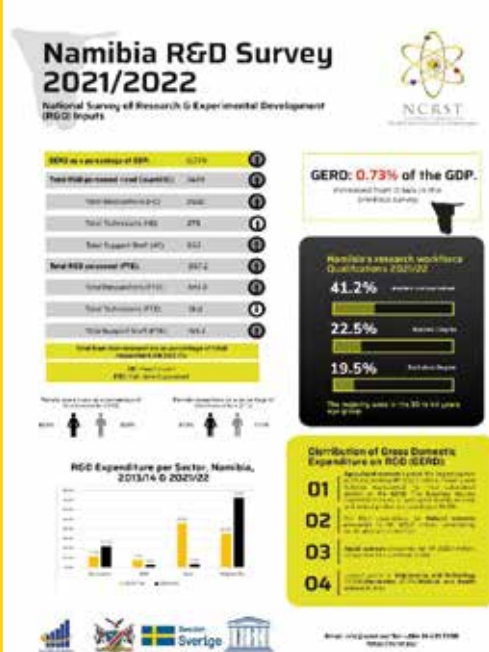


Figure 37: Namibia R&D Survey 2021/2022 key indicators as launched in 2024/2025



Figure 38: Launch of the Namibia R&D Survey 2021/2022

National Programme on Research, Science, Technology and Innovation

Section 18 of the RST Act mandates NCRST to set Namibia's national direction in RSTI through a National Programme on Research, Science, Technology and Innovation (NPRSTI) every three years or at such other intervals as the Minister may determine. The first NPRSTI covered 2014/15 to 2016/17. Following its conclusion, internal and external consultations were held to develop a second programme and subsequently, the second NPRSTI-II was developed.

This year, the PCM Division worked with other divisions to finalise the NPRSTI-II. On 14 March 2025, a key event was held in Windhoek involving all divisions and the CEO's Office, to map and prioritise the NPRSTI-II following the draft Namibia's Sixth National Development Plan (NDP6) and the SWAPO Manifesto Implementation Plan (SMIP). Following this, the Division participated in the programme drafting session from 25–27 March 2025. The NPRSTI-II has been approved by the Board of Commissioners and submitted to the MEIYAC as per the requirements of the RST Act.



Figure 39: Mapping exercise for the NPRSTI-II

National Business Innovation Survey

The Business Innovation Survey is part of a broader initiative which includes the R&D Survey among others, to generate Science, Technology and Innovation (STI) indicators that support national planning and evidence-based policymaking. Aligned with the Oslo Manual (2018), which sets international standards for measuring innovation, the survey is being implemented by the NCRST. This marked the second cycle of producing innovation indicators, following the first conducted in 2014.

Last year marked the first internal attempt to conduct the Business Innovation Survey, providing the team with hands-on experience in data collection. While the effort was not very successful, it offered valuable learning opportunities. The Division is now using these insights to prepare for a second round of data collection.

A key challenge identified was the absence of a National Business Register, which contributed to a poor response rate. In response, the Division engaged the Namibia Statistics Agency (NSA) to explore solutions. A key outcome of these engagements is NSA's recommendation for NCRST to wait until the completion of the Business Register—expected by the end of June—after which

NSA will provide full technical support. Through its engagement with African Union Development Agency – New Partnerships for Africa’s Development (AUDA-NEPAD), the PCM Division received technical support in refining the data collection tool using the Kobo Toolbox platform. In response to the challenges faced, the Division has developed an improvement plan that includes hosting a breakfast meeting to further sensitise businesses and build trust-based relationships. Once the National Business Register is finalised, the division—together with NSA—plans to officially launch the next phase of data collection.



Figure 40: Workshop on Business Innovation Survey

National Research Ethics and Integrity (REI) Framework

Research Ethics and Integrity (REI) refers to the principles and standards that ensure research is conducted with honesty, transparency, and scientific rigour. It involves maintaining ethical and professional conduct throughout the planning, execution, reporting, and application of research. Achieving this requires clear guidelines and robust institutional frameworks to ensure compliance and accountability.

The division, in collaboration with Prof. Wenda Bauchspies from the US National Science Foundation, who was on an exchange fellowship under the US Embassy Science Fellowship programme developed a draft REI framework consultatively with stakeholders.

Resource Mobilisation Initiative

The PCM Division participated in submitting a proposal—spearheaded by the Resource Mobilisation and Grant Management Division—for the Call for Expression of Interest (EOI) – Convening Fund Project. This initiative is supported by the African Centre for Technology Studies (ACTS) through the Science Granting Council Initiative (SGCI), under the project titled “Supporting Science Granting Councils (SGCs) to Convene Multistakeholder Events on Science, Technology and Innovation Issues.” The proposal, titled Conference on Strengthening STI Policy Processes and Ethics in Research and Innovation, has successfully secured funding to the amount of United State Dollar (USD) 7000.00 (N\$ 124,803.01).

Resource Mobilisation and Grant Management (RMGM) Division

The RM&GM Division is mandated to mobilise financial and non-financial resources to support RSTI initiatives, while ensuring the effective and transparent management of grants and funding mechanisms. Its core activities are thus resource mobilisation, management of grants awarded, monitoring and evaluation, dissemination of research results and its impact on society.

Key Activities and Achievements

Online Grant Management System (OGMS)

The Online Grant Management System (OGMS), hosted by the NCRST, was successfully enhanced to streamline the grant management process as it was already deployed in the previous financial year of 2023/2024. Twenty-two (22) employees from NCRST and the MHETI were trained on using the OGMS. Eight (8) calls for proposals were launched and implemented via the OGMS, and eighty-five (85) applications were successfully uploaded by various stakeholders, indicating active engagement and adoption. The research calls fell under the following thematic areas: renewable energy, water security, artificial intelligence (with applications in health and agriculture), space science, climate-smart agriculture, biotechnology and psychometric assessment.

Grant Disbursement and Strategic Resource Mobilisation

During the reporting period, NCRST allocated N\$6,818,183.50 to eight selected research projects through external funding secured, which were in implementation and expected to run until 30 September 2025. To ensure effectiveness and accountability, a comprehensive monitoring and evaluation (M&E) exercise was conducted to assess project progress, identify challenges and doc-



Figure 4I: Research Grant Awards to UNAM and NUST

ument best practices. Additionally, the impact of these projects was highlighted through success stories, including “From Research to Retail: NCRST Empowering Communities Through Innovation” and the internationally published article “Namibian Food Project Targets Protein-Rich Crops” on SciDev.Net, showcasing Namibia’s scientific advancements globally.

Beyond direct project funding, NCRST mobilised N\$5,611,306.79 through strategic partnerships and existing agreements. Key funding sources include the Science Granting Councils Initiative (SGCI II Plus Project) under the International Development Research Centre (IDRC), SGCI through the African Centre for Technology Studies (ACTS), the Upscaling Initiative supported by IDRC and the Gender Equality and Inclusivity Initiative (GEII) Project under the National Research Foundation (NRF). Additionally, the Commission expanded its global engagement by securing membership in the Belmont Forum, participating in research calls on the Water-Energy-Food-Health Nexus and Disaster Preparedness. Further strengthening its funding portfolio, NCRST partnered with 3 E’s 4 Africa to co-fund climate change mitigation and adaptation projects, reinforcing Namibia’s commitment to sustainability and innovation.

Knowledge Management, Intellectual Properties and Technology Transfer (KMIPTT) Division

The KMIPTT Division plays a critical role in developing RSTI frameworks that enhance stakeholder access to key platforms. These frameworks support researchers, scientists, innovators and R&D institutions by providing critical guidance on Knowledge Management (KM), Intellectual Property (IP) protection and facilitating pathways for technology commercialisation. By establishing institutional policies and strategies in KM, IP and Technology Transfer (TT), the Division ensures that Namibia’s innovation ecosystem remains well-structured and responsive.

A key initiative within the Division is the establishment of the NCRST Technology and Innovation Support Desk (TISC), designed to provide unrestricted access to specialised information on expired patents. Through this platform, researchers and innovators can identify, adapt and protect expired patentable products, facilitate their re-registration through Namibia’s Business and Intellectual Property Authority (BIPA), African Regional Intellectual Property Organisation (ARIPO) in Harare, Zimbabwe (regional) and World Intellectual Property Organisation (WIPO) in Geneva, Switzerland (international) via the Patent Cooperation Treaty (PCT). With its planned launch in the second quarter of FY2025/26, the TISC Desk is expected to strengthen technology-driven entrepreneurship and support Namibia’s employment creation efforts.

Key Activities and Achievements

RSTI Infrastructure Development

The KMIPTT Division, in collaboration with BIPA, secured national access to the Access to Specialised Patent Information (ASPI) website, which contains expired patent data that can be utilised for new product development through innovation and value addition activities. This initiative equips local researchers, scientists and innovators with the tools to refine, repurpose and commercialise patentable products, thus strengthening Namibia's knowledge economy. The TISC Desk, which will facilitate direct stakeholder access to these resources, is scheduled for launch in FY2025/26.

The Division partnered with BIPA, UNAM, NUST, IUM, and SCINNOVENT (Kenya) to host a national Intellectual Property Audit Methodologies workshop, educating public and private sector leaders on IP identification, valuation, commercialisation and asset management. This initiative reinforced institutional governance and compliance, equipping stakeholders with critical insights into intellectual property best practices.



Figure 42: Intellectual Property Management Workshop and Regional Collaborations



Figure 43: National Intellectual Property Audit Methodologies workshop

Collaborative Partnerships

In response to concerns about increased IP theft, the KMIPTT Division, alongside BIPA, participated in a One-Day Business Formalisation Workshop organised by NUST. The Division provided technical guidance on intellectual property rights and technology transfer for local business entities, reinforcing proactive IP protection measures. Given the Division's leadership role in the National Policy on Intellectual Property and Strategies Implementation Committee, its participation was instrumental in addressing national IP challenges and business security concerns. Through these targeted initiatives, the KMIPTT Division continues to drive Namibia's RSTI agenda, fostering IP awareness, availing commercialisation opportunities and creating collaborative partnerships that ensure a sustainable and well-integrated knowledge ecosystem.

INNOVATION TECHNOLOGY DEVELOPMENT DEPARTMENT





INNOVATION AND TECHNOLOGY DEVELOPMENT DEPARTMENT

The Innovation and Technology Development (ITD) Department plays a pivotal role in driving technological progress and fostering innovation to support Namibia's national development agenda. As a key facilitator of cutting-edge technology creation and application, the Department ensures alignment with the strategic objectives of NCRST. Structured into four (4) specialised divisions with only three (3) divisions activated which are: Biotechnology, Natural Sciences Research (NSR) and Innovation and Industrial Research (IIR). The ITD Department leads initiatives that advance scientific research, technological innovation and industrial development. By integrating biotechnological advancements, natural sciences research and industrial innovation, the Department strengthens Namibia's research ecosystem, contributing to economic diversification, technological resilience and sustainable growth. The Department is further responsible for the implementation and administration of the Biosafety Act 2006, (No 7 of 2006), through the Biosafety Council and the Namibia Biosafety Clearing House. Furthermore, the Department is responsible for administering the National Space Science Council and the National Indigenous Knowledge Systems Council, which were appointed during the financial year 2024/2025.

Biotechnology Division

The Biotechnology Division is responsible for implementing the Biosafety Act, 2006 (Act No. 7, 2006), which regulates activities involving Genetically Modified Organisms (GMOs), including research, development, production, marketing, transportation and application. This mandate is executed through GMO testing at the National GMO Testing Laboratory (NGTL), inspection services, monitoring and surveillance, ensuring regulatory compliance. The Division further serves as the Registrar of the Biosafety Council, overseeing GMO application evaluations. Additionally, it coordinates the implementation of the Bioeconomy Strategy 2024-2029, driving sustainable economic growth through science, technology and innovation.

Key Activities and Achievements

Launch of the National Bioeconomy Strategy 2024-2029

On 6 June 2024, the NCRST and the MHETI launched Namibia's Bioeconomy Strategy 2024-2029 which the NCRST has spearheaded the development thereof. This strategy aims to lever-

age scientific and technological advancements to build a competitive, resilient bio-based economy. The successful implementation of this initiative requires strategic planning and strong stakeholder collaboration, positioning Namibia as only the second country alongside South Africa with a national sustainable bioeconomy framework. The NCRST is tasked with overseeing the National Bioeconomy Strategy.



Figure 44: National Sustainable Bioeconomy Strategy Launch

Biosafety Inspections and Awareness

To enforce the Biosafety Act, 2006, the Biosafety section in the Division conducted border inspections from 24-28 June 2024 and nationwide inspections between 17-28 February 2025. These assessments ensured GMO permit compliance, uncovered unauthorised GMO activities and monitored local maize production regions in Northern Namibia (Kavango East, Kavango West) and Central Namibia (Otjozondjupa, Oshikoto).



Figure 45: Biosafety Inspections

Implementation of the “Strengthening National Biosafety Frameworks in the Southern Africa Project (SINBF)”

Namibia, represented by the NCRST as a Lead Executing Agency together with the Democratic Republic of Congo and Madagascar, are implementing a United Nations Environment Programme (UNEP) and Global Environment Facility (GEF) project titled “Strengthening the Implementation of National Biosafety Frameworks in Southern Africa” (SINBF). SINBF is an intercountry project aimed at enhancing the implementation of national biosafety frameworks in Southern Africa. Progress includes:

- Revision of the Biosafety Act, 2006 (Draft 1), conducted from 15-19 July 2024 in Swakopmund, refining legal provisions in alignment with the Cartagena Protocol on Biosafety.
- Consultative workshops with co-implementing agencies, held on 8-9 October and 19-21 November 2024 in Windhoek, gathering inputs from institutions such as Ministry of Environment, Forestry and Tourism (MEFT), MAWLR, Namibia Agronomic Board (NAB), Ministry of Industrialisation and Trade (MIT), Ministry of Health and Social Services (MOHSS), UNAM and NUST to enhance Namibia’s biosafety regulatory framework.



Figure 46: SINBF Workshop

National GMO Testing Laboratory (NGTL) Services

The NCRST has established the National GMO Testing Laboratory (NGTL) that provides testing services for Genetically Modified (GM) Products and Seeds, to ensure that only GMOs and GMO products that are approved for use in Namibia are indeed on the market and to ensure traceability along the supply chain from seed producers to final consumers in line with the Biosafety Act, 2006 (Act No. 7 of 2006) requirements. The NGTL plays a critical role in ensuring that GMO products in the market comply with Biosafety Council approvals. Beyond regulatory oversight, the laboratory serves as a research and training facility, equipping researchers and students with essential skills and access to advanced scientific equipment for their research projects. As part of its capacity-building efforts, NGTL hosted two UNAM final-year students, providing hands-on experience with Polymerase Chain Reaction (PCR) and Nano Doc equipment.

To instil trust in the testing services by stakeholders, the laboratory underwent a pre - accreditation assessment to evaluate its readiness for an accreditation in line with ISO/IEC 17025:2017 requirements. This was to identify gaps before applying for the ISO/IEC 17025: 2017 accreditation. The accredited regulatory laboratory will enable Namibia to demonstrate its competence in GMO testing. This assessment was externally carried out, Mr. Leevi Sakeus of Spectrum Namibia Laboratories & Consultancy on 30-31 July 2024.

The pre-accreditation assessment identified several non-conformances, including the insufficiency of the laboratory premises. In preparation for ISO/IEC 17025 accreditation, NGTL conducted proficiency testing, a key requirement for accreditation, alongside regular regulatory and private



Figure 47: Benchmarking visit in preparation for laboratory accreditation

testing. During the reporting period, the laboratory processed 42 samples, including 25 regulatory tests, 15 private tests and 1 proficiency test. To further strengthen its accreditation readiness, NGTL undertook a benchmarking visit to Kutsaga, Zimbabwe (24–28 March 2025), where three NGTL laboratory personnel reviewed quality management system and aligned operations with international biosafety standards, reinforcing Namibia’s biosafety framework.

The NCRST subsequently concluded a rental agreement for a suitable laboratory facility and split the biotechnology function from the biosafety function.

Natural Sciences Research (NSR) Division

The Natural Sciences Research (NSR) Division plays a critical role in the development of the National RSTI facilities. The Division leads programmes in Environmental Science, Space Science and Technology, and Indigenous Knowledge Systems (IKS). The NSR Division further provide technical support to the National Indigenous Knowledge Council and National Space Science Council.

Key Activities and Achievements

Indigenous Knowledge Systems Programme

National Indigenous Knowledge Systems Council

In compliance with Section 19(1) of the Research, Science and Technology Act, 2004, the Division facilitated the appointment and inauguration of the National Indigenous Knowledge Systems Council (NIKSC) on 15 October 2024 to provide technical advisory support for IKS programmes.



Figure 48: National Indigenous Knowledge Systems Council

National Indigenous Knowledge Systems Policy Regional Engagement Workshop

To ensure broad regional input on the draft National Indigenous Knowledge Systems Policy, the Division hosted stakeholder consultation workshops across five regions that were scheduled to be conducted in this reporting period namely: Omusati, Kunene, Otjozondjupa, Erongo and Zambezi. A Post-Mission Workshop (2–3 May 2024) was conducted to integrate regional contributions from the consultations. Additionally, a NIKSC engagement workshop (4–5 November 2024, Windhoek) refined the draft policy with feedback from the NIKSC. Following extensive stakeholder engagements and technical development, the Division finalised the National Indigenous Knowledge Systems Policy, incorporating all received inputs. The policy is currently undergoing the final vetting stage as per NCRST’s internal processes and is set for the final validation workshop and submission to the Ministry of Education, Innovation, Youth, Sports, Arts and Culture in the 2025/26 financial year.

Table 5: IKS Regional Stakeholder Consultation

Region	Date
Omusati	08 April 2024
Kunene	10 April 2024
Otjozondjupa	12 April 2024
Erongo	15 April 2024
Zambezi	12 June 2024



Figure 49: Regional stakeholder engagements for the draft IKS policy

Space Science Programme

National Space Science Council (NSSC)

The Division facilitated the National Space Science Council inception and ordinary meetings, courtesy visits to key institutions and strategic stakeholder engagements, ensuring effective governance and advisory support for space science initiatives.



International Astronomical Union General Assembly (IAU GA) 2024

The Division facilitated the participation of Namibian institutions at the International Astronomical Union General Assembly IAU-GA 2024, which took place in Cape Town, South Africa, from 05 - 13 August 2024. The NCRST funded the Namibian Booth that housed the NCRST, University of Namibia (UNAM) and Africa Millimetre Telescope (AMT). In addition, NCRST participated in the Africa-Italy Space Science visit.



Figure 50: NCRST's exhibition at the International Astronomical Union General Assembly 2024, Cape Town, South Africa

Hosting of World Space Week

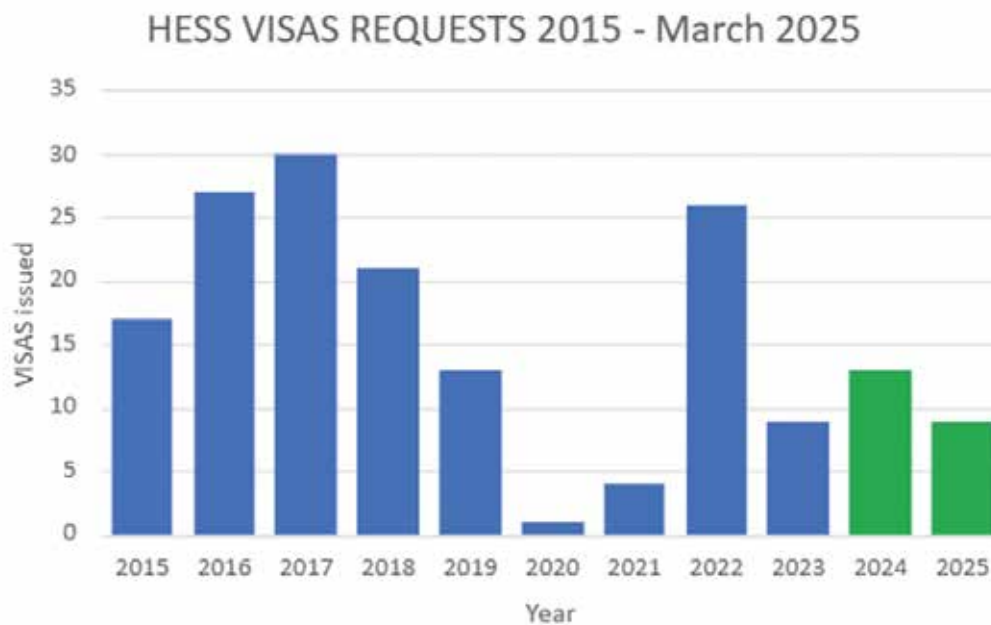
The Division successfully coordinated World Space Week (WSW) 2024 (7-10 October, Windhoek) under the theme "Space and Climate Change," featuring workshops, exhibitions, presentations, a Star Gazing Night and mobile planetarium shows. The event attracted significant participation from learners and organisations, with the next WSW scheduled for October 2025.



Figure 51: Space Week Workshop

High Energy Stereoscopic System Operations

As part of continued engagement in high-energy astrophysics, NCRST facilitated the negotiation and approval of the extension of High Energy Stereoscopic System (HESS) operations until September 2028, culminating in the signing of the 2nd Addendum to the Agreement regarding the Continuation of HESS. Additionally, the Division supported research personnel by processing 22 work visas and securing exemptions on customs and VAT import levies for essential equipment.



HESS Visa requests 2015-2025

Research Infrastructure Survey

The Division conducted the Research Infrastructure Survey and drafted the Survey Report, which is set for launch in FY2025/26 to strengthen scientific infrastructure planning and reporting.



Figure 52: NCRST staff conducting Research Infrastructure Survey at Sam Nujoma Marine and Coastal Resources Research Centre of the University of Namibia, and Gobabeb Training and Research Centre

Biotechnology Testing and Training Research Laboratory (BTTRL) Project

Significant progress has been made toward the construction of the National Biotechnology Testing and Training Research Laboratory (BTTRL) capital project, including site handover, completion of the Environmental Impact Assessment (EIA), fencing of the site, issuance of the Environmental Clearance Certificate, topographical and notarial lease surveys.

Innovation and Industrial Research (IIR) Division

The IIR Division fosters innovation by implementing focused programmes and strategic partnerships aimed at product development, process enhancement and technology adoption. It actively identifies emerging technologies and trends, supports the creation of prototypes and proof-of-concept models, and cultivates an innovative mindset among start-ups and entrepreneurs within the National System of Innovation (NSI) of Namibia. Through collaboration with external partners—including start-ups, incubators, research institutions and technology providers—the Division plays a key role in advancing and promoting new technologies and innovations development nationally, regionally and continentally.

Key Activities and Achievements

National Innovation Challenge for Women (NICW) Programme

The National Innovation Challenge for Women (NICW) is a business acceleration programme designed to foster research, development and innovation while promoting gender inclusivity in Namibia's innovation ecosystem. The initiative supports female entrepreneurs and innovators, strengthening their business ventures, enhancing deal-making opportunities and driving employment creation. By facilitating peer-to-peer networking, NICW provides a platform for shared learning, business expansion and sustainable innovation growth.



Figure 53: NCRST supported Innovators



Figure 54: Various NCRST-supported Innovations

The IIR Division continued the implementation of NICW-SSC 2021, supported by the Social Security Commission (SSC), ensuring that the four winners successfully utilised their winnings through developmental vouchers for product development and business scaling. Throughout the reporting period, the Division conducted regular inspections of procured items and finalised the programme closure report, which was submitted to SSC.

The NICW programme empowered the four winners by funding product development, enabling business expansion and job creation. It strengthened engagement with funders, partners and customers, fostering economic growth and gender inclusivity. Additionally, it provided opportunities for global networking, with participants attending the 8th Annual National Science, Technology and Innovation Conference and Exhibition, hosted by the Tanzania Commission for Science and Technology (COSTECH). The initiative aligned with National Development Plans (NDP) and global Sustainable Development Goals (SDGs), reinforcing Namibia's commitment to inclusive innovation.

The IIR Division continues to implement the NICW 2022/23 programme, supported by Debmarine Namibia, aimed at empowering female entrepreneurs through targeted business acceleration and commercialisation support. The final pitching event, held on 9 November 2023, resulted in the selection of four national winners. Subsequently, the winners signed Grant Agreements, pav-



Figure 55: Granny's Green Garden's acquired cooler and freezing unit (being installed), along with the provision of packaging materials and raw materials.

ing the way for fund disbursement. The selected winners include Granny's Green Garden, Oyetu Naturals, Petwa Aesthetics and Possible Trading CC. Each startup received funding to scale operations, enhance production capacity and strengthen market presence. By the end of the 2024/25 financial year, significant portions of the allocated funds had been utilised: Granny's Green Garden (N\$385,489.67 of N\$409,360.00), Oyetu Naturals (N\$264,667.10 38 of N\$399,020.00), Petwa Aesthetics (N\$242,271.96 of N\$419,000.00) and Possible Trading CC (N\$338,583.53 of N\$350,000.00).



Figure 56: Oyetu Naturals' acquisition of mixer and extruder, as well as marketing and product labels, packaging materials and raw materials.



Figure 57: Petwa Aesthetics acquired, among others, company signage design and staff uniforms



Figure 58: NICW recipients

The NICW programme has significantly enhanced production capacity across all four startups by utilising funding to drive innovation and growth. Granny's Green Garden expanded its operations through the acquisition of a cooler and freezing unit, alongside packaging and raw materials. Oyetu Naturals strengthened its manufacturing capabilities with a mixer and extruder, complemented by marketing, product labels and packaging materials. Petwa Aesthetics advanced its business through the development of a mobile app, investment in product testing, research, formulation, signage design and employee uniforms. Possible Trading CC improved accessibility for visually and hearing-impaired communities through the development of a mobile and web app, supported by marketing and branding initiatives.

Innovators Gallery:

The NCRST Innovators Gallery 2024 was held on 24-25 September 2024 at NIPAM, Olympia Windhoek. The event showcased the work of 22 NCRST-supported innovators and included exhibitions by four Innovation Support Hubs. This initiative highlighted the critical role of innovation in driving technological advancement and fostering economic development in Namibia. The Gallery served as a dynamic platform for innovators to showcase their projects, exchange ideas, and engage with a broad audience, including industry leaders, investors, and the public. It facilitated collaboration between innovators and key stakeholders, contributing to the growth of Namibia's innovation ecosystem.



Figure 59: NCRST supported Innovators during the 2024 Innovation Gallery

The Southern Africa Innovation Collective (SAIC) Programme

The Southern Africa Innovation Collective (SAIC) Programme enhances regional innovation co-operation and national innovation systems, fostering inclusive business growth and development across Botswana, Namibia, Tanzania, South Africa and Zambia. The SAIC Secretariat, together with national focal points and hub representatives, coordinates the annual BOOST UP Programme, which equips technology-driven startups with skills to refine business models, pitch effectively and enhance investment readiness.

As Namibia is the SAIC Focal Point, the IIR Division spearheaded national BOOST UP 2024 activities, alongside the regional event. The programme was implemented in collaboration with local innovation hubs, including the Namibia Business Innovation Institute (NBII) at NUST, Basecamp Business Incubator, Global Entrepreneurship Network (GEN) Namibia, Namibia Investment Promotion and Development Board (NIPDB) and Co-creation Hub Namibia (CcHUB). The BOOST UP 2024 Call for Applications attracted 60 applicants, with final selections conducted by the NCRST and local innovation hubs. The programme's Set Up phase consisted of five targeted training sessions, covering E-learning and prototyping (9-13 September), financial modelling (16-17 September), costing and projections (18 September), coaching and mentorship (30 September-16 October), and pitch training and fundraising (14-16 October). The BOOST UP 2024 Stand Up National Pitching Competition, held in October 2024 at NUST, saw nine (9) participants present their businesses, with two (2) national winners selected.

BOOST UP 2024 successfully capacitated 20 startups (five (5) female-led and fifteen (15) male-led) through structured training, equipping entrepreneurs with critical business and investment skills. During the National Pitching Competition, nine (9) participants competed for regional representation, with Tataleni Ilonga from Okaluli (Ausgezeichnet Technology Group CC) and Theuhill Veldtschoen from Veldtschoen Waste Management Solutions emerging as winners. Both represented Namibia at the Annual Regional Scale Up event in Gaborone, Botswana, securing third and fourth place respectively, from 25-28 November 2024, with Mr. Theuhill Veldtschoen received 30,000.00 Pula and Mr. Wilbard Lazarus: 20,000.00 Pula.



Figure 60: BoostUp in-country Final Pitch



Figure 61: BoostUp regional pitch in Botswana

Grassroot Innovation Programme (GIP)

The Grassroots Innovation Programme (GIP) is designed to promote and accelerate grassroots innovations, technologies and locally developed products, ensuring they reach the market. By fostering bottom-up innovation, GIP empowers individuals who traditionally lack access to resources to transform their ideas into viable solutions. The programme provides comprehensive support, including innovation advisory services, intellectual property protection guidance, business plan development, technology transfer and adaptation, innovation validation, incubation, commercialisation and marketplace development. Additionally, GIP delivers targeted training in social innovation, design thinking, Business Model Canvas (BMC) and pitching, equipping grassroots innovators with essential skills for business growth.

The NCRST partnered with MoEAC to implement Grassroots Innovation Training within its Community Learning and Development Centres (CLDCs). These training sessions are specifically designed to benefit coordinators and beneficiaries of the Adult Skills Development for Self-Employment (ASDSE), further supporting entrepreneurial capacity-building at the grassroots level. On 01-05 July 2024, the IIR Division conducted a Training of Trainers training for 70 CLDC Coordinators, where they capacitated the coordinators to become trainers of the GIP. This training was pivotal in preparing the coordinators to roll out the trainings at all CLDC Centres around the country.



Figure 62: CLDC Coordinator training on GIP in Windhoek



Figure 63: Grass root Innovation Training in the regions

From 24–27 June 2024, the IIR Division conducted regional stakeholders’ engagement and information-sharing sessions with innovators in the Kunene Region, specifically in Opuwo, Khorixas, Kamanjab, and Outjo. The same engagement sessions were further conducted across the Erongo Region to promote innovation and support local entrepreneurship. From Walvis Bay on 11 November to Swakopmund on 12 November, Arandis on 13 November and Karibib on 14 November, these gatherings brought together local SMMEs, entrepreneurs and key support institutions with one shared vision: fostering innovation for sustainable growth in our communities.

These sessions were organised to address the historically limited participation of the Kunene Region in the NCRST’s innovation support initiatives, such as the National Innovation Challenge, Grass-roots Innovation Programme, and Technology Stations Programme. By bringing these opportunities directly to the region, the IIR Division aimed to enhance the involvement of local Small, Medium and Micro Enterprises (SMMEs) in national innovation programs, fostering greater engagement and supporting the region’s contribution to Namibia’s innovation ecosystem.

Learners Can Innovate (LCI) Programme

The Learners Can Innovate (LCI) Programme seek to provide high-school learners with the opportunity to become critical thinkers, creative problem-solvers, and active agents of change within their communities. Through this initiative, learners are provided with the means to translate their aspirations into tangible, real-world solutions. By doing this, the program motivates them to actively participate in fostering positive change, be it through inventive creations, influential information campaigns, community service initiatives, or philanthropic endeavours. In the end, the learners were rewarded with scientific calculators and mathematical sets.



Figure 64: Learners can Innovate programme

ScaleUp Namibia (SUN)

ScaleUp Namibia (SUN) is dedicated to fostering a dynamic and inclusive entrepreneurship ecosystem, driving innovation, business growth and sustainable development. The initiative consolidates resources, collaboration and co-creation, enhancing synergies across key stakeholders to accelerate Namibia's entrepreneurial landscape.

SUN was established through a collaborative effort among five (5) organisations—NCRST, NIPDB, Namibia Business Innovation Institute (NBII) at NUST, GEN Namibia and Basecamp Business Incubator—laying the foundation for structured innovation support. Currently, SUN comprises 17 member hubs, with 15 champions across the private and public sectors actively steering its direction. The official launch was successfully held on 27 February 2025, marking a milestone in advancing Namibia's entrepreneurship ecosystem. SUN continues to engage local innovation actors through physical and online meetings, reinforcing stakeholder collaboration and ecosystem development.



Figure 65: ScaleUp Namibia launch

From 8-12 May 2024, Ms. Jacobina Amutenya represented the IIR Division at the Mauritius Emerging Tech Expo and Startup benchmarking activities in Port Louis, Mauritius. Her participation significantly deepened the Division's understanding of emerging technologies, fostered strategic partnership, and identified potential investment opportunities. Through Scale Up Namibia, the visit provided valuable insights and connections, strengthening our efforts to drive innovation and industrial research in Namibia.

Walk-in Programme

The Walk-in Programme, led by the IIR Division, provides a structured platform for Namibian innovators to pitch their ideas and receive tailor-made support from NCRST and invited experts. Through this initiative, innovators gain guidance, professional connections and strategic resources to transform their concepts into tangible, market-ready products. The process begins with innovators submitting a formal request for a consultation, after which they engage with a panel of specialists for targeted feedback, refinement and access to relevant networks.

Throughout the reporting period, the IIR Division engaged multiple innovators, offering personalised guidance and facilitating strategic linkages with external stakeholders. Among them, Jimmy Haluka (Hydrogen Engine Prototype, 12 April 2024) received guidance on patent protection, business model development, and industry exposure. Immanuel Njewatya Ndawedapo (INDUS-TRIALINK – Solvent Recycling Project, June 2024) engaged in discussions regarding his innovation's scalability. Virtual Reality Tourism Namibia (11 November 2024) refined its VR-based tourism project, focusing on market positioning and business strategy development. Additionally, Fiel Uniteson (InnoAbilities Prosthetics CC, 13 February 2025) received guidance on prototype finalisation, stakeholder engagement and funding opportunities for his affordable myoelectric prostheses targeting low-income communities. Sem Billy David (Tech Hub Infrastructure, Goreangab Dam Informal Settlement, 2 April 2025) was advised on potential funding sources, collaboration opportunities and business model development to establish a community-focused tech hub.

The Walk-in Programme continues to play a pivotal role in strengthening Namibia's innovation capacity, providing expert guidance, stakeholder linkages and commercialisation pathways for emerging ideas, ensuring sustained entrepreneurial growth within the national innovation ecosystem.

Innovation Agencies in Africa Network (IAA)

The Innovation Agencies in Africa (IAA) Network is a collaborative platform designed to strengthen national innovation ecosystems across Africa. Established to address policy incoherence, limited collaboration, capacity constraints and insufficient funding, the network fosters cross-border partnerships, institutional alignment, resource optimisation to drive sustainable and inclusive development.

On October 23, 2024, the NCRST signed an agreement with the International Development Research Centre (IDRC), securing N\$6,848,385.00 in funding to co-lead the IAA Network for three years. The NCRST is responsible for Work Package Two (WP2), in which it leads joint collaborative programmes, tackling systemic challenges such as limited commercialisation pathways, fragmented policy frameworks, weak innovation hub capacity and insufficient cross-border collaboration. The initiative enhances regional cooperation, strengthens innovation hubs and supports the commercialisation of impactful solutions. The IAA Network was officially launched at the Kenya Innovation Week 2024 on 26 November 2024, bringing together government, academia and development partners in a landmark effort to strengthen the continent's innovation systems. Key milestones achieved include the establishment of the Network Office in Windhoek (November 2024), recruitment of a Project Assistant (February 2025), procurement of essential equipment

for operational support (March 2025), and submission of programme documents for review and refinement. Additionally, ongoing recruitment for an Innovation Evaluation Specialist and continued engagement with Kenya Innovation Agency (KeNIA) to finalise the strategic direction are underway.



Figure 66: Launch of the Innovation Agencies in Africa Network at Kenya Innovation Week in November 2024.

BUSINESS SUPPORT SERVICES DEPARTMENT





BUSINESS SUPPORT SERVICES DEPARTMENT

The Business Support Services (BSS) Department plays a critical role in ensuring operational efficiency, institutional effectiveness and strategic resource management at NCRST. Through its four (4) divisions—Corporate Finance (CF), Fund Management and Investment (FMI), Human Resources and Organisational Development (HR&OD) and Information and Communication Technology (ICT) Services—the Department optimises financial resources, manages investments, enhances human capital and advances ICT infrastructure to support the Commission’s mission.

Corporate Finance (CF) Division

The CF Division, a key component of the BSS Department, plays a pivotal role in ensuring financial stewardship at NCRST. It oversees the full financial value chain, including planning, monitoring, control, reporting and compliance, ensuring optimal resource utilisation and transparency. In FY2024/25, the CF Division strengthened NCRST’s liquidity position, improving the current ratio from 3:1 to 5:1, reflecting enhanced financial resilience through proactive cash flow oversight. The Division ensured the timely submission of fund disbursement requests and maintaining uninterrupted financial operations. Additionally, it enforced strict budgetary discipline, improving operational efficiency through comprehensive financial reporting, which contributed to informed decision-making across the organisation.

The Division facilitated the external audit process for FY2024/25, ensuring the timely submission of documentation and full cooperation with auditors. The Division successfully prepared the FY2024/25 annual financial statement for external auditing, resulting in an unqualified audit opinion with no findings, demonstrating commitment to accuracy, compliance and sound financial governance. Infrastructure development progressed with the completion of Phase 1 of the NBTTRL Capital Project, marking a milestone in NCRST’s facility enhancement efforts. A groundbreaking ceremony was held to mark the start of the project.

To address automation challenges, the Division completed the automated Finance Approval System (FAS) and users tested the system, significantly improving internal financial workflows, compliance and process transparency. In response to budgetary constraints, cost-control measures were implemented, prioritising high-impact activities and optimising resource allocation, ensuring financial sustainability.

Funds Management and Investment (FMI) Division

The FMI Division complements the CF Division's efforts by administering RSTI funding, mobilising resources and supporting sustainability initiatives, aligning financial strategies with national research priorities. The Division advanced NCRST's resource mobilisation strategy, acquiring national access to the ASPI patent database to support local innovators. It initiated the development of the National Research Technology Fund Framework, completed financial verification for past funding calls and launched subscriptions to grant databases, enhancing funding opportunities for research and innovation projects.

Human Resource and Organisation Development (HROD) Division

The HR&OD Division plays a pivotal role in fostering a skilled, motivated and high-performing workforce to advance Namibia's RSTI agenda. Despite budgetary constraints, the Division successfully implemented strategic talent management, capacity building and institutional strengthening initiatives to align with NCRST's mandate. Key achievements include targeted training in management, leadership coaching, protocol and diplomacy, alongside the recruitment of critical positions and the coordination of internship opportunities with UNAM and NUST to develop future talent. The Division further led the review of the organisational structure, finalising a validated organogram for approval.

To enhance employee engagement and organisational culture, an external consultant conducted a culture survey, resulting in a culture change plan that strengthened trust, productivity and inclusivity. Additionally, the Division developed an Organisational Change Management Plan, hosted two team-building sessions and successfully coordinated Wellness Week, reinforcing NCRST's commitment to employee well-being. Compliance efforts included Occupational Health and Safety (OHS) assessments, rectifications and drills, ensuring adherence to OHS requirements, while affirmative action reporting achieved 97.8% compliance.

Information and Communication Technology (ICT) Services Division

The ICT Services Division plays a critical role in maintaining, securing and advancing NCRST's digital infrastructure, ensuring operational efficiency and institutional resilience. In FY2024/25, the Division successfully maintained core ICT systems, including servers, storage and network infrastructure, to support uninterrupted operations. It finalised and initiated the Disaster Recovery as a Service (DRaaS) project, strengthening business continuity and recovery readiness for critical systems. To enhance internal efficiency, the Division collaborated with stakeholders to automate processes, reducing manual handling and improving accountability.

The Division provided technical maintenance and user support for the Online Grant Management System (OGMS), ensuring seamless grant application processes. Security enhancements included the implementation of biometric access control, improving building security and attendance track-

ing. Additionally, the Division facilitated public engagement by supporting the development of the National Science Week website and app, ensuring smooth digital outreach. Cybersecurity remained a priority, with advanced endpoint and email protection safeguarding NCRST's digital operations.

CONCLUSION

The FY2024/25 Integrated Annual Report highlights a year of strategic transformation, reinforcing NCRST's role as a key driver of Research, Science, Technology and Innovation (RSTI) in Namibia. Through targeted initiatives, the Commission has strengthened institutional governance, expanded stakeholder engagement and mobilised critical resources to support national development priorities. These efforts have positioned NCRST as a catalyst for scientific excellence, technological advancement, and inclusive innovation.

This year's achievements reflect NCRST's commitment to bridging research with real-world impact, ensuring that scientific discoveries translate into solutions that drive economic diversification and societal progress. The successful implementation of key programmes—including the National R&D Survey, Namibia Sustainable Bioeconomy Strategy, NPRSTI-II, research awards and research ecosystem strengthening, science promotion programmes, emerging technology programmes, innovation programmes, along with the regulatory mandate —demonstrates the Commission's ability to foster innovation-driven entrepreneurship, enhance research capacity and promote technology transfer. Digital transformation efforts, such as the OGMS and FAS, as well as the NSF website and app rollout, have further streamlined operations, improving efficiency and transparency.

Despite these successes, challenges remain. Funding constraints, infrastructure development and policy harmonisation continue to require strategic focus. NCRST recognises the need for enhanced resource mobilisation, strengthened institutional frameworks and deeper stakeholder collaboration to address these gaps effectively. The Commission is committed to refining its approach, ensuring that research funding mechanisms are more sustainable, infrastructure investments are aligned with national priorities and policy frameworks support long-term innovation growth.

Looking ahead, NCRST will deepen its efforts in AI and digital transformation, research excellence and funding, RSTI capacity-building and infrastructure development, ensuring Namibia's RSTI ecosystem remains globally competitive and addresses Namibia's socio-economic challenges. The Commission will further focus on expanding research infrastructure, strengthening governance frameworks and fostering cross-sector collaboration to drive inclusive innovation. By leveraging emerging technologies and aligning research priorities with national development goals, NCRST will continue to shape a future where science and technology serve as powerful drivers of sustainable growth.

As NCRST moves forward, it remains dedicated to driving scientific excellence, fostering innovation, and strengthening Namibia's position as a leader in transformative RSTI development. By embracing new opportunities and refining its strategic direction, the Commission will continue to shape a future where research and technology serve as powerful drivers of sustainable growth and societal well-being. The foundation laid in FY2024/25 provides a strong platform for continued success, ensuring that Namibia's RSTI ecosystem remains resilient, adaptive, and forward-looking.

Through collaboration, innovation and strategic foresight, NCRST will continue to empower researchers, innovators and entrepreneurs, ensuring that scientific advancements translate into meaningful and impactful economic and social impact. As Namibia transitions toward a knowledge- and technology-based economy, NCRST reaffirms its commitment to scientific excellence, technological resilience and sustainable innovation, driving national progress and global competitiveness through research.

AUDITED FINANCIAL STATEMENTS



National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

General Information

Country of incorporation and domicile	Namibia
Nature of business and principal activities	The Fund to coordinate, facilitate and develop research, science and technology in Namibia. The Fund is administered by the National Commission on Research, Science and Technology (NCRST).
Directors	Prof. Jacob Nyambe Chairperson Prof. Teresia Kaulihowa Vice Chairperson Mr. Titus T. Kanyanda Chairperson: Finance, Audit and Risk Committee Dr. Alisa Amupolo Prof. Fillemon N. Nangolo Dr. Marius Mutorwa Ms. Nailoke Mhanda
Business address	22 Jason Hamutenya Ndadi Street Olympia Windhoek
Postal address	Private Bag 13253 Windhoek Namibia 9000
Bankers	First National Bank Namibia
Auditors	Grand Namibia Chartered Accountants (Namibia) Registered Accountants and Auditors Grand Namibia 9 Axali Doeseb Street Windhoek Windhoek 9000

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

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

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National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Commissioners' Responsibilities and Approval

The Commissioners are required by the Research, Science and Technology Act 23 of 2004, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Fund as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

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

The commissioners are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The commissioners have reviewed the Fund's cash flow forecast for the year to March 31, 2026 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Fund's annual financial statements. The annual financial statements have been examined by the Fund's external auditors and their report is presented on page 7 - 9.

The annual financial statements set out on pages 10 to 24, which have been prepared on the going concern basis, were approved by the board of directors on July 31, 2025 and were signed on its behalf by:

Approval of annual financial statements



Prof. Jacob Nyambe Chairperson



Mr. Titus T. Kanyanda
Chairperson: Finance, Audit and Risk Committee

Thursday, July 31, 2025

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Commissioners' Report

The commissioners have pleasure in submitting their report on the annual financial statements of National Research, Science and Technology Fund for the year ended March 31, 2025.

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Research, Science and Technology Act 23 of 2004. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

2. Auditors

Grand Namibia Chartered Accountants and Auditors

3. Secretary

The company secretary is Ms. Gaynor Hockey.

4. Commissioners

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

Commissioners	Designation	Nationality	
Prof. Jacob Nyambe	Chairperson	Non-executive Independent	Namibian
Prof. Teresia Kaulihowa	Vice Chairperson	Non-executive Independent	Namibian
Mr. Titus T. Kanyanda	Chairperson: Finance, Audit and Risk Committee	Non-executive Independent	Namibian
Dr. Alisa Amupolo		Non-executive Independent	Namibian
Prof. Fillemon N. Nangolo		Non-executive Independent	Namibia
Dr. Marius Mutorwa		Non-executive Independent	Namibian
Prof. Martha Kandawa-Schulz		Non-executive Independent	Namibian
Ms. Nailoke Mhanda		Non-executive Independent	Namibian

Resigned Sunday, June 30, 2024

There have been no changes to the directorate for the period under review.

5. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the Fund or in the policy regarding their use.

At March 31, 2025 the Fund's investment in property, plant and equipment amounted to N\$21,608,028 (2024:N\$18,542,410), of which N\$4,142,219 (2024: N\$2,034,948) was added in the current year through additions.

6. Events after the reporting period

The commissioners are not aware of any material event which occurred after the reporting date and up to the date of this report.

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Commissioners' Report

7. Going concern

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

The commissioners believe that the Fund has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The commissioners have satisfied themselves that the Fund is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The commissioners are not aware of any new material changes that may adversely impact the Fund. The commissioners are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Fund.

8. Liquidity and solvency

The commissioners have performed the required liquidity and solvency tests required by the Research, Science and Technology Act 23 of 2004.

9. Terms of appointment of the auditors

Grand Namibia were appointed as the Fund's auditors for a fixed period of three (3) years until financial year ending, Tuesday, March 31, 2026. Included in deficit for the year is the agreed auditor's remuneration of N\$168,648.

10. Date of authorisation for issue of annual financial statements

The annual financial statements have been authorised for issue by the commissioners on Thursday, July 31, 2025. No authority was given to anyone to amend the annual financial statements after the date of issue.

The annual financial statements set out on page 10, which have been prepared on the going concern basis, were approved by the board of directors on July 31, 2025, and were signed on its behalf by:

Approval of annual financial statements



Prof. Jacob Nyambe Chairperson
Non-executive
Thursday, July 31, 2025



Grand Namibia

Chartered Accountants & Auditors

INDEPENDENT AUDITOR'S REPORT

To the Commissioners of the National Commission on Research Science and Technology (NCRST)

Opinion

We have audited the annual financial statements of Metropol National Commission on Research Science and Technology ("the Commission") set out on pages 10 to 24 which comprise the statement of financial position as at 31 March 2025, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and the notes to the annual financial statements, which include a summary of significant accounting policies and the Commissioner's report.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of the Commission as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities and the requirements of the Research Science and Technology Act 23 of 2004.

Basis for Opinion

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

Other Information

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

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

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

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard

Responsibilities of the Commissioners for the Annual Financial Statements

The Commissioners are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards and the requirements of the Research Science and Technology 23 of 2004, and for such internal control as the Commissioners determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the Commissioners are responsible for assessing the Commission's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Commissioners either intend to liquidate the Commission or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Annual Financial Statements

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

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

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

We communicate with the Commissioners regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Grand Namibia

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Grand Namibia
Registered Accountants and Auditors
Chartered Accountants (Namibia)
Per: P Nghipandulwa
Partner

Windhoek
22 August 2025

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Statement of Financial Position as at March 31, 2025

Figures in Namibia Dollar	2025	2024
Assets		
Non-Current Assets		
Property, plant and equipment	21,608,028	18,542,410
Intangible assets	91,884	91,884
	21,699,912	18,634,294
Current Assets		
Trade and other receivables	1,008,492	1,148,360
Cash and cash equivalents	26,640,212	13,449,351
	27,648,704	14,597,711
Total Assets	49,348,616	33,232,005
Equity and Liabilities		
Equity		
Retained income	2,234,986	4,547,128
Liabilities		
Non-Current Liabilities		
Deferred income	42,016,219	23,087,676
Current Liabilities		
Trade and other payables	1,408,904	1,155,592
Deferred income	2,245,335	3,189,249
Provisions	1,443,172	1,252,360
	5,097,411	5,597,201
Total Liabilities	47,113,630	28,684,877
Total Equity and Liabilities	49,348,616	33,232,005

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Statement of Comprehensive Income

Figures in Namibia Dollar	2025	2024
Revenue	108,000	453,550
Other income	56,742,508	60,212,800
Operating expenses	(59,835,595)	(60,555,010)
Operating surplus (deficit)	(2,985,087)	111,340
Investment income	673,465	361,755
Finance costs	(520)	(700)
Surplus (deficit) for the year	(2,312,142)	472,395
Other comprehensive income	-	-
Total comprehensive (loss) income for the year	(2,312,142)	472,395

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Statement of Changes in Equity

Figures in Namibia Dollar	Retained income	Total equity
Balance at April 1, 2023	4,074,733	4,074,733
Surplus (deficit) for the year	472,395	472,395
Other comprehensive income	-	-
Total comprehensive income for the year	472,395	472,395
Balance at April 1, 2024	4,547,128	4,547,128
Surplus (deficit) for the year	(2,312,142)	(2,312,142)
Other comprehensive income	-	-
Total comprehensive loss for the year	(2,312,142)	(2,312,142)
Balance at March 31, 2025	2,234,986	2,234,986
Note(s)		

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Statement of Cash Flows

Figures in Namibia Dollar	2025	2024
Cash flows from operating activities		
Cash receipts from customers	74,975,005	51,841,908
Cash paid to suppliers and employees	(58,314,870)	(47,448,186)
Cash generated from operations	16,660,135	4,393,722
Interest income	673,465	361,755
Finance costs	(520)	(700)
Net cash from operating activities	17,333,080	4,754,777
Cash flows from investing activities		
Purchase of property, plant and equipment	(4,142,219)	(2,034,948)
Total cash movement for the year	13,190,861	2,719,829
Cash and cash equivalents at the beginning of the year	13,449,351	10,729,522
Total cash at end of the year	26,640,212	13,449,351

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

General Information

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

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

1. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Research, Science and Technology Act 23 of 2004. The annual financial statements have been prepared on the historical cost basis, except for the measurement of investment properties and certain financial instruments at fair value, and incorporate the principal accounting policies set out below. They are presented in Namibia Dollar.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property, plant and equipment are tangible assets which the entity holds for its own use or for rental to others and which are expected to be used for more than one period.

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 entity, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

Cost includes 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.

The initial estimate of the costs of dismantling and removing an asset and restoring the site on which it is located is also included in the cost of property, plant and equipment, when such dismantling, removal and restoration is obligatory.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the entity and the cost can be measured reliably. Day to day servicing costs are included in surplus or deficit in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the entity.

Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term.

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

Item	Depreciation method	Average useful life
Leasehold property	Straight line	99
Furniture and fixtures	Straight line	7
Motor vehicles	Straight line	5
Office equipment	Straight line	5
IT equipment	Straight line	3
Leasehold improvements	Straight line	3
Laboratory equipment	Straight line	3

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

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

1.1 Property, plant and equipment (continued)

Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount.

Where major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to the components and they are depreciated separately over each component's useful life.

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.2 Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance.

Intangible assets are initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses.

Research and development costs are recognised as an expense in the period incurred.

Amortisation is provided to write down the intangible assets as follows:

Item	Depreciation method	Average useful life
Computer software, other	Straight line	3

In cases where management is unable to make a reliable estimate of the useful life of an intangible asset, its best estimate is applied, limited to 5 years.

The residual value, amortisation period and amortisation method for intangible assets are reassessed when there is an indication that there is a change from the previous estimate.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

1.3 Financial instruments (continued)

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Trade and other receivables

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

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

Cash and cash equivalents

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

Trade and other payables

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

1.4 Tax

Income Tax

The NCRST is exempt from Income Tax.

1.5 Impairment of assets

The entity assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill or investment property on the cost model may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

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 leave pay 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.

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Accounting Policies

1.7 Provisions and contingencies

Provisions are recognised when the entity has an obligation at the reporting date as a result of a past event; it is probable that the entity will be required to transfer economic benefits in settlement; and the amount of the obligation can be estimated reliably.

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

Provisions are not recognised for future operating losses.

1.8 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable.

1.9 Revenue

Revenue is recognised to the extent that the entity has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the entity. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

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

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

1.10 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

1.11 Foreign exchange

Foreign currency transactions

Exchange differences arising on monetary items are recognised in profit or loss in the period in which they arise.

The foreign exchange component of a non-monetary item is recognised consistently with any other gains or losses on those items, in other comprehensive income or in profit or loss.

All transactions in foreign currencies are initially recorded in Namibia Dollar, using the spot rate at the date of the transaction. Foreign currency monetary items at the reporting date are translated using the closing rate. All exchange differences arising on settlement or translation are recognised in profit or loss.

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar 2025 2024

2. Property, plant and equipment

	2025			2024		
	Cost or revaluation	Accumulated depreciation and impairment	Carrying value	Cost or revaluation	Accumulated depreciation and impairment	Carrying value
Leasehold property	19,628,689	-	19,628,689	15,995,998	-	15,995,998
Furniture and fixtures	1,253,749	(1,128,967)	124,782	1,216,148	(1,108,495)	107,653
Motor vehicles	2,021,404	(1,158,250)	863,154	2,021,404	(885,675)	1,135,729
Office equipment	371,714	(186,805)	184,909	207,228	(170,999)	36,229
IT equipment	4,629,051	(3,858,587)	770,464	4,338,450	(3,235,767)	1,102,683
Leasehold improvements	3,345,925	(3,313,902)	32,023	3,345,925	(3,292,680)	53,245
Laboratory equipment	2,655,307	(2,651,300)	4,007	2,655,307	(2,544,434)	110,873
Total	33,905,839	(12,297,811)	21,608,028	29,780,460	(11,238,050)	18,542,410

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Disposals	Other changes, movements	Depreciation	Closing balance
Leasehold property	15,995,998	3,632,691	-	-	-	19,628,689
Furniture and fixtures	107,653	37,601	-	-	(20,472)	124,782
Motor vehicles	1,135,729	-	-	-	(272,575)	863,154
Office equipment	36,229	164,486	-	-	(15,806)	184,909
IT equipment	1,102,683	307,441	(16,840)	11,695	(634,515)	770,464
Leasehold improvements	53,245	-	-	-	(21,222)	32,023
Laboratory equipment	110,873	-	-	-	(106,866)	4,007
Total	18,542,410	4,142,219	(16,840)	11,695	(1,071,456)	21,608,028

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Impairment reversal	Closing balance
Leasehold property	5,186,433	436,698	-	10,372,867	15,995,998
Furniture and fixtures	47,015	78,147	(17,509)	-	107,653
Motor vehicles	-	1,362,875	(227,146)	-	1,135,729
Office equipment	39,882	7,000	(10,653)	-	36,229
IT equipment	1,672,907	95,221	(665,445)	-	1,102,683
Leasehold improvements	12,540	55,007	(14,302)	-	53,245
Laboratory equipment	241,325	-	(130,452)	-	110,873
Total	7,200,102	2,034,948	(1,065,507)	10,372,867	18,542,410

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar

3. Intangible assets

	2025		2024	
	Cost	Accumulated amortisation and impairment	Carrying value	Cost
				Accumulated amortisation and impairment
				Carrying value
Computer software, other	2,071,080	(1,979,196)	91,884	2,071,080
				(1,979,196)
				91,884

Reconciliation of intangible assets - 2025

	Opening balance	Closing balance
Computer software, other	91,884	91,884

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Closing balance
Computer software, other	92,463	(579)	91,884

4. Trade and other receivables

Trade receivables	319,489	412,134
Prepayments	475,945	612,454
Other receivables	123,058	123,772
Deposits	90,000	-
	<u>1,008,492</u>	<u>1,148,360</u>

5. Cash and cash equivalents

Cash and cash equivalents consist of:

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2025	2024	
5. Cash and cash equivalents (continued)			
Cash on hand	1,996	422	
Bank balances	26,638,216	13,448,929	
	<u>26,640,212</u>	<u>13,449,351</u>	
6. Deferred income			
Government capital grants	42,016,219	23,087,676	
Related Party balances - Development partners	2,245,335	3,189,249	
	<u>44,261,554</u>	<u>26,276,925</u>	
Net deferred income			
Non-current liabilities	42,016,219	23,087,676	
Current liabilities	2,245,335	3,189,249	
	<u>44,261,554</u>	<u>26,276,925</u>	
7. Provisions			
Reconciliation of provisions - 2025			
	Opening balance	Additions	Closing balance
Leave Gratuity	997,341	176,993	1,174,334
Bonus Provision	255,019	13,819	268,838
	<u>1,252,360</u>	<u>190,812</u>	<u>1,443,172</u>
Reconciliation of provisions - 2024			
	Opening balance	Additions	Closing balance
Leave Gratuity	778,067	219,274	997,341
Other provisions	-	255,019	255,019
	<u>778,067</u>	<u>474,293</u>	<u>1,252,360</u>
Net provisions			
8. Trade and other payables			
Trade payables	1,126,801	314,876	
Credit card accrued expenses	40,298	43,118	
Commissioners' fees accruals	-	600,315	
Audit fee and other accruals	232,004	187,482	
Employee benefit related payables	9,801	9,801	
	<u>1,408,904</u>	<u>1,155,592</u>	
9. Revenue			
Rendering of services	108,000	453,550	

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2025	2024
10. Other income		
Deferred income released	1,071,457	1,066,085
Government grants	45,000,000	42,500,000
Grant income - operating lease	1,732,254	1,629,508
Resource Mobilisation income	8,880,182	4,227,613
Reversal of Prior Impairment	-	10,372,867
Sundry income	58,615	416,727
	56,742,508	60,212,800
11. Operating expenses		
Operating expenses include the following expenses:		
Depreciation and amortisation	1,071,456	1,066,086
Employee costs	32,924,831	29,480,380
Research and development costs	12,654,202	8,325,751
12. Auditor's remuneration		
Fees	168,648	281,060
13. Employee cost		
Employee costs		
Remuneration	32,924,831	29,480,380
14. Depreciation, amortisation and impairments		
The following items are included within depreciation, amortisation and impairments:		
Depreciation		
Property, plant and equipment	1,071,456	1,065,507
Amortisation		
Intangible assets	-	579
Total depreciation, amortisation and impairments		
Depreciation	1,071,456	1,065,507
Amortisation	-	579
	1,071,456	1,066,086
15. Investment income		
Interest revenue		
Bank	673,465	361,755
16. Finance costs		
Loss on foreign currency balances	520	700

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar	2025	2024
17. Cash generated from operations		
Net (loss) profit before taxation	(2,312,142)	472,394
Adjustments for:		
Depreciation, amortisation, impairments and reversals of impairments	1,071,456	1,066,086
Movement in provisions	190,812	474,293
Reversal of Prior Impairment	-	(10,372,867)
Loss on disposal/writeoffs	5,145	-
Investment income	(673,465)	(361,755)
Finance costs	520	700
Changes in working capital:		
(Increase) decrease in trade and other receivables	139,868	(696,365)
Increase (decrease) in trade and other payables	253,312	95,055
Increase (decrease) in deferred income	17,984,629	13,716,181
	16,660,135	4,393,722
18. Related parties		
Relationships		
Shareholders with significant influence	Government of the Republic of Namibia	
Members of key management	Prof. Dr. Anicia Peters	
Related party balances and transactions with key management personnel of the company or its parent		
Related party transactions		
Remuneration		
Key Management - All members of Executive Management Committee	8,553,107	8,056,159
Related party balances and transactions with other related parties		
Related party balances		
Development Partners (Project funders)		
International Development Research Centre, Canada	691,155	1,614,616
UNEP GEF - REINA AFRICA	348,993	699,842
Social Security Commission - NICW Project	7,969	9,866
Ministry of Higher Education, Training Innovation - Satellite Data Receiving Station (SDRGDS) Project	219,345	342,419
SGCI - Scaling and Translation Project	20,937	522,506
GEII-SGCI-NRF Project	352,000	-
IDRC-NCRST-UJ-KENIA IAA	284,438	-
Society for International Development (SID) Energy Reference	35,851	-
Related party transactions		
Grants received		
Government of the Republic of Namibia - Operational funds	45,000,000	42,500,000
Government of the Republic of Namibia - Development (Capital) funds	20,000,000	5,000,000

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar

2025 2024

19. Directors' and prescribed officer's remuneration

Non-executive

2025

Directors' emoluments

Services as director or prescribed officer

	Sitting fees	Retainer fees	Total
Prof. Jacob Nyambe Chairperson	48,257	123,351	171,608
Prof. Teresia Kaulihowa	38,447	96,013	134,460
Vice Chairperson			
Mr. Titus T. Kanyanda	49,714	121,307	171,021
Chairperson: Finance, Audit and Risk Committee			
Dr. Alisa Amupolo	31,126	102,436	133,562
Prof. Fillemmon N. Nangolo	80,466	96,003	176,469
Dr. Marius Mutorwa	51,243	131,695	182,938
Prof. Martha Kandawa-Schulz, Chairperson: Biosafety Council*	18,689	17,589	36,278
Ms. Nailoke Mhanda	31,092	108,460	139,552
Ms. Hiliya Katshuna - Co-opted member, Human Resources Committee*	-	4,904	4,904
	349,034	801,758	1,150,792

2024

Directors' emoluments

Services as director or prescribed officer

	Sitting fees	Retainer fees	Total
Prof. Jacob Nyambe Chairperson	56,640	130,702	187,342
Prof. Teresia Kaulihowa	43,564	112,363	155,927
Vice Chairperson			
Mr. Titus T. Kanyanda	57,394	169,853	227,247
Chairperson: Finance, Audit and Risk Committee			
Dr. Alisa Amupolo	27,967	112,363	140,330
Prof. Fillemmon N. Nangolo	58,957	151,812	210,769

National Research, Science and Technology Fund
Annual Financial Statements for the year ended March 31, 2025

Notes to the Annual Financial Statements

Figures in Namibia Dollar

	2025	2024
19. Directors' and prescribed officer's remuneration (continued)		
Dr. Marius Mutorwa	24,874	102,437
Prof. Martha Kandawa-Schulz, Chairperson: Biosafety Council*	86,305	150,940
Ms. Naloke Mhanda	40,335	131,141
	396,036	1,061,611
	1,457,647	
20. Categories of financial instruments		
Debt instruments at amortised cost		
Cash and cash equivalents	26,640,212	13,449,351
Trade and other receivables	532,547	535,906
	27,172,759	13,985,257

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Detailed Income Statement

Figures in Namibia Dollar		2025	2024
Revenue			
Rendering of services		108,000	453,550
Other income			
Deferred Income released		1,071,457	1,066,085
Government grants		45,000,000	42,500,000
Grant Received - Operating Lease		1,732,254	1,629,508
Grant income - absorbed projects' funds		8,880,182	4,227,613
Reversal of Prior Impairments		-	10,372,867
Sundry income		58,615	416,727
		56,742,508	60,212,800
Expenses (Refer to page 26)		(59,835,595)	(60,555,010)
Operating surplus (deficit)		(2,985,087)	111,340
Finance costs	16	(520)	(700)
Investment income	15	673,465	361,755
		672,945	361,055
Surplus (deficit) for the year		(2,312,142)	472,395

National Research, Science and Technology Fund

Annual Financial Statements for the year ended March 31, 2025

Detailed Income Statement

Figures in Namibia Dollar		2025	2024
Operating expenses			
Advertising		(405,586)	(663,274)
Auditors remuneration	12	(168,648)	(281,060)
Bad debts		(11,200)	(36,983)
Bank charges		(55,323)	(44,989)
Biotechnology and Biosafety expenses		(423,659)	(714,019)
Commissioners (Directors) fees		(1,150,792)	(1,220,398)
Cleaning		(182,308)	(185,518)
Council fees		(906,715)	(732,123)
Computer expenses		(2,389,991)	(947,009)
Deferred income released		-	(10,372,867)
Depreciation, amortisation and impairments		(1,071,456)	(1,066,086)
Employee costs		(32,924,831)	(29,480,380)
HR related services expenses		(665,943)	(391,256)
Insurance		(171,185)	(158,065)
Legal Expenses		(33,960)	(21,273)
Materials and Supplies		(38,541)	(34,302)
Motor vehicle expenses		(278,212)	(286,331)
Postage		(3,094)	(2,375)
Printing and stationery		(236,652)	(242,935)
Property Rental and Related Charges		(1,882,374)	(1,785,345)
Public Consultation, Conferences, Workshops and Training		(2,135,193)	(1,426,887)
Repairs and maintenance		(37,336)	(44,715)
Research and development costs		(12,654,202)	(8,325,751)
Secretariat costs		(104,769)	(225,420)
Security		(265,924)	(256,971)
Subscriptions		(9,503)	(61,032)
Telephone and fax		(154,385)	(156,478)
Travel - local		(322,580)	(246,723)
Travel - overseas		(783,796)	(826,883)
Utilities		(367,437)	(317,562)
		(59,835,595)	(60,555,010)

APPENDICES

Abbreviations, Glossary and Acronyms

1. ACTS – African Centre for Technology Studies
2. AG – Attorney General
3. AMU – African Mathematics Union
4. AU – African Union
5. AUDA-NEPAD – African Union Development Agency – New Partnership for Africa's Development
6. AI – Artificial Intelligence
7. ABS – Access Benefit Sharing
8. AfriGEO – African Group on Earth Observations
9. BIA – BioInnovation Africa
10. BIPA – Business and Intellectual Property Authority in Namibia
11. BBI – Basecamp Business Incubator
12. BoC – Board of Commissioners
13. BOOST UP – Business Opportunity and Support for Technology Upstarts Programme
14. BSS – Business Support Services
15. CCM – Corporate Communication and Marketing
16. CIM – Corporate Identity Manual
17. CoW – City of Windhoek
18. CRAN – Communications Regulatory Authority of Namibia
19. EXCO – Executive Committee
20. FAC – Finance, Audit and Risk Committee
21. FPD – Finance and Procurement Division
22. FMI – Fund Management and Investment Division
23. FRST – Foundation on Research, Science and Technology Committee
24. GEN – Global Entrepreneurship Network
25. GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
26. GIP – Grassroots Innovation Programme
27. GMOs – Genetically Modified Organisms
28. GRC – Global Research Councils
29. GRN – Government of the Republic of Namibia

30. HDI – Human Development Index
31. HPP II – Harambee Prosperity Plan II
32. IA – Internal Audit
33. IKS – Indigenous Knowledge Systems
34. IP – Intellectual Property
35. IPIPTT – Institutional Policy on Intellectual Property and Technology Transfer
36. IAR – Integrated Annual Report
37. ISBP – Integrated Strategic Business Plan
38. ISC – International Science Council
39. ITD – Innovation and Technology Department
40. KIB – Knowledge and Innovation Base
41. LCI – Learners Can Innovate Programme
42. LACS – Legal Advice and Company Secretariat
43. MAWRD – Ministry of Agriculture, Water and Rural Development
44. MEIYSAC – Ministry of Education, Innovation, Youth, Sport, Art & Culture
45. MEFT – Ministry of Environment, Forestry and Tourism
46. MHETI – Ministry of Higher Education, Technology and Innovation
47. MoU – Memorandum of Understanding
48. MoA – Memorandum of Agreement
49. MoEAC – Ministry of Education, Arts and Culture
50. MFPE – Ministry of Finance and Public Enterprises
51. NAMCOL – Namibian College of Open Learning
52. NAD – Namibian Dollar
53. NABA – Namibia Biotechnology Association
54. NBTTRL – National Biotechnology Testing, Training and Research Laboratory
55. NCRST – National Commission on Research, Science and Technology
56. NGTL – National GMO Testing Laboratory
57. NICW – National Innovation Challenge for Women
58. NSI – Namibia Standards Institute
59. NSF – National Science Fair
60. NSQ – National Science Quiz
61. NMO – National Mathematics Olympiad
62. NPRSTI II – Second National Programme on Research, Science, Technology and Innovation

- 63. NSSC – National Space Science Council
- 64. NUST – Namibia University of Science and Technology
- 65. OCEO – Office of the Chief Executive Officer
- 66. OGMS – Online Grant Management System
- 67. PAMO – Pan African Mathematics Olympiad
- 68. PEGA – Public Enterprise Act, 2019 (Act No. 1 of 2019)
- 69. PCM – Policies and Councils Management
- 70. RAEINAfrica – Regional Africa East Initiative Network
- 71. R&D – Research and Development
- 72. RST – Research, Science and Technology
- 73. RSTI – Research, Science, Technology and Innovation
- 74. RSTICS – Research, Science, Technology and Innovation Coordination and Support
- 75. SGCI – Science Granting Councils Initiative
- 76. STEM – Science, Technology, Engineering and Mathematics
- 77. STI – Science, Technology, and Innovation
- 78. TISA2024 – Science, Technology and Innovation Strategy for Africa (2024)
- 79. TISCs – Technology and Innovation Support Centres
- 80. UNAM – University of Namibia
- 81. UNEP GEF – United Nations Environmental Programme's Global Environment Facility
- 82. UCT – University of Cape Town
- 83. WIPO – World Intellectual Property Organisation
- 84. WIL – Work Integrated Learning
- 85. WSW – World Space Week

List of Legislations

- 1. Research, Science and Technology Act, 2004 (Act No. 23 of 2004)
- 2. Public Enterprise Act, 2019 (Act No. 1 of 2019)
- 3. Biosafety Act, 2006 (Act No. 7 of 2006)
- 4. Public Procurement Act, 2015 (Act No. 15 of 2015)

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Quality Assurance and Operational Excellence Unit for leading the compilation of this Integrated Annual Report and to all Departments, Divisions and Units within NCRST who contributed to this document.

TRIBUTE TO THE FOUNDING PRESIDENT

NCRST joined the nation in mourning the death of the founding President and Father of the Nation, H.E. Dr Sam Nujoma
(*honoris causa*) on 8 February 2025.





CONGRATULATIONS TO OUR NEW PRESIDENT AND LEADERSHIP

Congratulations to our new President,
HE Dr Netumbo Nandi-Ndaitwah
(*honoris causa*), who was
inaugurated on 21 March 2025



NCRST also congratulates our new line Minister, Hon. Sanet Steenkamp and
Deputy Minister, Hon. Dino Ballotti



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