

Annual Report 2016
Executive Summary



UNAM
UNIVERSITY OF NAMIBIA



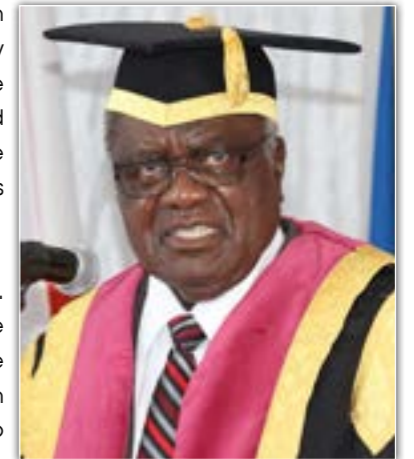
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Statement by the Chancellor of the University of Namibia

H.E. Dr Hifikepunye Pohamba, Former President of the Republic of Namibia

The youth always seem to understand the present better than those who came before. They understand and offer new perspectives. Likewise, being a young university, UNAM is more able to understand the current academic needs of students, and thus well suited to meet them when compared to older universities in the region. UNAM is not curtailed by tradition or history, it is only driven by its versatile ability to respond to the environment.



The university has seen exponential growth during the year under review. Such growth has not only been in terms of the number of undergraduate students registered with the university, but also with regards to the number of postgraduate students. Such runaway expansion and growth indicates that the university is surely accomplishing its purpose; to educate the nation and preparing it for Vision 2030.

When the university opened its doors for the first time in 1992, it had a mere 3 000 students. Today, it boasts a robust figure of 25 267 students. The implications of years of expansion require that we constantly focus on continuing to raising the standards of quality to compete with the best in the world. The time has come that we participate locally and in the global economy with more vigour. I have no doubt that we have all the knowledge to make this a reality.

From inception, the University of Namibia was mandated by statutes to develop the requisite national human resources for the country through quality teaching, research, consultancy and community service. Earlier this year, this sentiment was reiterated by the Vice Chancellor when he stated that:

“For as long as ignorance, illiteracy, and poverty remain a threat to our national interests, UNAM’s teaching instruments shall always remain in operation. For as long as society’s quest for knowledge and information enquiry remain insatiable and a deterrent to economic progress, UNAM’s research drive shall always remain in the overdrive mode. For as long as social challenges hinder social progress in our society, UNAM’s community engagement and services shall never be spared for a moment.”

I will fail in my duty as Chancellor if I do not acknowledge the immeasurable investment our government continues to make in the education sector. Today the University of Namibia comprises 12 campuses and eight regional centres nationwide because of state funding. The government has also commensurately invested in physical infrastructure to support academic expansion at various campuses.

Although we imagine a future where government funding is not the only source of the university’s income, that day has not yet come. Hence, there is a need for continuous government funding while the university contemplates alternative sources to generate revenue.

In conclusion, I believe that the University of Namibia is uniquely positioned to respond to the human resource needs of our country. My sincere gratitude is thus extended to the Council, Management, the staff and students for their tremendous efforts and will to drive Namibia forward. Let us continue!

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SRC VICE PRESIDENT

SECRETARY TO COUNCIL



Dr S Nyathi
REGISTRAR

We constitute a diverse team of men, women, academicians, technocrats, politicians and industry leaders who have accepted this responsibility whole heartedly, with passion and commitment, to steer forward the development of this institution.

Statement by the Chairperson of Council

Mr Sam Shivute
Director of Banking Services, Bank of Namibia

In a time of great financial uncertainty, on the edge of our hope, the University of Namibia remains resolutely optimistic about its mandate, because we know that success does not come without trial.

The year under review witnessed the appointment of a new University of Namibia Council, with myself as Chair. Humbling as the task might be, I know that the responsibility is great, for the Council members and I occupy the positions that will usher Namibia's premier tertiary institution to greater academic excellence in the region, the continent and the world at large.

We constitute a diverse team of men, women, academicians, technocrats, politicians and industry leaders who have accepted this responsibility whole heartedly, with passion and commitment, to steer forward the development of this institution.



Since our appointment, various decisions were made to ensure that the university continues to meet the goals of our growing nation. The first major act of governance was the extension of the Vice-Chancellor's term for a period of two years in order to orient a newly appointed management team and prepare the office for a coordinated succession. Professor Lazarus Hangula's term ends this year and it is thus extended to August 2018.

The global financial downturn during the year under review has not left Namibia unscathed. As a consequence, the university experienced a shortfall of 110 million Namibian dollars from government funding, making the year under review's government subsidy, only a humble N\$ 960 858 000. In response, Council engaged with the relevant government offices in order to persuade them to assist with the university's various unmet financial needs. Unfortunately, we saw student debt rise to as high as half a million Namibian dollars at the beginning of the academic year, and drop by nearly half towards the end of the year. The debt was as a result of unpaid fees from the previous year, combined with the consequences of student protests, which remain an unresolved problem in the larger socio-economic environment. Owing to the financially difficult year it had been, Council also resolved, after consulting with professional financial firms, that it was best management practice to rescind the Post-retirement Medical Benefit for new staff members as this had now been unfunded.

Marred by a year of vast challenges, the university contemplated a new strategic direction for the period 2016-2020, primarily because the former strategic plan came to an end in 2015, and to deal with the financial hurdle at our feet. The 2016-2020 Strategic Plan seeks to address performance and to implement new directions such as income-generating strategies, improving stakeholder engagement, increasing university ranking, and enhancing the quality of teaching. Beneath the new strategic plan lies an important need to continuously improve governance and leadership in Higher Education, especially for the purpose of new endeavours. Among the various outputs expected from the strategic plan, the "UNAM Corporation" deserves special mention. It is a result of the income generation strategy. Council has, in the wake of various financial challenges, contemplated the formation of a corporation of the university that can manage and coordinate the commercialisation of various services and products developed from academic breakthroughs. The Council hopes that this new endeavour will gradually decrease the university's need for large government funding in the future.

I conclude by re-assuring the government, and all the people of our great nation that the University of Namibia will keep the spirit of Harambee, as we move ahead to ensure that no Namibian child pursuing higher education is left behind.

Vice Chancellor's Management Committee (VCMC)



Prof L Hangula
VICE CHANCELLOR



Prof O D Mwandemele
PVC: ACADEMIC AFFAIRS



Dr EN Namhila
**PVC: FINANCE,
ADMINISTRATION &
RESOURCE MOBILISATION**



Assoc. Prof K Matengu
**PVC: RESEARCH,
INNOVATION &
DEVELOPMENT**



Dr S Nyathi
**REGISTRAR
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**UNIVERSITY LIBRARIAN &
ADVISOR TO COUNCIL**



Mr R van Rooi
**BURSAR &
ADVISOR TO COUNCIL**

The Vice Chancellor's Executive Summary

Prof Lazarus Hangula
Vice Chancellor, University of Namibia

Preamble

The year under review was characterised by a wholesale new UNAM leadership, both at governance and management levels; and also by a larger number of students and lecturing staff. The changes were guided by policy and changes in the academic ecosystem.

It is further pleasing to note that 79% of the new leaders are Namibians, the majority of whom are UNAM alumni. This is an affirmation that our aggressive and systematic capacity building effort is bearing fruit. It is also very humbling to note that more than 40% of the current UNAM leaders are women.

Key Accomplishments

History was made when UNAM graduated its first batch of 35 locally trained medical doctors during its 24th graduation ceremony. This mammoth achievement held meaning for many Namibians in remote areas of our vast country. UNAM owes this success largely to the visionary leadership and farsightedness of its Founding Chancellor and Father of the Namibian Nation, H.E. Dr Sam Nujoma, who relentlessly advocated for a medical school. It is the same dream and vision that also saw UNAM graduate more engineers this year, bringing them to a total number of 221 graduates since the inception of the state-of-the-art Faculty of Engineering and Information Technology at the Eng. José Eduardo dos Santos Campus at Ongwediva in Northern Namibia.

A key development during the year under review was a visit by a delegation from the partner China University of Geosciences, Beijing, which has committed itself to provide the necessary assistance to establish a fully-fledged School of Geosciences. This coincides greatly with the financial commitment from the DeBeers Group, which specifically targets the Southern Campus.

In addition, the university also signed a Memorandum of Understanding with the Namibia Ports Authority, paving the way for partnership and comprehensive research of the ecosystem and ecology of the Walvis Bay Lagoon.

The University has also been at the centre of the development of the Kavango - Zambezi Trans Frontier Conservation Area, commonly referred to as KAZA TFCA, which came into existence via a treaty signed between Angola, Botswana, Namibia, Zambia and Zimbabwe. KAZA is Africa's largest conservation area, encompassing national parks, game management areas, communal conservancies on farm land – and a great deal of wildlife. It includes 75% of Africa's elephants and 18% of its lions, in an area of 520 000 square kilometres.

The newly established Department of Wildlife and Conservation Management at the UNAM Katima Mulilo Campus is a humble beginning for providing the much needed academic foundation for the KAZA TFCA, complimented by the provision of animal health. Apart from creating an enabling trans-boundary conservation approach to promote migratory corridors for wildlife across international boundaries and reduce human wildlife conflict, academic instruction by UNAM will serve as a gateway for higher education and research of the five member neighbouring countries.

International Collaboration

The university had more than 210 active international partners collaborating across all disciplines. The university received satellite data receiving equipment from the Monitoring for Environment and Security in Africa (MESA),

an African Union and Southern Africa Development Community (SADC) programme to monitor floods, droughts, and wildfires, and it is to be used for research and education in the Department of Geography, Environmental Studies and History. UNAM also benefited from the Turkish Development Cooperation Agency (TIKA) through a donation of agricultural equipment to produce animal feed pellets at the Neudamm Agricultural Campus.

Strong partnerships exist with the Technical Universität Kaiserslautern in Germany, and Jomo Kenyatta University of Agriculture and Technology in Kenya, in the field of engineering; as well as with the Russian Academy of Architecture and Construction Sciences, and the Saint-Petersburg State University of Architecture and Civil Engineering. Cooperation with these institutions include curriculum development, staff and student exchanges, as well as capacity building.

In an effort to advance the health sciences, the university collaborated with McMaster University in Canada, University of Turku in Finland, University of Lübeck – Research Centre Borstel in Germany, University of Stellenbosch, and the University of Pretoria. The University of California San Francisco continued to be a major partner in the Malaria Research Project alongside UNAM’s Multidisciplinary Research Centre. Cardiff University in Wales continued to be a strong strategic partner with a vibrant multidisciplinary approach through the Phoenix Project, covering an extensive scope of collaboration.

Through international cooperation, the university continued with efforts to build much needed capacity in the areas of material science and metallurgy, agriculture, engineering and natural sciences through targeted postgraduate scholarships from the National University of Science and Technology of the Russian Federation, Humboldt University in Germany, China University of Geosciences, and Kogakuin University in Japan, amongst others.

UNAM also signed a cooperation agreement with the University of Porto of Portugal. This agreement paved the way for collaboration across many academic disciplines.

Research

During the period under review, the University of Namibia was awarded the International Diamond Prize for Excellence in Quality by the European Society for Quality Research (ESQR). UNAM was rewarded for its notable advancement in quality over the past five years.

The University of Namibia, the Ministry of Health and Social Services and a group of partners under the banner of the Namibia Malaria Elimination Research Partnership (NAMEP) recorded a remarkable 97% decline in malaria cases over the last decade. During the review period, NAMEP launched a second phase of research that will catalyze greater progress in freeing Namibia of malaria by 2020. The announcement by Professor Percy Chimwamurombe of the discovery of a new bacteria species from root nodules of local races of Marama ground nut and peanuts grown on subsistence farmers’ fields in the Kavango region, was appropriately published in the international Journal of Systematic and Evolutionary Microbiology.

UNAM also launched a programme to research the possibilities of making the Impalila Island a top tourist attraction, taking into consideration its unique fauna and flora. Impalila island is within the Kavango Zambezi Transfrontier Conservation Area (KAZA).

Participation in the Screen TB, a successful European and Developing Countries Clinical Trials Partnership (EDCTP) project earned UNAM much acclaim during the review period. The project is a partnership between 14 Sub-Saharan African countries, 14 European countries and the European Union. UNAM participated in the trials through its School of Medicine and the Katutura State Hospital.

In terms of community engagement, the UNAM Multidisciplinary Research Centre in collaboration with the Luderitz Benguela community embarked on a wind power demonstration project at the Southern town of Luderitz. Purposed to provide affordable renewable energy to the sewing project of poor women at the town, the projects further aims to be replicated by many other regional and town councils nationwide.

UNAM’s Zero Emissions Research Initiative (ZERI) successfully facilitated training in the region, with a key focus on training Angolan farmers on mushroom cultivation in the Kwanza Sul Province.

UNAM microbiology scientists joined others from seven sub-Saharan countries at the University of Pretoria and launched the African Soil Microbiology project. The three year USAID funded project aims to undertake a broad scale survey of soil microbiology across the entire African continent, using Next Generation DNA sequencing and computational technologies.

Table 1: Faculties & Centres Academic Staff

Campus / Faculty / Centre	Male	Female	Namibians	Non-Namibians	Total
Health Sciences Campus (School of Medicine, School of Pharmacy)	48	22	32	38	70
Hifikepunye Pohamba Campus (Education)	32	40	67	5	72
Eng. José Eduardo dos Santos Campus (Engineering and Information Technology)	40	5	26	19	45
Katima Mulilo Campus (Education, Agriculture and Natural Resources)	41	15	48	8	56
Khomasdal Campus (Education, Foundation Programme, School of Military Science)	13	33	43	3	46
Neudamm Campus (Agriculture and Natural Resources, School of Veterinary Medicine)	28	23	35	16	51
Ogongo Campus (Agriculture and Natural Resources)	20	15	30	5	35
Oshakati Campus (School of Public Health, School of Nursing, School of Computing, Foundation Programme)	11	24	32	3	35
Rundu Campus (Education, Economic and Management Sciences)	23	28	46	5	51
Sam Nujoma Campus (SANUMARC, Agriculture and Natural Resources)	12	7	16	3	19
Southern Campus (Education, Economic and Management Sciences, School of Nursing)	12	10	21	1	22
Windhoek Main Campus:					
Faculty of Economic and Management Sciences (NBS)	40	16	51	5	56
Faculty of Education	19	22	39	2	41
Faculty of Health Science (School of Nursing)	7	30	36	1	37
Faculty of Humanities and Social Sciences	36	47	60	23	83
Faculty of Law	12	6	13	5	18
Faculty of Science (School of Computing and School of Military Science)	92	59	111	40	151
Centre for Open, Distance and eLearning	5	4	9	0	9
Language Centre	9	6	15	0	15
Multidisciplinary Research Centre	10	7	16	1	17
Library	6	13	15	4	19
Total Faculties and Centres Academic Staff	516	432	761	187	948

In addition to the above, the university also had 533 administrative staff who were devoted to providing academic support to faculties and academic centres.

Table 2: Administrative Staff

Campus	Male	Female	Namibians	Non-Namibians	Total
Windhoek Campus	171	229	398	2	400
Health Sciences Campus	7	10	15	2	17
Oshakati Campus	20	17	37		37
Hifikepunye Pohamba Campus	13	22	35		35
Neudamm Campus	12	46	58		58
Ogongo Campus	32	34	66		66
Katima Mulilo Campus	22	18	40		40
Rundu Campus	21	21	42		42
Khomasdal Campus	15	13	28		28
Eng. José Eduardo dos Santos Campus	17	15	32		32
Southern Campus	13	10	23		23
Sam Nujoma Campus	4	9	13		13
Centre					
Katima Mulilo Centre	1	2	3		3
Opuwo Centre		1	1		1
Otjiwarongo Centre	2		2		2
Rundu Centre	2	1	3		3
Khorixas Centre	1		1		1
Swakopmund Centre	1		1		1
Eenhana Centre	1		1		1
Gobabis Centre	1		1		1
Grand Total	296	450	793	4	804



Office of the Pro-Vice Chancellor: Academic Affairs (PVC: AA)



Prof Osmund Mwandemele
**Pro-Vice Chancellor:
Academic Affairs**



Dr S Nyathi
Registrar



Prof E Maass
**Director:
Academic Affairs**

ASSISTANT PRO-VICE CHANCELLORS



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**Assistant PVC
Rundu Campus**



Dr B Kanguku
**Assistant PVC
Katima Mulilo
Campus**



Dr R Shanyanana
**Assistant PVC
Khomadai
Campus**



Dr S Iipinge
**Assistant PVC
Hifikepunye
Pohamba Campus**



Dr H Najauala
**Assistant PVC
Sam Nujoma
Campus**



Dr E Naomab
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Dr C Mberema
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Office of the Pro-Vice Chancellor: Academic Affairs

Professor Osmund D Mwandemele

Introduction

The Pro-Vice Chancellor: Academic Affairs (PVC: AA) serves as the Chief Academic Officer and assists the Vice Chancellor with the academic functions of the University and is thus tasked to develop and maintain a vision for the educational growth of the institution. The office oversees eight academic faculties headed by deans across 12 campuses nationwide and a number of centres of excellence including the University Library. In discharging guidance on institutional effectiveness planning, the Office is assisted in this and other tasks by a Director of Academic Affairs.

Faculties and Centres

During the review period, the office continued to foster academic excellence by providing guidance and supervision to Faculty Deans, Directors of Academic Centres and to the University Librarian. Activities that remain central to quality teaching included the annual faculty reviews, staff development coordination, faculty teaching evaluations as well as ensuring that Faculties are well resourced in terms of human resources and ICT support.

Student Enrolment and Graduation

The PVC: AA also supervises the Office of the Registrar. The Registrar's Office is responsible for admissions, examination, graduation, ensuring adherence to academic policies and procedures, and also serves as Secretary to Council and the Senate of the University in terms of good governance practices. During the review period, UNAM recorded an all time high student enrolment of 25,267 while 4,001 students graduated from the eight Faculties of the University.

Post Graduate Studies

The mandate of the Centre for Postgraduate Studies (CPGS) is to coordinate the University of Namibia's Postgraduate Programmes in a manner which ensures that uniform quality control regulations and procedures are strictly adhered to and high academic standards are maintained. The Centre further aims to provide postgraduate students with high quality academic, ICT, psychosocial and social-emotional support services. It is responsible for the coordination of postgraduate admission, registration and examination. The CPGS also builds capacity in research, supervision and innovation amongst postgraduate student supervisors.

The University of Namibia is increasingly becoming a postgraduate institution and an institution of choice for many international research fellows. To this end, a total number of 1,239 (146 PhDs, 833 Masters and 260 postgraduate diploma/ postgraduate certificates) students enrolled for postgraduate studies during the academic year.

Quality Assurance

As a public University, UNAM is expected to respond to the development agenda of the country. In that regard, the Office of the PVC:AA has an overview function to the development of academic programmes and curricula which have to be responsive to the socio-economic development needs of Namibia, the SADC region and Africa at large. In partnership with the Director of Centre for Quality Assurance, the Office spearheaded efforts to ensure that the University's academic programmes and curricula are compliant with national regulations. This includes programme registration on the National Qualifications Framework as well as accreditation. A total of 194 qualifications were submitted to NQA for NQF registration and 173 qualifications were registered by December, translating to 89%. There is notable progress on the registration of qualifications on the NQF.

In addition, the following programmes were accorded accreditation status (some with conditions to be met) by the NCHE: Bachelor of Economics Honours; Bachelor of Education (Pre- and Lower Primary Education) Honours; Bachelor of Science in Financial Mathematics Honours; Bachelor of Science in Geo-Information Science Honours; Bachelor of Science in Civil Engineering Honours; and the Bachelor of Pharmacy Honours.

Open, Distance and eLearning

The Centre for Open, Distance and eLearning (CODEL) continued to portray UNAM as a leading Centre of Excellence in Open, Distance and eLearning. CODEL supports distance-mode students in Faculties. It is a hub for both print-based and online materials development with the aim to ensure greater access to higher education and equity for students with diverse educational backgrounds. A total of 4 955 students enrolled through the Centre which manages eleven (11) Regional Centres across the country, with Opuwo Centre in Kunene Region as the latest addition.

Notable to report was the increased support given to students via the UNAM’s Student Portal. Student Support Coordinators uploaded lecture notes, subject information and communications on the Portal. The Materials Development and Instructional Design Section continued to facilitate the learning of distance-mode students through the coordination of instructional self-contained materials developed by subject matter experts in Faculties.

The eLearning section focused on providing training sessions to equip academic staff with the necessary skills to enhance their teaching through the use of various eLearning solutions. Activities in eLearning for the year under review included obtaining Panopto Software for recording of lectures, revision of coursework, webcasting of lecture presentations and sharing knowledge which is an add-on activity supported by Moodle and 3rd party software.

Plans were at an advance stage to offer the Bachelor of Laws Degree (LLB) on the distance mode while a number of courses will be introduced on-line during the next academic year.

Professional Development, Teaching and Learning Improvement

The University has a designated arm for ensuring on-going professional development for its educators, in the name of the Centre for Professional Development, Teaching and Learning Improvement (CPDTLI). CPDTLI hosted a number of seminars, workshops, and conferences all aimed at improving teaching and learning as well as the enriching pedagogical skills of UNAM academic staff.

The Centre, in collaboration with the Ministry of Education, Arts and Culture, the National Institute for Educational Development (NIED), and the UNAM Faculty of Education, celebrated the historic launch of the Diploma in Junior Primary Education In-Service (DJPE INSET). The INSET programme marked the start of the implementation process targeting un-and under-qualified teachers, who are currently teaching at the junior primary phase, but lack the necessary qualifications. The first intake during this review period saw 916 teachers country-wide enrolling for the programme. The participating teachers were taught by the Faculty of Education lecturers with the help of assistant lecturers and site-based mentors.

Table 3: Enrolment per Campus (Full-, Part-time & Distance)

Namibian/Non-Namibian	Campus Name	Female	Male	Grand Total
Namibian	SAM NUJOMA CAMPUS	51	39	90
	HIFIKEPUNYE POHAMBA CAMPUS	1 634	599	2 233
	KATIMA MULILO CAMPUS	565	498	1 063
	KHOMASDAL CAMPUS	1 001	275	1 276
	NEUDAMM CAMPUS	93	72	165
	OGONGO CAMPUS	176	115	291
	JOSE EDUARDO DOS SANTOS CAMPUS	48	162	210
	OSHAKATI CAMPUS	471	135	606
	RUNDU CAMPUS	923	816	1 739
	HEALTH SCIENCES CAMPUS	401	150	551
	SOUTHERN CAMPUS	462	99	561
	WINDHOEK MAIN CAMPUS	6 162	3 722	9 884
Namibian Total		11 987	6 682	18 669
Non-Namibian	SAM NUJOMA CAMPUS		2	2
	HIFIKEPUNYE POHAMBA CAMPUS	6	4	10
	KATIMA MULILO CAMPUS	6	11	17
	KHOMASDAL CAMPUS	9	5	14
	NEUDAMM CAMPUS	7	9	16
	OGONGO CAMPUS	1	3	4
	JOSE EDUARDO DOS SANTOS CAMPUS	18	76	94
	OSHAKATI CAMPUS	17	7	24
	RUNDU CAMPUS	5	2	7
	HEALTH SCIENCES CAMPUS	63	27	90
	SOUTHERN CAMPUS	4	3	7
	WINDHOEK MAIN CAMPUS	697	661	1 358
Non-Namibian Total		833	810	1 643
Overall	SAM NUJOMA CAMPUS	51	41	92
	HIFIKEPUNYE POHAMBA CAMPUS	1 640	603	2 243
	KATIMA MULILO CAMPUS	571	509	1 080
	KHOMASDAL CAMPUS	1 010	280	1 290
	NEUDAMM CAMPUS	100	81	181
	OGONGO CAMPUS	177	118	295
	JOSE EDUARDO DOS SANTOS CAMPUS	66	238	304
	OSHAKATI CAMPUS	488	142	630
	RUNDU CAMPUS	928	818	1 746
	HEALTH SCIENCES CAMPUS	464	177	641
	SOUTHERN CAMPUS	466	102	568
	WINDHOEK MAIN CAMPUS	6 859	4 383	11 242
Full- & Part-time Total		12 820	7 492	20 312
Distance Students				
Namibian		3 244	1 535	4 779
Non-Namibian		88	88	176
Total Distance Students		3 332	1 623	4 955
Grand Total		16 152	9 115	25 267

Graduation

A total of 4 001 candidates graduated from UNAM during the academic year under review. This amounts to an increase of 29.7% compared to 2015. A total of 2 648 female and 1 353 male students graduated. It is also interesting to note that in terms of gender, 66% of the graduates were female.

A total of 263 Certificates, 938 Diplomas, 26 Bachelor degrees, 2501 Bachelor Honours degrees, 15 Postgraduate Certificates, 131 Postgraduate Diplomas, and 119 Masters degrees were conferred during the year under review. 8 Doctorate degrees were conferred with 5 female graduates and 3 male graduates – 1 within the Faculty of Agriculture and Natural Resources, 1 in the Faculty of Economic and Management Sciences, 1 in the Faculty of Engineering and Information Technology, 2 in the Faculty of Health Sciences (School of Nursing), 1 within the Faculty of Humanities and Social Sciences, and 2 within the Faculty of Science.

A total of 309 international students from 23 different countries graduated from UNAM. This amounts to a 5.5% increase compared to the previous year. Zambia had the most graduates namely 132, followed by Zimbabwe with 79, Angola with 23 and Botswana with 14.

Table 4: Graduates per Faculty/School

Faculty/School Name	Qualification Type	Female	Male	Grand Total
AGRICULTURE AND NATURAL RESOURCES	Diploma	51	40	91
	Bachelor Honours	49	22	71
	Masters	0	1	1
	Doctorate	0	1	1
AGRICULTURE AND NATURAL RESOURCES Total		100	64	164
ECONOMIC AND MANAGEMENT SCIENCES	Certificate	140	45	185
	Diploma	216	135	351
	Postgraduate Diploma	55	46	101
	Bachelors	13	6	19
	Bachelor Honours	273	181	454
	Masters	27	16	43
	Doctorate	0	1	1
ECONOMIC AND MANAGEMENT SCIENCES Total		724	430	1 154
EDUCATION	Diploma	84	33	117
	Bachelor Honours	695	317	1 012
	Masters	18	5	23
EDUCATION Total		797	355	1 152
ENGINEERING AND INFORMATION TECHNOLOGY	Bachelor Honours	16	48	64
	Doctorate	1	0	1
ENGINEERING AND INFORMATION TECHNOLOGY Total		17	48	65
HEALTH SCIENCES: SCHOOL OF MEDICINE	Bachelor's Degree	38	17	55
HEALTH SCIENCES: SCHOOL OF MEDICINE Total		38	17	55
HEALTH SCIENCES: SCHOOL OF PHARMACY	Diploma	12	10	22
	Bachelor Honours	23	10	33
HEALTH SCIENCES: SCHOOL OF PHARMACY Total		35	20	55
HEALTH SCIENCES : SCHOOL OF PUBLIC HEALTH	Masters	5	1	6
	Doctorate	1	1	2
HEALTH SCIENCES: SCHOOL OF PUBLIC HEALTH Total		6	2	8
	Postgraduate Certif.	12	3	15
	Diploma	38	16	54
	Postgraduate Diploma	14	4	18
	Bachelor Honours	132	23	155
	Masters	3	0	3
HEALTH SCIENCES: SCHOOL OF NURSING Total		199	46	245
	Certificate	57	21	78
	Diploma	150	67	169
	Postgraduate Diploma	4	1	5
	Bachelor Honours	238	73	311
	Masters	16	4	20
	Doctorate	1	0	1
HUMANITIES AND SOCIAL SCIENCES Total		466	166	632
	Diploma	27	16	43
	Bachelors	3	4	7
	Bachelor Honours	83	61	144
	Masters	1	0	1
LAW Total		114	81	195
SCIENCE: SCHOOL OF COMPUTING	Bachelor Honours	1	1	2
SCIENCE: SCHOOL OF COMPUTING Total		1	1	2
	Postgraduate Diploma	3	4	7
	Masters	1	1	2
SCIENCE: SCHOOL OF MILITARY SCIENCE Total		4	5	9
	Diploma	22	21	43
	Bachelor Honours	110	90	200
	Masters	13	7	20
	Doctorate	2	0	2
SCIENCE Total		147	118	265
Grand Total		2 648	1 353	4 001

Table 5: Graduates – International Students

Country name	Female	Male	Grand Total
AFGHANISTAN	0	1	1
ANGOLA	6	17	23
ARGENTINA	0	1	1
BOTSWANA	11	3	14
CONGO	4	1	5
DEMOCRATIC REPUBLIC OF THE CONGO	4	6	10
GERMANY	1	0	1
INDIA	1	1	2
KENYA	2	1	3
KOREA, REPUBLIC (SOUTH)	1	0	1
LESOTHO	4	1	5
MALAWI	3	3	6
NIGERIA	1	4	5
PAKISTAN	0	2	2
RWANDA	0	1	1
SIERRA LEONE	0	1	1
SOUTH AFRICA	6	4	10
SWAZILAND	1	0	1
TANZANIA	2	1	3
UGANDA	2	0	2
UNITED KINGDOM	0	1	1
ZAMBIA	72	60	132
ZIMBABWE	49	30	79
Grand Total	170	139	309



Office of the Pro-Vice Chancellor: Research, Innovation & Development



Prof K Matengu
**PRO-VICE CHANCELLOR:
RESEARCH, INNOVATION &
DEVELOPMENT**



Dr J Sifani
**DIRECTOR: CENTRE
FOR INNOVATION &
DEVELOPMENT**



Dr HM Kapenda
**DIRECTOR: CENTRE FOR
RESEARCH & PUBLICATIONS**



Assoc. Prof N Indongo
**DIRECTOR:
MULTIDISCIPLINARY
RESEARCH CENTRE**



Dr S Mafwila
**DIRECTOR: SAM NUJOMA
MARINE & COASTAL RESOURCES
RESEARCH CENTRE**

Office of the Pro-Vice Chancellor: Research, Innovation & Development

Prof Kenneth Matengu

Introduction

In looking back at 2016, I wish to start by gratefully acknowledging the work done by Prof Osmund Mwandemele, who before the restructuring, oversaw research at the University of Namibia. I was fortunate to work with him for one year before his term as PVC: Academic Affairs came to an end. His contribution in keeping UNAM on course in terms of research policy developments and structures means that I have a strong foundation to build on. The mandate of the office of the PVC: Research, Innovation and Development is to "position the university to respond effectively to national priorities as well as global initiatives, including the identification, development and maintenance of strategic research and commercial partnerships". In carrying out this mandate, the office is responsible for:

- The University's research, innovation and development strategy
- Leadership of cross-university research and grants management system
- Promotion of sustainable relationships with Research Councils and other funders nationally and internationally
- Commercialisation of the University's research outputs/assets
- Strengthen and sustain university-industry research and innovation linkages
- Promotion of research excellence and impact framework with a view to establish R&D leadership
- Prioritisation of research, innovation and commercialisation policies and the promotion of research leadership as well as contribute to third stream income of the university.

I took up the position of PVC: Research, Innovation and Development on 01 January 2016. As this is a new office, I could hardly imagine taking up a more challenging task at a time when expectations on UNAM's role in national development, its relevance and its position in Africa and beyond, were high. This happened at a time when higher education is rapidly changing and fundamental issues of transformation such as funding, relevance and societal impact are at stake. In his commencement speech of 2016, the Vice Chancellor, Prof Lazarus Hangula put it this way "...we have a new leadership which will strive to take the University of Namibia to the next level of scholarship - where excellence in teaching and the quality of the research output both in the form of publications, product development as well as their social impact take central stage in our work as an institution that is grounded on premises of 'education, service and development'."

I therefore needed to deeply reflect on our institution's previous successes in order to inform and define the future we want. Having examined data from the Web of Science, I decided that UNAM needed to choose focus areas in which it has to develop and maintain national and international standards based on its research agenda, its research outputs, innovation, commercial value and significant impact to society.

Key Activities

Prioritizing Research – in pursuit of a new generation of researchers

The Office of PVC: RID held a priority research validation workshop at Midgard, at which all Deans and

APVCs were invited and participated. The workshop examined UNAM's research and publications' strength using data from the Web of Science. The areas of UNAM's research strength were discussed keeping in mind the fifteen (15) national research thematic priorities as determined in the National Programme for Research, Science, Technology and Innovation of the NCRST. Given the capacity and resource limitations, the workshop agreed that UNAM should focus on limited areas it is already good at in order to transition from good to excellence. The following were agreed as the Priority Thematic Research Focus of UNAM for the next five years:

1. National Self-Sustainability and Agro Processing
2. Environment, Energy and Natural Resources
3. Society, Wellbeing and Health
4. Engineering and ICT
5. Indigenous Knowledge Systems
6. Education
7. Natural Science and Technology

These thematic areas will have programmes (led by Research Chairs or programme leaders) from which Faculties are expected to make annual calls for PhD enrolments – R&D focus. The workshop also described programmes under each theme.

It is expected that these programmes will lead to the establishment of Centers of Excellence and/or specialist Research Institutes. On completion, the candidates will be expected to do no more than 3 years as postdoctoral researchers. Over the years, the programmes will be further developed into a doctoral research academy under an R&D Campus. All students enrolled under this strategy will be full-time and funded for the 3-5 year period. Their research focus will be based on prior-identified problems/challenges with a view to provide innovative solutions for industry and/or public service. Initially, a small number of PhD candidates who will be expected to do their dissertation journal through articles published in internationally listed journals, will be enrolled. Progress on these will be evaluated, managed and monitored using SciVal.

Promoting Innovation and Exploitation of Intellectual Property (IP)

Innovation establishes a fundamental element of our university's relevance and significance. It positions the university to be a place of hope and assurance of a different but promising future. This aspect of the university's competence is shown by the number of patents its researchers register. UNAM is proud to record that it has 6 WIPO registered patents. There are several other innovations, including the PowerCan and the *Garnodem* mushroom capsules that have not yet been patented nor exploited.

To ensure the commercialisation of IP and creating business opportunities, the Office established the Centre for Innovation and Development which will have IP and Technology Transfer departments. Its first, got authorisation from the University Council to register a trading entity. The mandate of the holding company will be *"to advance the mission of UNAM and to competitively seek to exploit and leverage research outputs and business opportunities for UNAM that will diversify and increase its revenue base"*.

Once registered, the company will be managed by a CEO and autonomously governed by a Board of Directors. Besides this, the office facilitated the signing of cooperation agreements with several organisations aimed at strengthening innovations and development at UNAM. Amongst them is the agreement with Global Business Labs, an accelerator company headquartered at Stockholm School of Economics. This agreement prepares UNAM to quickly accelerate its business ventures, particularly those arising from spin offs/spinouts from research and other undertakings. Another important milestone was the 10 year MOU with the National Council for Research, Science and Technology (NCRST) that provides for strengthened institutional research by both institutions.

Promoting Research Outputs

UNAM's research output remains the highest in the country. According to Elsevier, UNAM accounts for 80% of all research output in the country. The number of conference papers, books and journal articles increased from 460 in 2015 to 651 in 2016. We have also started to collect information on the number of grants our staff apply for. In 2016, 220 applications were made, of which 120 were successful. We have begun examining these figures closely to determine the success and failure factors in order to come up with a grant writing skills development programme. The first training programme, with support from DAAD and the German Rectors and Presidents' Conference is expected to take place next year.

The Office plans to deploy research evaluation and management tools to be able to support skills development interventions, benchmarking and management of academic promotions. Overall, we will also introduce research chairs and programme leaders who will ensure better coordination of research and impact across the university system.

Office of the Pro-Vice Chancellor: Administration, Finance & Resource Mobilisation



Dr E N Namhila
Pro-Vice Chancellor
Administration, Finance &
Resource Mobilisation



Mr R van Rooi
Bursar



Mr E Tjiramba
Director:
Communications & Marketing



Mr Nabot Uushona
Director:
Computer Centre



Ms M Mainga
Dean of Students



Mr B Mutrifa
Director:
Estate Services



Ms L Mbwaile
Director:
UNAM Foundation



Mr R Izaks
Director:
Human Resources



Mr K Mbangi
Director: Strategic &
Physical Planning



Mr M Thikusho
Acting Coordinating
Director: University Central
Consultancy Bureau (UCCB)

Office of the Pro-Vice Chancellor: Administration, Finance & Resource Mobilisation

Dr Ellen N Namhila

Introduction

The University of Namibia experienced a number of changes during the year under review. Such changes were driven by the need for the institution to remain adaptive and relevant to the ever changing landscape of academia. It was further made urgent by the rise of disruptive technologies and the socio-economic realities facing communities. Collectively, these challenges catapulted the university's need for evolution.

Chief among the changes was a restructuring process that sought to re-align our physical composition to our strategic goals. The office of the Pro-Vice Chancellor: Administration, Finance was assigned a new responsibility: Resource Mobilisation.

The office's primary mandate involves bearing the greatest responsibility for the management of all auxiliary and support services. Administratively, they help the university's core business; teaching and learning, research and community engagement.

State funding of universities throughout the world is dwindling, thus making the search for complementary streams of income a necessity. To that end, the University of Namibia during the year under review embarked on a strategic direction to generate financial resources to cater for its growing student numbers and research needs.

In terms of composition, the Office of the Pro-Vice Chancellor: Administration, Finance and Resource Mobilisation, oversees the following departments/directorates; Office of the Bursar; Estate Services; Human Resources; Communications and Marketing; Office of the Dean of Students; UNAM Foundation; University Central Consultancy Bureau, Computer Centre as well as the Unit responsible for Strategy and Physical Planning.

Capital Expansion & Auxiliary Services

The Directorate of Estates Services continued to ensure that the University's physical infrastructure and auxiliary services are aligned to meet the needs and demands of our academic offerings. To this end, a number of capital projects were undertaken across campuses. Phase 3 of the José Eduardo dos Santos Campus known as the German Engineering Wing was nearing completion. On the Windhoek Main Campus, the extension and renovation of the administration building commenced in earnest. Construction of lecture halls also commenced at the Southern Campus in Keetmanshoop.

The year under review also witnessed the completion of major capital projects such as the construction of the Neudamm hostels, the Library and lecture halls at the Hifikepunye Pohamba Campus, and the construction of prefabricated offices at Neudamm and on the Windhoek Main Campus. The architectural drawings for the School of Veterinary Medicine were also finalized. The accessibility for all students living with disabilities on the main campus was further ensured through the construction of new elevators. The Directorate continued to prioritize the systematic management of maintenance and the optimisation of the life cycle of the university assets in accordance with the business needs of the university.

Communications & Marketing

The revamped University brand and identity was rolled out over all campuses during the review period. Activities undertaken include on-building and directional signage across all campuses. The Communications and Marketing department also produced a number of marketing material for faculties, centres and the 12 campuses.

Human Capital

The University of Namibia started the new academic year with a new team of academic leadership after the organisational restructuring as approved by the University Council. Proud to mention is the fact that most positions occupied by the academic leadership are Namibians who developed over the years which can be attributed to the University's unique staff development programme, which lead to many Namibians acquiring their PhD qualifications to qualify for these prestigious leadership positions at the University. Training was also provided to most sections within the University in various soft skills as identified through a skills audit that was conducted.

Notwithstanding the ushering in of the new academic leadership and the introduction of flagship programmes, the University faced challenges in terms of recruiting Namibian expertise especially in the fields of Medicine, Veterinary Sciences, Geology, Engineering, Public Health and Computer Science.

Information Technology

Living in an era of heightened technology demands that we stay ahead of the developments surrounding technology and take advantage of the boundless innovations that have sprung up. Yet, it also means that we must guard against the abuse of technology. To that end, the Computer Centre introduced a new policy that was approved by Council. In addition, UNAM introduced a new integrated information management system, including finance, human resources, and student management.

Resource Mobilisation

During the period under review, a self- review was conducted with guidance from the Centre for Quality Assurance and Management. A key outcome of the review process was an imperative task to establish an ad-hoc committee that would draft terms of reference to guide resource mobilisation strategies.

The UNAM Foundation successfully received N\$10 million from De Beers Group to assist students at the Southern Campus. An additional N\$1.6 million was contributed by various sponsors towards the Students Financial Assistance Scheme, while N\$240.000 was raised for student clubs and societies. The Foundation also continued to facilitate the University's efforts to optimise revenue from various privately-run on-campus and commercial enterprises while at the same time acting as a contracts administrator and relationship manager for various outlets and facilities.

Several new contracts were entered into during the period under review; a positive indication of the private sector's willingness to do business with the University, a practice being observed globally. A total of N\$4,364,098 was raised during the year.

Strategic & Physical Planning

The University successfully coordinated the development of the 2016 - 2020 University strategic plan and had it approved by Council. In addition, the 2015 business reviews were undertaken across all units and a total of 37 individual Faculty/Unit management plans were reviewed and finalised.

As the university's numbers continue to grow, so does a corresponding need for infrastructure. UNAM conducted a nationwide space audit in order to update the Higher Education Management Information Systems (HEMIS). This facility is an inventory database of UNAM's campuses required for space assessment purposes in terms of the NCHE Funding Framework.

Simultaneously the facility base mapping of all campuses were updated for space planning purposes. Furthermore, the responsible unit facilitated the registration of UNAM properties resulting in four properties currently being transferred to UNAM, while two new land donations were received from local authorities.

Progress was made with processing of various registrations of property which were at different stages of approval from various authorities. The Guide Plans for the Physical Development of all UNAM satellite campuses were also completed and adopted by the UNAM Council for implementation to guide development of the University in the medium to long term planning horizon.

As far as the management of information services and institutional research are concerned, the Strategic and Physical Planning Unit assisted the Human Resource Department with staff data integrity identification, which resulted in updating all staff qualifications. The Unit participated in the development of the higher education subject, student and staff and facility database for the NCHE as well as the higher education funding formula.

Student Affairs

The Office of the Dean of Students continued to be the custodian of student welfare across all University campuses. The office provides academic and psycho-social support services. During the review period, the office provided tailor made programmes designed primarily to ease and guide freshmen's transition from high school life into university life. Programmes for continuing and senior students centred around unearthing and sharpening leadership skills, cultivating and deepening appreciation for diversity and tolerance as well as developing requisite skills for conflict resolution, negotiations and much more.

Training was also provided to the students in terms of the following: self discovery, knowledge creation and expansion; skills and talent development; leadership; cultural tolerance; diversity and social responsibility; skills practice and refinement; physical and mental fitness; and overall student relations. UNAM continued to promote inclusive education and therefore every effort was made to accommodate and provide a conducive living and learning environment for our students living with disabilities.

Remaining true to the ethos of producing a holistic graduate, UNAM produces top athletes and sports men and women across many national sporting disciplines. The University retained its position as the National Rugby Champion during the review period.

University Central Consultancy Bureau (UCCB)

Formed by the need to avail the university's expertise to the public, the UCCB carried out a number of consultancies, short courses, institutional collaboration projects, institutional capacity building and human resources development projects of national significance. Among them, was a contract by the Ministry of Education to implement an English Language Proficiency Programme in schools.

The UCCB consists of the following divisions: Consultancy and Business Development; Capacity Building and ICT; and Non-Accredited Short Courses Training Division.

The Bureau generated a total revenue of close to 12 million Namibian dollars through its consultancy services and other income sources. Whereas, operating expenses totalled around 10 million Namibian dollars. This translated to a net profit of about 2 million Namibian dollars.

University of Namibia

Financial Matters 2016

Financial Matters

Bursar: Mr Ralph van Rooi

General Review

An unqualified audit opinion on the financial statements reflected that the year under review ended with a total comprehensive deficit of N\$154.9 million (2015: N\$72.4 million Surplus). The Statement of Cash Flows reflected a positive cash movement of N\$11 million (2015: negative movement of N\$ 182 million) and a positive bank balance of N\$17.2 million (2015: N\$5.9 million positive) to start with operations for the next financial year. Accounting policies have been applied consistently throughout the financial year.

During the year under review, the University invested substantially in physical infrastructure and equipment to the value of N\$278 million, which brought total non-current assets to N\$2.609 billion (2015: N\$2.382 billion). Government contributed N\$20 million (2015: N\$24 million) towards development projects. The balance of the capital projects were funded using the operational funds as well as a government guaranteed loan from FNB Namibia. The FNB Namibia loan amounted to N\$391 million and will continue to fund capital development projects during 2017.



Revenue and Expenditure

Revenue

The Government of the Republic of Namibia remains the major revenue source for the University's operations. During the 2016 financial year, Government subvention for operational expenses amounted to N\$904 million (2015: N\$1.109 billion), which represents an 18.5% decrease compared to 2015. It is also necessary to mention that the student fee resources and charges of the University increased to N\$467 million, which represents a 26.6% growth. This increase resulted from an increase in fees of 7.5% as well as a student intake increase of 22% compared to 2015. Some revenue sources which contributed to this include: tuition fees, accommodation fees and boarding fees. The total income for the year under review amounted to N\$1.448 billion in comparison to the N\$1.551 billion for the 2015 financial year. Government made a short payment of N\$154 million of the budgeted subsidy during the year under review, which is the main reason for the deficit recorded for the year.

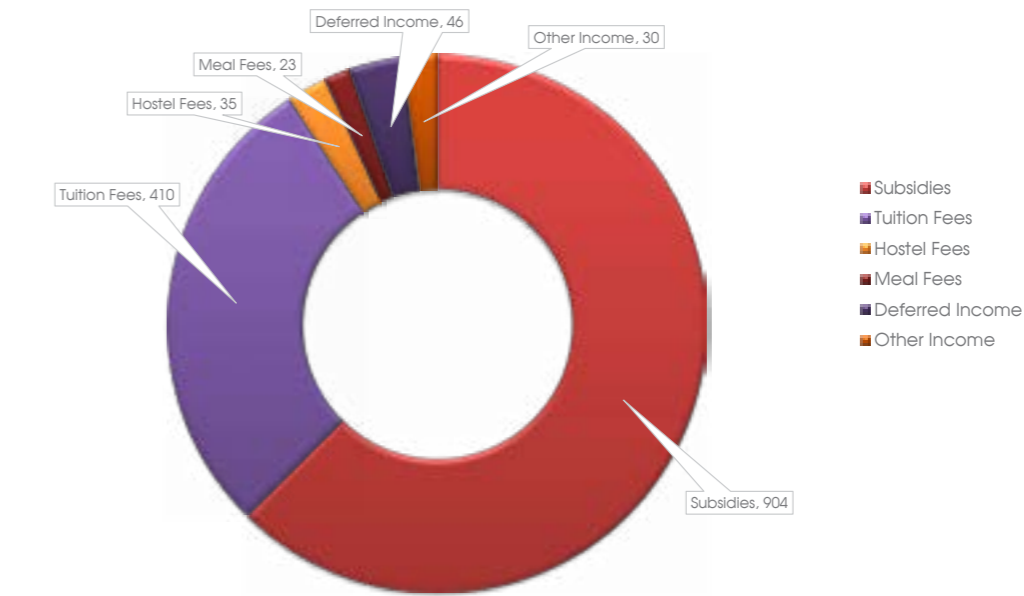
Expenditure

The total expenditure for the year under review amounted to N\$1.573 billion (2015: N\$1.476 billion). Employment costs amounted to N\$1.052 billion, (2015: N\$ 915 million) excluding the movement in provisions for post-retirement benefits and accounted for 67% of total expenditure, (2015: 62%) and 73% of total revenue (2015: 59%). Employment costs will always remain the main expenditure category due to the nature of the University's operations. Administration and other costs amounted to N\$ 522 million, (2015: N\$ 558) which represents 33% (2015: 38%) of the total expenditure including depreciation and provisions. The reduced administrative expenditure came as a result of the cost cutting initiatives necessitated by the short payment in subsidy.

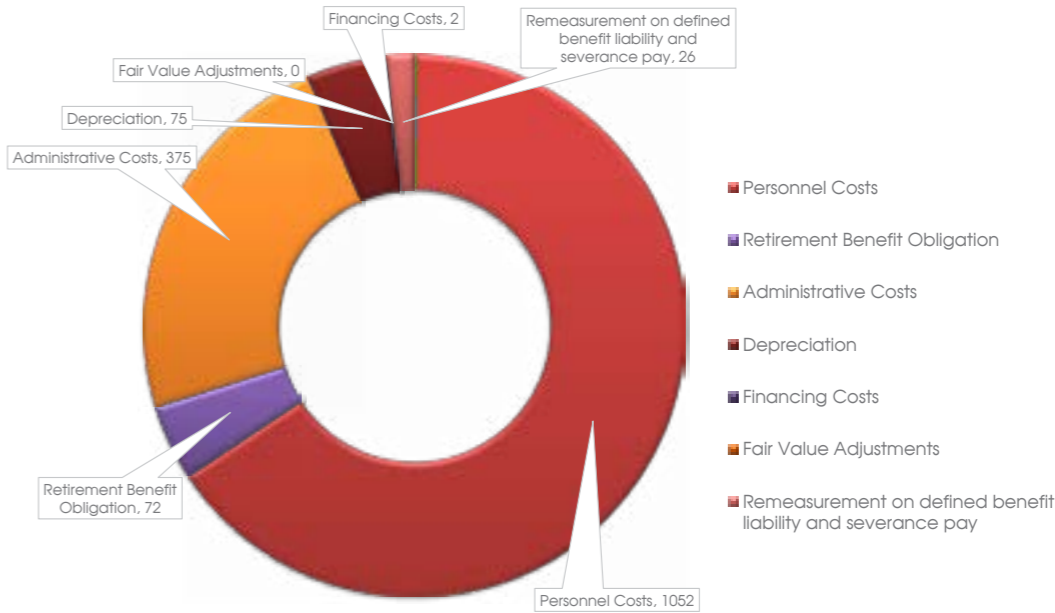
Revenue and Expenditure Statement for the years ended 31 December 2016

	2016 (N\$000)	2015 (N\$000)
REVENUE	1,447,568	1,550,766
Subsidies	904,113	1,108,720
Tuition fees	409,968	319,374
Hostel fees	34,622	30,751
Meal fees	22,586	18,882
Deferred income released	45,806	48,344
Other income	30,473	24,695
EXPENDITURE	1,602,437	1,478,334
Personnel costs	1,052,370	914,864
Retirement benefits obligation	72,158	60,381
Administrative costs	375,028	380,377
Depreciation, amortisation and impairments	74,693	117,485
Financing costs	2,053	3,243
Fair value adjustments	(15)	(751)
Remeasurement on defined benefit liability and severance pay	26,150	2,735
Surplus/(Deficit) for the year	(154,869)	72,432

Revenue in Millions N\$



Expenditure in Millions N\$



Financial Matters

Office of the Bursar

Extracts University of Namibia Annual Financial Statements for the year ended 31 December 2016		
Statement of Financial Position as at December 31, 2016		
	2016 N\$ '000	2015 N\$ '000
Assets		
Non-Current Assets		
Biological assets	6,085	5,901
Investment property	359,466	346,338
Property, plant and equipment	2,221,662	2,012,947
Intangible assets	17,037	12,589
Investments	4,279	4,180
	2,608,529	2,381,955
Current Assets		
Prepayments	594	50
Inventories	4,105	5,015
Student debtors and other receivables	333,865	436,191
Cash and cash equivalents	17,243	5,901
	355,807	447,157
Total Assets	2,964,336	2,829,112
Equity and Liabilities		
Equity		
Retained earnings	(59,290)	95,579
Liabilities		
Non-Current Liabilities		
Retirement benefit obligation	398,486	314,342
Provision for severance pay	81,849	73,960
Long term loan	-	7,689
Deferred income	1,796,982	1,775,309
Trust funds	47,803	34,083
	2,325,120	2,205,383
Current Liabilities		
Long term loan	173,793	684
Deferred income	45,898	48,344
Provisions	190,636	169,029
Trade and other payables	288,179	235,048
Bank overdraft	-	75,045
	698,506	528,150
Total Liabilities	3,023,626	2,733,533
Total Equity and Liabilities	2,964,336	2,829,112

Financial Matters

Office of the Bursar

Extracts University of Namibia Annual Financial Statements for the year ended 31 December 2016		
Statement of Profit or Loss and Other Comprehensive Income		
	2016 N\$ '000	2015 N\$ '000
Revenue	467176	369,007
Other income	27768	22,170
Operating expenses	-1574249	(1,473,107)
Government Subsidy	904113	1,108,720
Deferred income released	45806	48,344
Operating surplus/(deficit)	(129,386)	75,134
Investment revenue	2705	2,525
Fair value adjustments	15	751
Finance costs	-2053	(3,243)
Surplus/(Deficit) for the year	(128,719)	75,167
Other comprehensive income:		
Items that will not be reclassified to profit or loss:		
Remeasurements on net defined benefit liability & severance liability	-26150	(2,735)
Other comprehensive income for the year	(26,150)	(2,735)
Total comprehensive surplus/(deficit) for the year	(154,869)	72,432

Extracts University of Namibia Annual Financial Statements for the year ended 31 December 2016			
Statement of Changes in Equity			
	Special project funds N\$ '000	Retained earnings N\$ '000	Total equity N\$ '000
Balance at January 1, 2015	1,052	23,544	24,596
Total comprehensive surplus for the year	-	72,432	72,432
Movement in trust funds	(1,052)	(397)	(1,449)
Balance at 31 December 2015	-	95,579	95,579
Total comprehensive Deficit for the year	-	(154,869)	(154,869)
Balance at 31 December 2016	-	(59,290.00)	(59,290)

Financial Matters

Office of the Bursar

Extracts University of Namibia Annual Financial Statements for the year ended 31 December 2016 Statement of Cash Flows

	2016 N\$ '000	2015 N\$ '000
Cash flows from operating activities		
Cash receipts from customers	1,501,383	1,173,029
Cash paid to suppliers and employees	(1,284,794)	(1,164,843)
Cash generated from operations	216,589	8,186
Interest income	2,705	2,525
Finance costs	(1,504)	(3,243)
Net cash from operating activities	217,790	7,468
Cash flows from investing activities		
Purchase of property, plant and equipment	(277,923)	(238,845)
Sale of property, plant and equipment		
Purchase of investment property	(26,204)	(26,048)
Purchase of other intangible assets	(5,681)	(12,030)
Purchase of investments	(42)	(120)
Purchase of biological assets	(276)	(491)
Sale of biological assets	50	954
Capital grants received	20,000	24,000
Net cash from investing activities	(290,076)	(252,580)
Cash flows from financing activities		
Special project fund accounts	-	(1,052)
Repayment of long term loan	(759)	(704)
Long term loan raised	165,630	-
Trust fund account	-	(4,649)
(Decrease)/increase in bank overdraft	(75,045)	75,045
Retirement benefits paid	(4,471)	(3,855)
Provision for severance pay paid	(1,727)	(1,684)
Net cash from financing activities	83,628	63,101
Total cash movement for the year	11,342	(182,012)
Cash at the beginning of the year	5901	187,913
Total cash at end of the year	17,243	5,901



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