

ANNUAL REPORT 2015|16

"Impacting Lives"



Namibia · Qualifications · Authority



NAMIBIA QUALIFICATIONS AUTHORITY



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1 CORPORATE STATEMENTS



Martha Mbombo
NQA Council Chairperson

Chairperson's Statement

Dear Stakeholders,

I am delighted to present this report on behalf of the 6th Council of the NQA.

We celebrate another successful year at the NQA and continue making great strides that bring us closer to attaining our vision of becoming a globally reputable qualifications authority empowering people in Namibia.

At the NQA, we see ourselves as an institution that deals in hope. Hope for a better future for both the individual client and the Namibian nation at sundry. People are always at the heart of our operations. We have made it a conscious effort that every decision taken at the NQA must enable us to make significant impact in the lives of those we serve and it is for this reason that this report is aptly themed 'Impacting Lives'.

This year, we have recorded meaningful achievements, some of which I have outlined below:

In line with the Government's aspiration of embedding a performance-driven public service, the NQA Council will soon finalise the performance agreements for all its members. In this regard, the agreements have been drafted and are currently being reviewed by the Portfolio Minister. We believe that effectively implementing performance agreements will entrench Council accountability, steer the NQA towards a results-oriented institution and provide clear guidelines to the Council to align decisions to the NQA's strategic objectives which will ultimately lead to improved organisational performance.

The Council is proud to announce that the NQA has received unqualified financial audits for the past ten years, including the period under review. This is of particular significance, given the current operational climate that requires absolute financial prudence and calls on boards to strengthen their fiduciary duties.

We have also started the process of amending the NQA Act with the aim of transforming the training and education sector into a space that facilitates equitable access to quality education and responds to the needs of both training providers and learners. One of the key tenets of the amended Act will be introducing accreditation as a compulsory requirement for all entities desiring to provide education

and training in Namibia. This will be a major shift from the status quo which allowed training providers to operate without their programmes being quality assured to confirm alignment to industry expectations and national standards. With the repealing of that enabling legislation, we also aim to alleviate the plague of bogus institutions which have for long exploited our people by luring them to spend their hard-earned money on qualifications which hold no value.

Following the conclusion of the previous 5-year strategic plan in March 2015, the Council drafted and finalized the new plan, which outlines the NQA's strategic direction for the next five years (2015 – 2020). Under the new strategy, while our focus remains on entrenching the essence of quality education through accreditation and sustaining a dynamic qualifications framework, there is also a strong shift towards maintaining strong relationships with our stakeholders. Additionally, it is our long-term objective to strengthen the NQA's status to become the Ombudsman for the training and education sector. Data collection will also be enhanced through the development of the National Qualifications Framework Information System, which will enable the NQA to effectively add value to national planning by providing key data in terms of skills and qualifications.


As a public institution, the NQA is cognizant of the fact that it cannot operate in isolation and thus needs the support of all key stakeholders in order to attain its strategic objectives. We have thus started to consciously create linkages with national leaders that will enable us to extend our services to all the fourteen regions. In this way, we will ensure that all Namibians can effectively access information about our services through their local councillor offices. This is our demonstration of being a citizen-centred institution, which is fully aligned to President Hage Geingob's vision of an inclusive Namibia where no citizen feels left out.

In the same vein, one of our objectives is to take advantage of advancing technology to improve customer experience. This already started with the automation of the process of evaluating qualifications, which will improve our internal efficiency and as a result significantly shorten the waiting period for customers. This is just one way in which we add value to our customers' lives.

This year has not been without challenges, of which the main one is still inadequate levels of funding. The NQA currently provides its core services at either no cost or very low cost to clients. This presents serious financial challenges to the organisation as it relies on only one revenue stream. This situation has created an urgent need to increase the NQA budget and explore possible revenue generation activities in order for the organisation to operate efficiently and meet all its financial obligations.

In conclusion, we extend our gratitude to the Minister of Higher Education, Training and Innovation, Honourable Dr Itah Kandjii-Murangi, for entrusting us with the future of this great organisation, and for her unwavering support and guidance to the Council. I would also like to reiterate our commitment to working with the Ministry for the advancement of education and training in Namibia.

Lastly, we acknowledge that our employees are the anchors to our success. Our sincere thanks goes to the Executive Management and staff of the NQA under the capable leadership of Franz Gertze, for their enduring passion and commitment to selflessly serving and making a positive impact in the lives of all Namibians.


Ms. Martha Mbombo (Chairperson)



Franz Gertze
Chief Executive Officer

Chief Executive Officer's Statement

The theme "**Impacting Lives**" was chosen against the backdrop of changes in Namibia during the period of review. It is the year during which, His Excellency Dr Hage Geingob was inaugurated as the third President of the Republic of Namibia. The education sector also saw structural changes when the Ministry of Education was split into two entities namely Ministry of Higher Education, Training and Innovation and the Ministry of Education, Arts and Culture.

The reflection here thus goes far beyond just another successful results year. This review with its apply titled theme "Impacting Lives" chronicles our programmes during the 2015/2016 financial year and draws inspiration from the Government's noble vision of "Prosperity for All"

Underpinning these chronicles and achievements is our support for the Government's mission to generate growth and prosperity in Namibia's economy and to promote our country as a great place

to live, work, study and do business. We support the development of qualifications and services that benefit learners and employers alike, thus providing the knowledge, skills and competencies that are required for economic growth and productivity and that also empower and encourage learners to pursue opportunities to learn. The focus on quality and standards means that the NQA provides valuable passports for learners as they progress through their lives. Products are designed to give credence to skills and qualifications needed for the 21st century and for the growth of our beloved Namibia.

The NQA is mandated to develop and implement a National Qualifications Framework (NQF) that guarantees equitable access to quality education and training for all. To this end the NQA approved policies, registered 669 qualifications and unit standards, evaluated and recognised 4603 qualifications and provided study-related advice to 2445 nationals on the status of institutions where they wish to pursue studies.

The pronounced changes made for an appraisal of the strategic direction and a new plan was adopted for the 2015-2018 period. Furthermore, the year has seen the review of both the NQF and Accreditation, Audit and Assessment Regulations. Our leadership role in Quality Assurance generally, as well as in contributing to and influencing national policy, has recorded positive results. The national policy on the Recognition of Prior Learning (RPL) was adopted and is being implemented. Significant progress was recorded with work done towards the development of the Policy on Articulation of Qualifications in Namibia.

As part of our drive to positively impact lives, we started with the automation of business processes of the evaluation of qualifications. The NQA is now able to evaluate more qualifications and the unit cost has decreased significantly. As a customer-focused organisation,

we are working to offer customers better service by delivering efficient, scalable and technology-based services. The NQA has put in place measures aimed at eliminating the possibility of fraud in qualifications by introducing a fraud hotline which is linked to the automation.

Staff development is one of our strategic imperatives and was accorded focused attention, especially in the space of employee relations, organisational climate and internal communications. A special initiative in this regard was the introduction of the ongoing programme: **Conversations with the CEO**. Other activities included team building, employee wellness days and financial assistance for qualifying training. All these activities were aimed at improving service delivery and ultimately at impacting on lives of valued colleagues.

Communicating the NQF remains a perennial challenge but the year under review has seen the adoption of the communications strategy, which resulted in increased interaction with learners, better engagement with schools, colleges and universities, useful consultation with quality assurance bodies and improved participation of professional bodies, employers and organized business. Maintaining a balance between innovation and compliance, as is expected from a public enterprise operating on very limited resources is delicate, but the NQA has been able to have a clean audit report for more than five years.

Strategic relations were strengthened when we hosted a wide array of local and international delegations including those from the Botswana Qualifications Authority. Other activities in which the NQA staff members were involved are meetings, conferences with the International Labour Organisation (ILO), The African Quality Assurance Network (AFRIQAN), International Network of Quality Assurance Agencies in Higher Education (INQAAHE), Organisation for African Unity (AU), South African Qualifications Authority (SAQA), Lesotho Commission for Higher Education (LCHE), Botswana Qualifications Authority (BQA) and Zimbabwe Examinations Council. Work was done with the Southern African Development Community on the RPL in the region as the SADCQF. The NQA assisted with the development of the Transnational Qualifications for the Small States of the Commonwealth through the Commonwealth of Learning. Additionally, UNESCO has been a valued partner in the capacity building for the NQA, especially in areas of skills recognition and referencing of qualifications.

This Annual Report exemplifies only some of the incredible efforts made by all of the NQA staff, our partners and of those who have worked with us in attaining the results, none of which would have been achieved without the hard work and commitment. Thank you to you all.

I would like to thank the NQA Council for their unflinching support and leadership. My gratitude also goes to the Minister of Higher Education, Training and Innovation for the guidance and flexibility during these times of change and accelerated delivery.

We are delighted to present the Namibia Qualifications Authority's (NQA) Annual Report for the 2015/2016 financial year.



Mr. Franz E. Gertze (Chief Executive Officer)

2 NQA AT A GLANCE



NQA Employees

Organisational Mandate:

The NQA is mandated to exercise and perform the statutory powers, duties and functions in line with the Namibia Qualifications Authority Act (Act no. 29 of 1996) as outlined under subsection titled 'The Objects of the NQA' Article 3(a)-(j):

- a. Set up and administer a National Qualifications Framework (NQF);
- b. Be a forum for matters pertaining to qualifications;
- c. Set up the occupational standards for any occupation, job, post or position in any career structure;
- d. Set the curriculum standards required for achieving the occupational standards for a given occupation, job, post, position in a career structure;
- e. Promote the development of and analyse benchmarks of acceptable performance norms for any occupation, job, post or position;
- f. Accredite persons, institutions and organisations providing education and courses of instruction or training as meeting certain requirements as set out in Section 13;
- g. Evaluate and recognize competencies learnt outside formal education;
- h. Establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications;
- i. Inquire into whether any particular qualification meets the national standards; and
- j. Advise any person, body, institution, organization or interested group on matters pertaining to qualifications and national standards for qualifications.

Strategic Objectives:

The NQA's current and future strategic objectives are encapsulated in the Strategic Plan 2011– 2015, which essentially provides a roadmap to navigate the way towards achieving its goals.

The Strategic Plan outlines four key strategic goals or 'pillars of excellence' for the NQA, namely:

1. Organisational Development:

The effective enhancement of the NQA through institutional capacity building, Human Resources management, infrastructure development and management, to enable it to work towards the realisation of its mandate.

2. Implementation of NQF Systems:

Includes implementation, maintenance, review and re-registration of qualifications, Unit Standards (U/S), courses, Recognition of Prior Learning (RPL) subsystems, National Qualifications Framework Information Management Systems (NQFIMS) the establishment and roll-out of the National QF, capacity building in qualifications assessment standards, credit recognition and transfer, evaluation of qualifications and agreed national assessment processes.

3. Relationship Management:

Improving and maintaining communication and engagement with all stakeholders, including, inter alia, statutory bodies, professional bodies and Government. Establish and maintain positive relations with new stakeholders, building on existing partners and using the website.

4. Quality Assurance Systems:

These are the mechanisms that include accreditation, re-accreditation, audit and quality assurance to ensure the provision of quality of education, training and assessment in Namibia by approved and registered service providers.

Vision:

A globally reputable qualifications authority empowering people in Namibia.

Mission:

To sustain a dynamic national framework that assures quality qualifications through credible recognition of quality learning attainments.

Values:

Transparency	We are open and accessible to clients, stakeholders and the public, and are committed to providing timely, relevant and accurate information.
Innovation	We strive for continuous improvement and aim to exceed client expectations through implementing innovative ideas.
Integrity	We adhere to the independence and objectivity requirements under which our organisation operates. We are also committed to acting ethically, being honest and inspiring trust by saying what we mean, matching our behaviours to our words and taking responsibility for our actions.
Accountability	We acknowledge and assume responsibility for our actions, decisions and policies.
Excellence	We strive to achieve excellence through continuous innovation and learning.

3. CORPORATE GOVERNANCE

NQA EXECUTIVE MANAGEMENT TEAM



Franz Gertze
Chief Executive Officer



Asnath K. Kaperu
Deputy Chief Executive Officer



Dennis Van Rooyen
Head: Administration



Polli Andima
Accreditation, Audit and Assessment



Sara Alweendo
Qualifications

3.1 Corporate Governance

Regulatory Framework

The NQA is a statutory body which has been established by the Namibia Qualifications Authority Act, Act 29 of 1996 as amended, which Act principally regulates its affairs. In addition to the establishing Act, the NQA operates within the confines of further applicable legislation including, among others, the State-Owned Enterprises Governance Act, Act 2 of 2006, as amended, and the Public Enterprises Governance Amendment Act, (Act 8 of 2015) which lists the NQA as a public enterprise.

Therefore, the NQA is a public entity which subscribes to the Corporate Governance Code for Namibia (the NamCode) as well as the King III principles on governance, amongst which are: accountability, transparency and integrity. Furthermore, the NQA is primed to implement good practice directives as issued from time to time by the Ministry of Public Enterprises.

NQA Council

Council Structure

The NQA Council is headed by a Chairperson and is currently composed of a total of fifty-six (56) Council Members, of whom thirty (30) are Substantive Members and twenty-six (26) are Alternate Members. The Council is empowered by Section 9 of the NQA Act to establish Committees to advise it on such matters as it may refer to such Committees, or to assist the Council in the exercise of such of its powers or the performance of such of its duties and functions under the NQA Act as the Council may delegate or assign to such Committees under section 15 of the NQA Act.

The NQA Council is currently served by the following six (6) Sub-committees:

1. Executive Committee
2. Human Resources Committee
3. Finance Committee
4. Accreditation, Assessment & Audit Committee
5. Qualifications Committee
6. Tender Committee

Council Roles and Responsibilities

1. To manage the affairs of the NQA (Section 5 (1) of the Act)
2. To determine the policies and procedures of the NQA with regard to its objects;
3. To exercise control generally over the performance of the functions of the NQA, the exercise of its powers and the execution of its duties.

Term of Office

The term of the incumbent Council is three (3) years having commenced on March 2014 to 28 February 2017.

Remuneration

Council Members other than public servants receive sitting allowances as well as retainers under the umbrella of a Tier 1 classification and in accordance with the prescriptions of the gazetted directives, namely, GN 174, Government Gazette No. 4538 /12 August 2010.

NQA Council Members for the period 1 March 2014 until 28 February 2017:

No	Name Of Member	Alternate Member	Name Of Organisation Represented
1.	Dr Alfred van Kent		Ministry of Higher Education, Training and Innovation
2.	Prof. Lazarus Hangula	Dr Ngepathimo Kadhila	University of Namibia
3.	Prof. Tjama Tjivikua	Mr Comeels Jafta	Namibia University of Science and Technology (NUST)
4.	Mr Franz E. Gertze (<i>Ex officio</i>)		Namibia Qualifications Authority
5.	Mr Andries L. Hungamo	Mr Sylvester Mbangu	National Planning Commission
6.	Mr Abraham Nehemia (<i>Acting PS</i>)	Ms Johanna F. N. Andowa	Ministry of Agriculture, Water and Forestry
7.	Mr Mbeuta Ua-Ndjarakana	Ms Tjiuai Kaambo	Ministry of Information and Communication Technology
8.	Dr Moses Maurihungirire	Ms Hilaria Namoloh	Ministry of Fisheries and Marine Resources
9.	Vacant	Dr Norbert Forster	Ministry of Health and Social Services
10.	Mr I.V.K Ndjoze		Ministry of Justice
11.	Mr Willem Goeiemann (<i>PS</i>)		Ministry of Works and Transport
12.	Mr Stanley Hoveka Mbura	Ms Hendrina J. Jandrell	Namibia Employers Federation (NEF)
13.	Mr Basilius G.M. Haingura	Ms Narina Pollmann	National Union of Namibian Workers (NUNW)
14.	Ms Anke H. Halenke	Dr Herbert P. Schneider	Namibia Agricultural Union
15.	Mr Job Amupanda	Ms Taimi Kapelwa	Chamber of Commerce and Industry (NCCI)
16.	Ms Aina Ipinge		Bankers Association of Namibia
		Mr Otto Makemba	Institute of Chartered Accountants of Namibia
17.	Ms Sophy Partenbach-Fick	Mr Domingos Sachikela	Chamber of Mines of Namibia
18.	Mr Larry H. Laursen	Mr Ernst Sauber	Federation of Namibian Tourism Associations (FENATA)
19.	Mr Henry S. Line	Mr Stanley Thomas	Namibia Logistics Association
20.	Ms Pamela Somses	Ms Josephine Lazarus	National Federation of People with Disabilities in Namibia
21.	Mr Vitura Kavari	Mr Maurice T. Likukela	Office of the Prime Minister
22.	Mr Alfred Tjihambuma	Ms P. //Hoëbes	Public Service Commission
23.	Ms Jo-Ann N. Manuel		Ministry of Sport, Youth and National Service
24.	Mr Cavin M. Nyambe (<i>Vice-Chairperson</i>)		Ministry of Education Department: National Examinations
	Vacant (<i>Alternate</i>)		Ministry of Education Department: ETSIP
25.	Ms Martha Mbombo (<i>Chairperson</i>)		Ministry of Gender Equality and Child Welfare
26.	Mr Albius Mwiya	Mr David Iigonda	Ministry of Labour and Social Welfare

No	Name Of Member	Alternate Member	Name Of Organisation Represented
27.	Mr Lesley Hindjou	Mr Andrew Main	The Namibia Council of Architects and Quantity Surveyors
28.	Prof. F.P.L Kavishe	Ms Sophie Tekie	Engineering Council of Namibia
29.	Ms Melissa Shanjengange	Mr Tim Parkhouse	Namibia Training Authority (NTA)
30.	Prof. Sam K. Amoo		Board for Legal Education
31.	Mr Joseph C. Lewis	Mr Frikkie J. Louw	Namibian Council for Professional Land Surveyors, Technical Surveyors and Survey Technicians

Council Committees and Responsibilities

Executive Committee (ExCom) Members

1. Ms Martha Mbombo (Chairperson)
2. Mr Lesley Hindjou
3. Mr Vitura Kavari
4. Mr Basilius Haingura
5. Mr Job Amupanda
6. Mr Larry Laursen

Roles and responsibilities

The purpose of the Executive Committee is to provide strategic leadership, management, supervision and direction in relation to the carrying out and performance of the NQA's functions.

The ExCom, amongst other delegated authority:

- a) Monitors compliance with annual and other performance objectives;
- b) Identifies, formulates and prioritises strategic issues and charts strategic directions for action by the management and staff;
- c) Ensures best practice in risk management, decision-making and quality control systems;
- d) In conjunction with the Council and the Secretariat, oversees the management of stakeholder relationships, as well as the management of the NQA's reputation; and
- e) Exercises and executes the authority as assigned and delegated by the Council.

Finance Committee (FinCom) Members

1. Mr Lesley Hindjou (Chairperson)
3. Mr Larry Laursen
4. Mr Mbeuta Ua-Ndjarakana

Roles and responsibilities:

The FinCom, amongst other delegated authority, and in line with the NQA's relevant policies:

- a) Oversees the submission of reports to the Council on all the financial activities of the NQA;
- b) Reviews and approves the annual financial statements that will be provided to the portfolio Ministry and the Minister of Finance;
- c) Reviews, approves and recommends appropriate risk management systems and internal controls;
- d) Ensures that the Council fulfils its financial accountability and oversight responsibilities; and
- e) Responds to auditors' reports, and makes recommendations to Council on audit findings.

Human Resources Committee (HRCom) Members:

1. Mr Vitura Kavari (Chairperson)
2. Ms Melissa Shanjengange
3. Ms Sophy Partenbach-Fick
4. Mr Stanley Hoveka Mbura
5. Mr Albius Mwiya

Roles and responsibilities

The HRCom, amongst other delegated authority:

- a) Ensures that the NQA has appropriate human resources policies and recommends related policies and procedures regarding human resources;
- b) Ensures that the NQA has a sound plan for executive management successions;
- c) Advises on disciplinary matters, recruitment and selection, union negotiations and relevant legislation;
- d) Ensures organizational development through the NQA's annual training needs analysis and advise on the execution of its Training Plan; and
- e) Ensures and reports on progress of Performance Management.

Accreditation, Audit and Assessment Committee (AACom) Members

1. Mr Basilius Haingura (Chairperson)
2. Ms Sophie Tekie
3. Mr Cavin M. Nyambe
4. Ms Anke Halenke
5. Prof. Lazarus Hangula represented by Dr Ngepathimo Kadhila

Roles and responsibilities

The primary responsibility of the AACom is to assist the Council in the effective discharge of its responsibilities for accreditation and related matters, and compliance with regulations for accreditation.

The functions of the AAA committee are to:

- a) Consider applications for accreditation, re-accreditation and/or expansion of scope of accreditation and to make appropriate recommendations in respect of such applications, including the imposition of any requisite conditions;
- b) Consider matters incidental to the accreditation, re-accreditation and/or expansion of the scope of accreditation without limitation to auditing and assessments functions;
- c) Make such recommendations to the Council as it may deem appropriate on any area within the ambit of its terms of reference where action or improvement is required; and
- d) Undertake any other duties as directed by the Council.

Qualifications Committee (QCom) Members:

1. Mr Job Amupanda (Chairperson)
2. Mr Alfred Tjihambuma
3. Mr Albius Mwiya
4. Prof. Tjama Tjvikua
5. Mr Larry Laursen

Roles and responsibilities

The QCom, amongst other delegated authority:

- a) Considers and makes appropriate recommendations to the Council concerning the applications submitted by applicants for the registration of qualifications, unit standards and unit standard-based qualifications on the National Qualifications Framework (NQF);
- b) Considers matters incidental to the registration of qualifications, unit standards and unit standard-based qualifications on the NQF;
- c) Considers matters incidental to the evaluations of qualifications and makes appropriate recommendations to the Council for a decision; and
- d) Exercises and executes such further authority as the Council may from time to time expressly assign or delegate to it.

Tender Committee (TenderCom) Members

1. Mr Larry Laursen (Chairperson)
2. Mr Lesley Hindjou
3. Mr Stanley Hoveka Mbura
4. Mr Albius Mwiya
5. Mr Mbeuta Ua-Ndjarakana

3.3 Secretariat



NQA Staff Members

The Act in Section 10 (1) states that the Council shall, on the recommendation of a selection committee established by the Council for the purpose of and with the concurrence of the Minister, appoint, on such conditions of employment, privileges and period of office as it may determine, a suitably qualified and experienced person as Director of the NQA, who shall be the Chief Executive Officer, as well as a suitably qualified and experienced person as Deputy Director of the NQA who shall be the Deputy Chief Executive Officer.

The Office of the Chief Executive Officer is responsible, through effective leadership and governance, for ensuring the aligned development of human, financial and infrastructural resources to support the achievement of the organisational objectives.

The Secretariat facilitates informed decision-making and good governance through the organisation, management and dissemination of high quality information to the Office of the Chief Executive Officer, the NQA Council and its committees.

Figure 1 illustrates the composition of the NQA secretariat, which is composed of four departments, each led by a Head.

NQA Secretariat

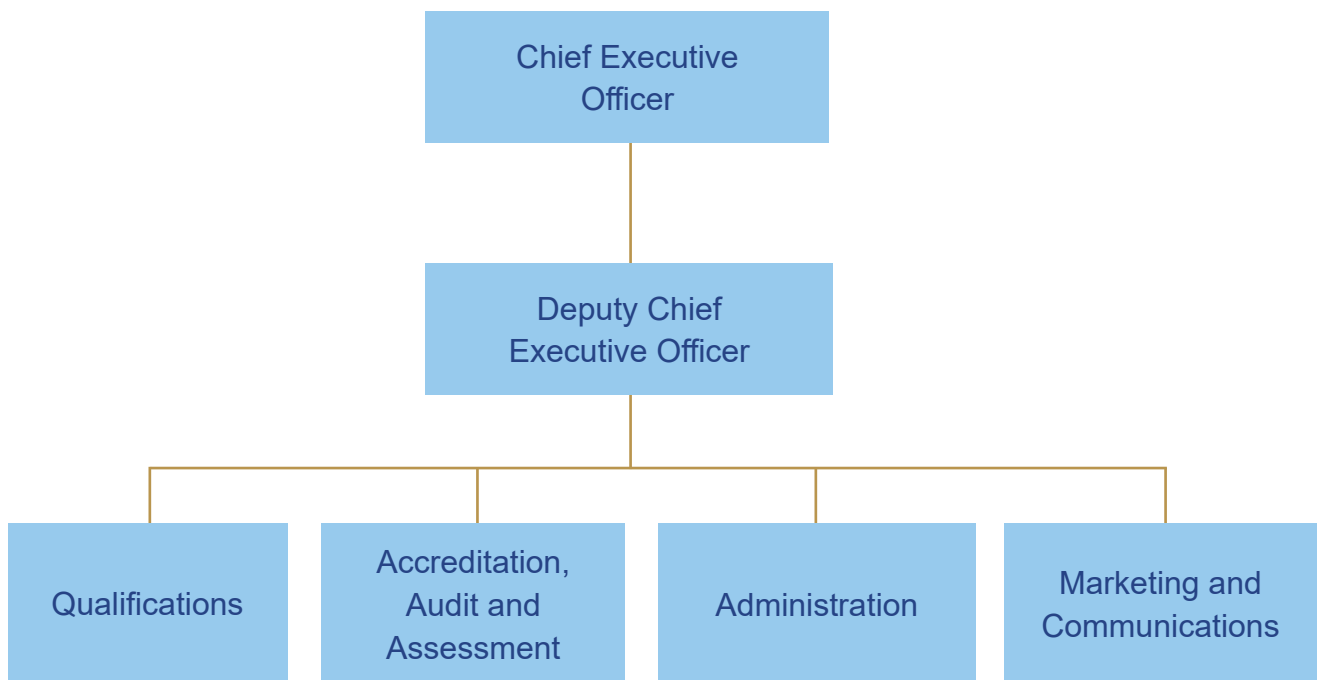


Figure 1: NQA Secretariat

4. PERFORMANCE REVIEW



Sara Alweendo
Head: Qualifications

4.1 Qualifications:

The Qualifications Department is comprised of two sections, namely Evaluations, and National Qualifications Framework Registration, and is responsible for the following functions as mentioned in the enabling legislation (NQA Act 29 of 1996):

- Set up and administer a National Qualifications Framework (NQF);
- Be a forum for matters pertaining to qualifications;
- Set up the occupational and curriculum standards;
- Evaluate and recognize competencies learnt outside formal education;
- Establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications; and
- Inquire into whether any particular qualification meets the national standards.

The Qualifications Department is also tasked with the responsibility to administer and manage the NQF in accordance with the NQF Regulations Requirements, which

specify the standards for each qualification type in Namibia. In addition to that, the department also carries out the recognition of local and foreign qualifications through the process of evaluations as per the Regulations Relating to Evaluations of Qualifications. The key activities undertaken by this Department during the year under review are detailed below:

a) NQF Implementation and Administration

The NQF implementation and administration function is concerned with all aspects related to the broad principles of the NQF: amongst others, articulation—which refers to the movement of learners vertically and horizontally in the framework; quality in education and training through quality-assured qualifications; setting and maintaining standards that are agreed upon by all the relevant stakeholders in the education and training sector; and access to lifelong learning by providing for different pathways. The following are some of the NQF related activities and projects undertaken by the section during the reporting period.

i) Articulation and Credit Transfer Project

Some of the critical principles of the NQF are accessibility and integration that ensure facilitation of movement of learners both horizontally and vertically in the framework. This is aimed at preventing learners from being locked into dead-end-programmes. The NQA, in implementing the NQF Requirements ensures that the system allows for progression and articulation from one NQF level to another. To advance the articulation and credit transfer project, the NQA has established a national Steering Committee representative of key stakeholders from the education sector. The Steering Committee's mandate, in consultation with the NQA Secretariat, is to coordinate and ensure that the drafting of a national policy on Articulation and Credit transfer is realised. The national policy is to guide the implementation and practices of Articulation and Credit transfer in the Namibian Education System from General Education, Vocational Education and Training, Higher Education leading up to the Workplace, and including the Recognition of Prior Learning (RPL). Therefore, the National Articulation Policy should also be seen as one of the tools for promoting lifelong learning.

ii) Professional Qualifications Standards Setting Project

This function is aimed at fostering a strong and collaborative relationship between the NQA and the Professional Bodies with regard to the quality assurance of professional qualifications and the registration of such qualifications on the NQF. It is imperative that curricula of qualifications requiring registration with professional bodies upon completion, are supported, endorsed and approved by the relevant professional body before the qualification is registered on the NQF. A consultative meeting was held between the NQA and various professional bodies in November 2015 to highlight the important role professional bodies play in the development and registration of professional qualifications. To date, two professional bodies, the Namibia Engineering Council and the National Veterinary Council, have submitted to the NQA their professional qualification standards, aligned to the NQF Requirements.

iii) National Qualifications Framework Information Systems (NQFIMS)

In 2014 the NQA embarked upon developing an integrated information system to facilitate the management of the National Qualifications Framework (NQF) of Namibia. This was necessitated by the fact that currently, information on qualifications in Namibia is highly fragmented, with each training provider hosting its data as far as the learner records and attainments are concerned. The NQFIMS is set to revolutionise how qualifications-related information is managed, shared and utilised in Namibia. This will be a world-class electronic management system that facilitates the management of the NQF and enables the NQA to report accurately on most aspects of the education and training system in Namibia. The NQFIMS is also aimed at both tracking the paths of all individual learners who study in Namibia and facilitating the verification of Namibian qualifications and awards. In this regard, the system will play a critical role in the elimination of qualifications fraud.

At national level, the NQFIMS will be a key source of information and data in the process of policy formulation and decision-making in education and training, in order to create a linkage between education and training and skills shortages in the labour market. This is in line with the primary objective of the NQF, which is the creation of a high-quality education

system that embraces the concept of life-long learning for all.

In line with Vision 2030 on the use of ICT to achieve social and economic transformation in Namibia, the NQFIMS will also be able to perform the following functions:

- To provide learners and employers with proof of qualifications obtained, as learner records will be available on the system for verification purposes;
- To provide policy-makers with comprehensive information on human capital development to enable informed decision-making;
- To inform qualification developers about required qualification standards; and
- To provide statistics to politicians and government for national planning purposes.

iv) Registration of Unit Standards and Qualifications on the NQF

The NQA has been working towards growing the Namibian NQF and this effort has enabled many Namibian learners to progress to further learning and employment. This is primarily due to the fact that NQF-registered awards carry a certain prestige and are more broadly accepted by employers and training providers, as they have been quality assured and also benchmarked to international best practices.

Unit standards represent an 'award', signifying that a person has been formally assessed and has attained a nationally agreed standard of performance. They are registered on the National Qualifications Framework (NQF) to enable national recording of their having been attained. People are able to receive national recognition for both their overall qualification and for what they specifically did to receive the qualification. Should someone not complete a qualification, they will still gain recognition for the outcomes of learning and/or work activities that they are able to perform.

Figure 1 below illustrates the data in respect of unit standards registered on the NQF during the period under review. The number of unit standards registered for this period is 106, which is more than the 80 registered in the previous financial year. This represents a 32.5 % growth rate increase on a year-on-year comparison with the previous financial year. Unit standards registered are in the field

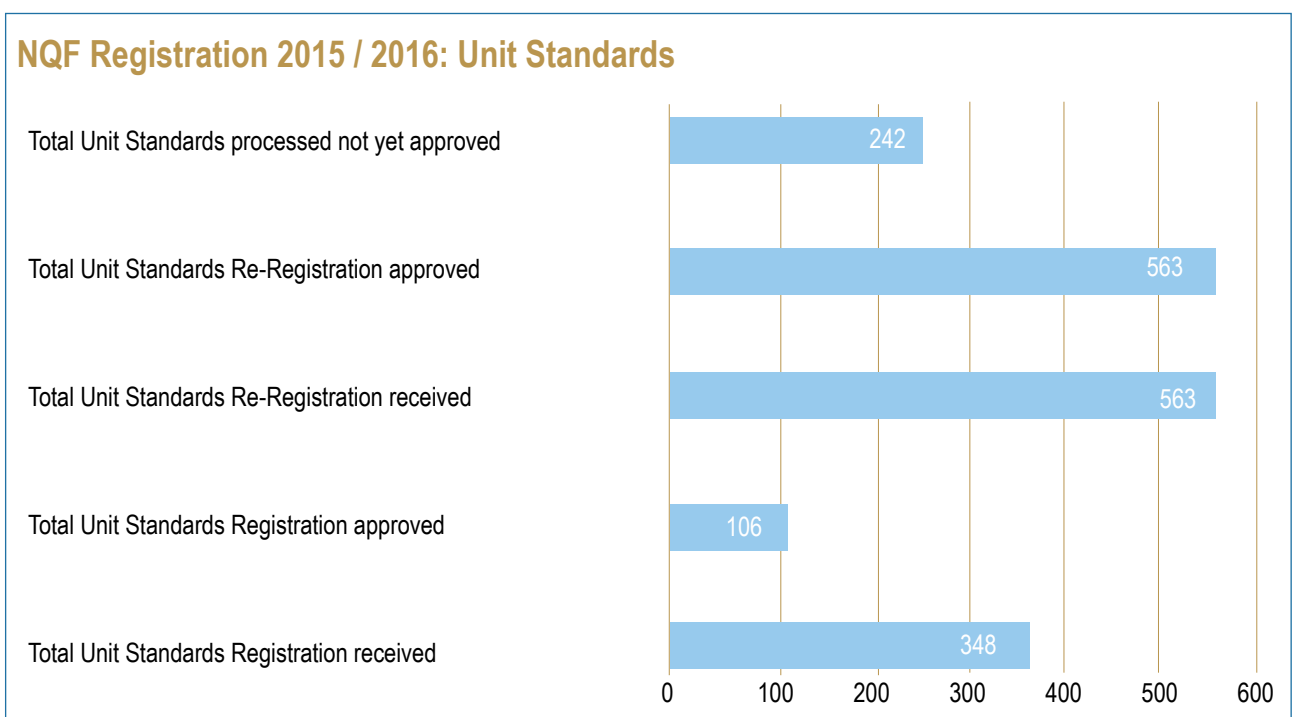


Figure 1: Unit Standards Registered on the NQF for 2015/16

of Agriculture.

As illustrated in Figure 2, a total of 174 applications were received for the registration of qualifications on the NQF. During the reporting period, 177 applications were forwarded to the NQA for approval, including three submissions from the 2014/2015 financial year, which were only resubmitted for approval in this period. The NQA Council approved 169 qualifications, inclusive of unit standard-based (also referred to as national qualifications) and portal qualifications. Eight applications were deferred due to issues such non-accreditation status of the provider and lack of broader stakeholder support. The data indicates that the

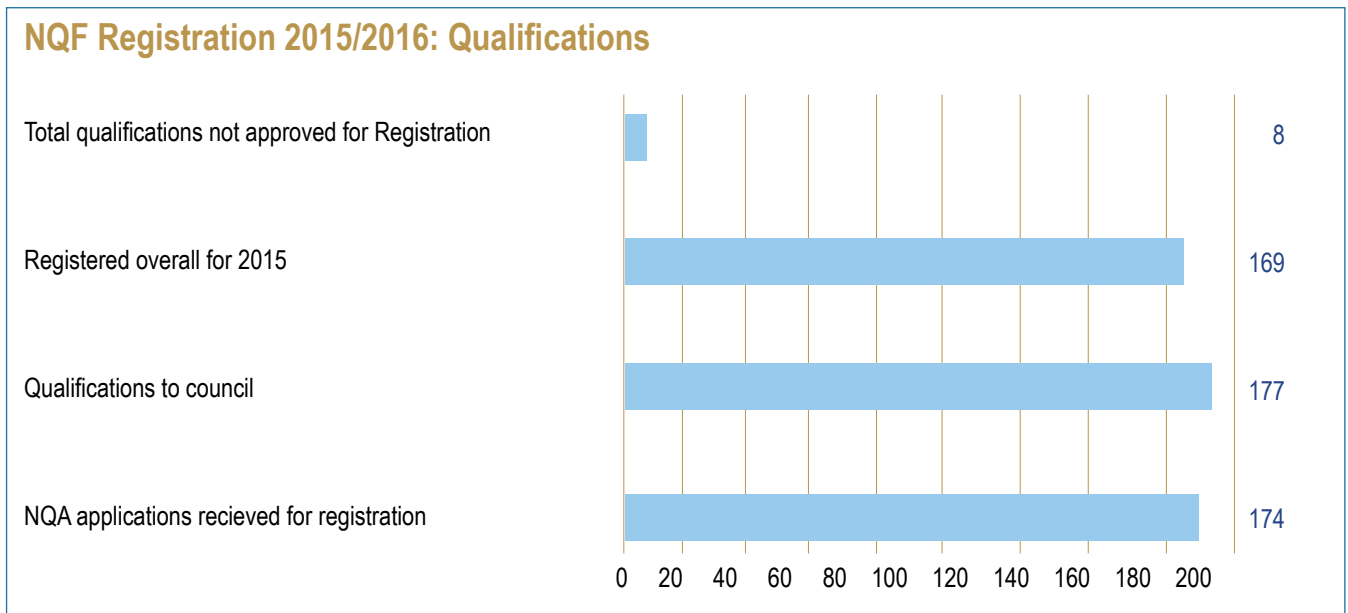


Figure 2: Registration of Qualifications on the NQF for 2015/2016

In the effort to grow the NQF, the Section has taken a proactive approach by having sessions with the qualification developers in order to assist in the overall registration process throughout the year. This strategy has proven to be a useful exercise as it has enhanced the understanding of the NQF Regulations by the users thereof. However, looking at the number of qualifications registered and re-registered on the NQF for this period, more work needs to be done in this area by engaging the qualification developers in efforts to capacitate them in the NQF Regulations and qualification development.

Only unit standards developed by the National Training Authority in consultation with the relevant industry and consulted on nationally are registered on the NQF. While the consultative process, in the registration of unit standards on the NQF, between the NTA, NQA and the relevant industries, is a relatively a lengthy one, it is a necessary exercise as these unit standards become national standards for the vocational training sector. This type of collaboration also plays a key role in standardizing the Namibian vocational training sector and ensures that learning is aligned to the market needs and expectations.

b) Study Advisory Services

The study advisory service was initiated by the NQA to advise potential students regarding the quality assurance status of the institution and the qualification in the country of origin. This is to ensure that students are not exploited by unscrupulous providers and thus not disappointed after completion of the studies. The following are some of the areas of information given to applicants:

- Advice on the accreditation status of the institution as well as the programme,
- Advice on the professional body responsible for regulating the specific profession to which a qualification is linked, such as the Health Professions Council of Namibia (HPCNA), the Engineering Council of Namibia (ECN), National Council of Architects and Quantity Surveyors, amongst others.

As the public becomes better informed of the services offered by the NQA since its inception, the demand for this service has increased tremendously. This is evident in the 42.4% increase in the number of inquiries recorded for 2015/16. A total of 1717 enquiries were processed in 2014/2015 and this number increased to 2445 during the period under review. NQA confirmation of an institution's accreditation status is becoming a prerequisite from funding institutions such as the Government, banks, Namibia Students Financial Assistance Fund (NSFAF) and employers sponsoring the studies of their employees. It is important to note that this service is offered at no cost. Most enquiries were submitted by prospective students who intended to study in Namibia and South Africa; however the NQA has processed inquiries of interest from as far afield as Aruba in the Caribbean. The top five fields of interest for students were Master of Business Administration (MBA), Medicine, Education, Law and Engineering. The data regarding the career advisory service for the period under review is depicted in Figure 3.

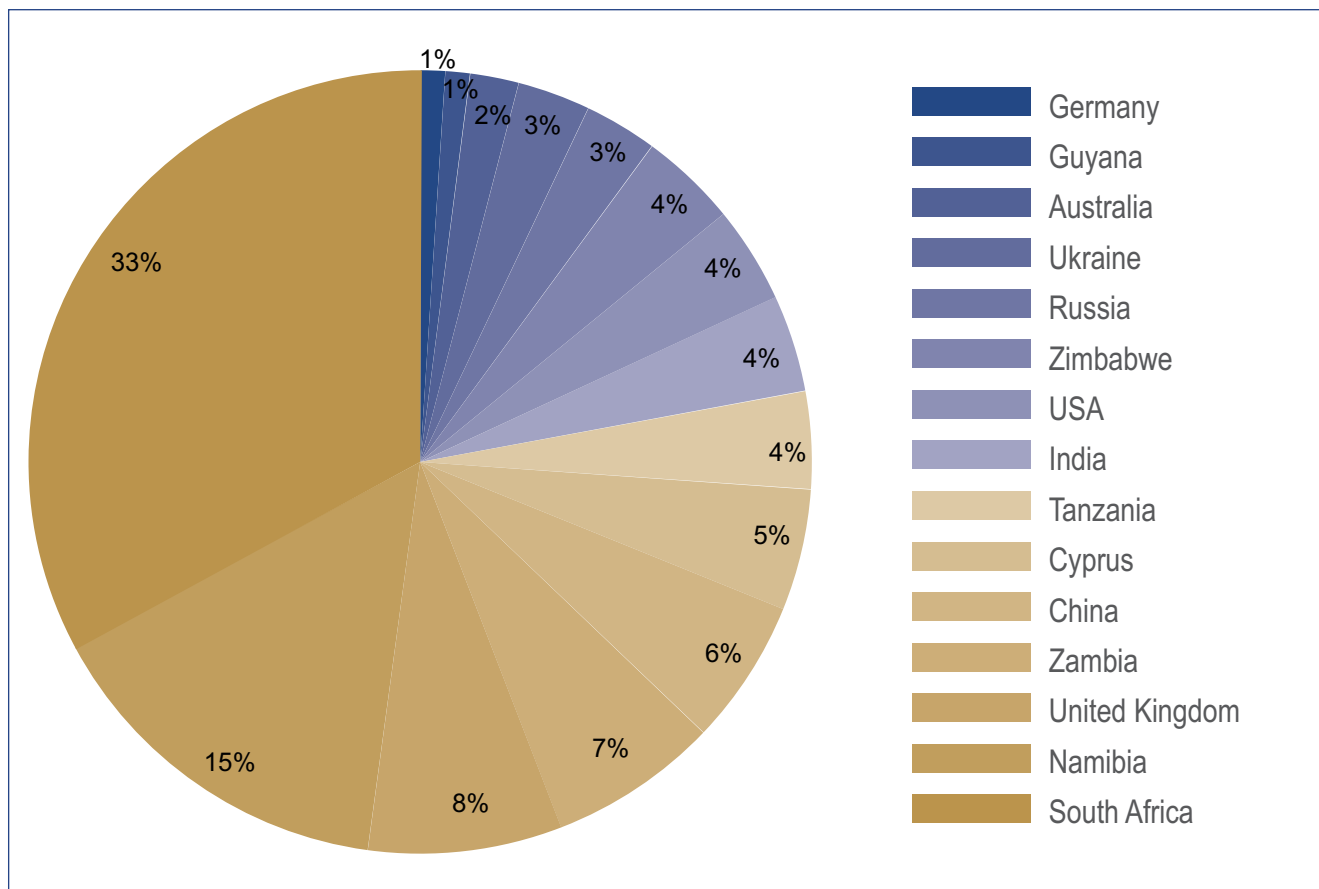


Figure 3: Accreditation status enquires per country for 2015/2016

c) Evaluation of Qualifications

Evaluation of qualifications by the NQA is the process of allocating a value to a qualification by comparing it with qualification types on the National Qualifications Framework (NQF) for Namibia.

Evaluation is also done to verify the legitimacy, credibility and validity of the awarding body and its qualifications. This process includes verifying the authenticity of qualifications and comparing foreign qualifications with similar qualifications on the National Qualifications Framework (NQF) for Namibia. The NQA only evaluates qualifications that are quality assured in the country of origin.

It is critical for the NQA to ascertain that the qualification presented for evaluation is genuine and authentic; therefore the NQA engages other quality assurance bodies around the world to verify the authenticity of foreign-obtained qualifications. As a result of this collaboration, a suspected syndicate in qualifications fraud activities was uncovered towards the end of 2014 and the beginning of 2015. A total of 18 suspects, who were all students, were arrested by the Namibian Police and subsequently appeared in court during October 2014. The case is still ongoing as investigations into the matter continue. In the meantime, the NQA has strengthened its quality assurance processes in an effort to eliminate qualifications fraud by forming partnerships with other quality assurance bodies around the globe. The number of qualifications verified to be fraudulent from 2012 to date stands at 139.

The NQA strives for an education system that is free of fraud. It is against that background that the NQA launched a fraud hotline where the public may report suspected qualification fraud anonymously and without fear of victimisation or reprisal. The response from the public has been very positive and so far eight (8) cases of suspected qualification fraud have been reported, the majority of which are of people laying false claims to qualifications and institutional misrepresentation typically claiming association with NQA in order to lure students to their establishments. These cases have been referred to the relevant agencies for further investigation. In an effort to minimize cases of qualifications fraud, the NQA also introduced new evaluation certificates with improved security features. It is critical that Namibia's qualifications integrity is protected, hence a zero-tolerance approach is necessary to root out qualifications fraud.

A total of 4603 applications for the evaluations of qualifications were processed. Out of the 4603 applications processed, a total of 4506 were finalized, while 97 are currently pending finalization due to required documents outstanding and the verification of such qualifications with the awarding bodies. It is important to note that not all applications for the evaluation of qualifications result in positive reports. Negative evaluation reports are issued in instances such as where the awarding institution and/or the qualification is not quality-assured in the country of origin, as well as short-courses' certificates and single-subject certificates.

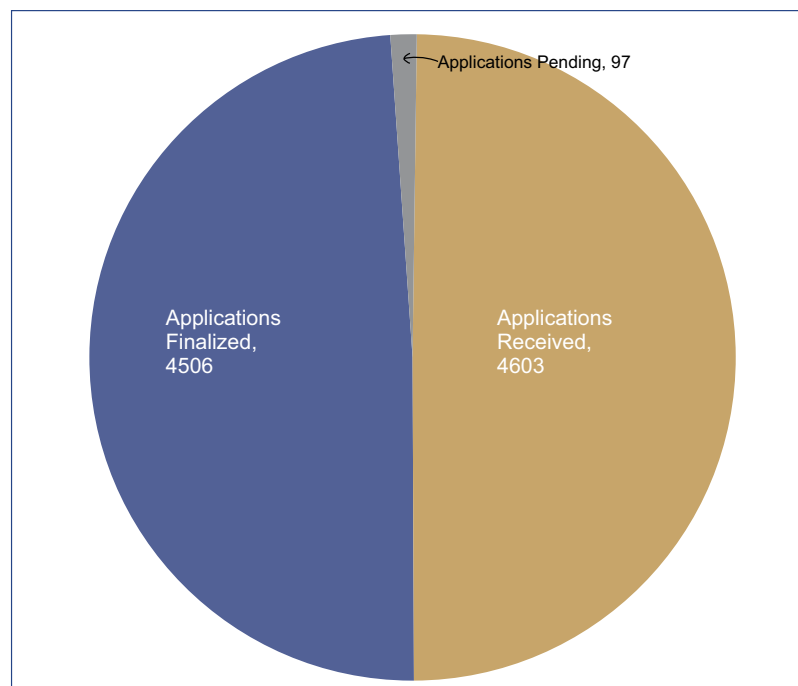


Figure 4 above indicates the proportion of evaluation of qualifications applications finalized for the period 2015/2016.

Innovation – Automated System

The NQA is on the verge of making history as the first qualifications authority in Africa to implement a fully automated qualifications evaluations process. This is in line with the NQA's approach to innovation, which emphasises continuous improvement as a catalyst not only for meeting clients' needs but also for exceeding their expectations. The development of the automated system commenced at the beginning of 2015.

The new electronic system will enable the automation of evaluations of qualifications by the NQA. It is web-based and will transact the evaluation of a qualification from the time the applicant applies to the time the applicant receives the Evaluation Certificate. Among other benefits, the automated process will significantly shorten the turnaround time for the evaluation process and thereby decrease the customers' waiting period. It will also minimize human error and produce a standardised final evaluations report.

The NQA views the automation of the evaluation process as the first phase in the automation of all its business processes.



NQA Staff members from the Evaluations section celebrating the first certificates printed through the automated process



4.2 Accreditation, Audit and Assessment



Polli Andima
Head: Accreditation Audit
and Assessment

Accreditation is a statutory responsibility of the NQA, carried out through the Accreditation, Audit and Assessment (AAA) Department. Amongst others, the AAA department carries out the following functions:

- Accrediting institutions and programmes offered by training and educational institutions;
- Re-accrediting institutions and programmes offered by accredited training and educational institutions and monitoring compliance with accreditation standards;
- Responding to accredited institutions who wish to expand the scope of education services;
- Responding to enquiries and complaints received from the public relating to the quality assurance of programmes and programme delivery offered by institutions.

Accreditation by the NQA represents an independent verification that a juristic person, organisation or institution has the capacity to provide a course or courses of instruction and to assess the performance of people taking such a course or courses. Additionally, accreditation signifies an independent verification that any course being provided meets the occupational or curriculum standards set for such a course.

In granting accreditation, the Council of the NQA must be assured that the applicant meets the Requirements of the *Accreditation Standards* contained in the Regulations. These requirements cover issues such as management and governance, course design and delivery, staffing, facilities and equipment, assessment systems, and partnership arrangements, amongst others.

An accredited provider wishing to remain accredited with the NQA may apply for re-accreditation no later than three months before the expiry of the current accreditation. The regulations also make provision for an accredited provider to expand the scope of their education services by applying for expansion of scope of accreditation.

Accreditation provides an assurance of quality to students, providers, employers and the public at large. It encourages confidence that the educational activities of an accredited institution or programme have been found to be satisfactory.

For students, accreditation provides value related not only to judging quality, but also to obtaining employment, receiving funding, transferring credits and assisting with student mobility. For the providers, accreditation promotes accountability through ongoing external evaluation of the institution or programme as reflected in the accreditation standards. While for the employers and the public at large, accreditation provides greater confidence in the quality of education and training courses offered and provides opportunities to work closely with accredited institutions in the design and evaluation of courses.

The NQA Act 29 of 1996 refers to accreditation as non-mandatory for training providers and states that any person, institution, or organisation providing instruction or training **may** apply to the NQA, thus making accreditation optional. Through this provision, the NQA is effectively disempowered to directly regulate training providers in Namibia, particularly in respect of the quality of their programmes. This lack of power on the part of the NQA could be indirectly attributed to the proliferation of so-called bogus institutions operating in the country. There is therefore an urgent need to review and amend the legal framework within which the NQA operates in order to alleviate this problem.

a) Applications for Accreditation, Re-accreditation and Expansion

Applications for accreditation, re-accreditation and expansion are received and evaluated on an ongoing basis throughout the year and therefore a possibility exists that applications submitted in one financial year may only receive NQA Council outcome in the following financial year.

For the period under review, the NQA Council considered a total of 26 applications, which included applications for accreditation, re-accreditation and expansion. These are reflected in Figure 6. It should be noted that this includes certain applications submitted in the previous financial year and processed during the reporting period. Out of these applications, 20 training providers were granted accreditation while the applications of 6 others were not granted. The reasons for not granting accreditation were attributed to a variety of factors, including poorly designed curricula, unsatisfactory teaching and learning facilities and inappropriate qualifications of teaching staff. No applications were deferred during the period under review.

The increase in the number of accredited institutions improves access and quality of education and training in Namibia. More Namibians can access quality-assured training in more fields of study, thus impacting on the society at large and attainment of the national objectives contained in Vision 2030.

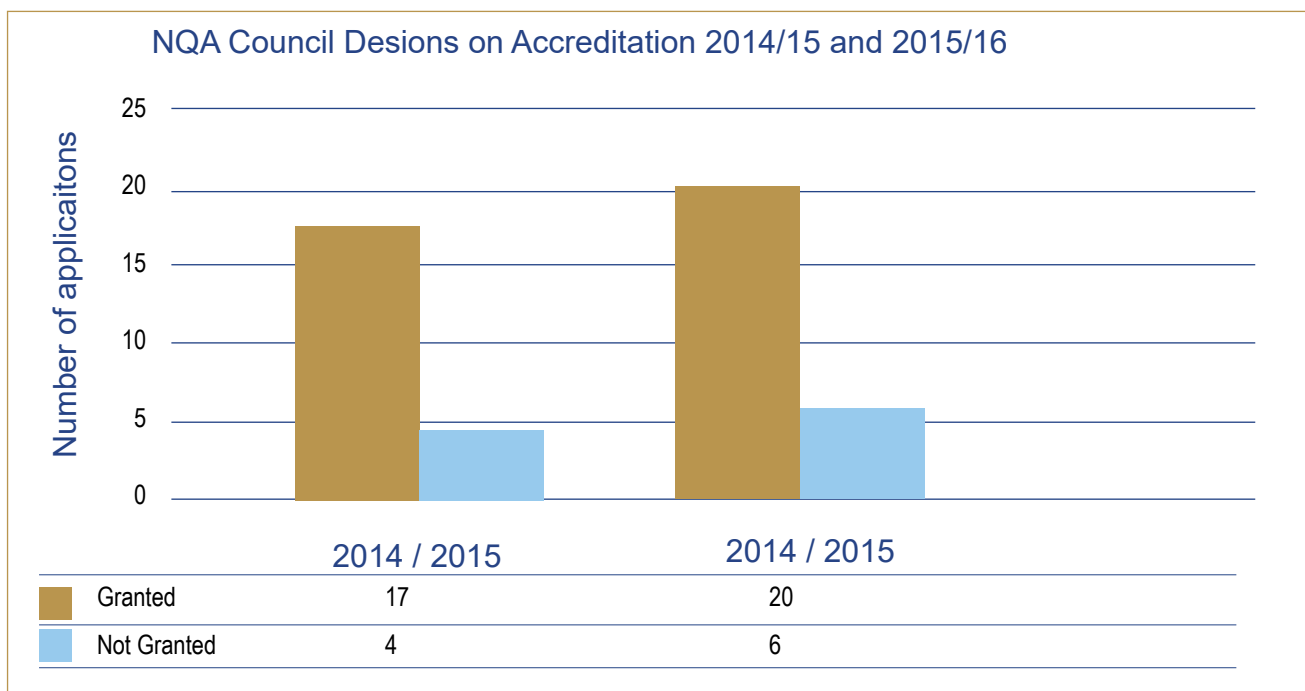


Figure 6: NQA Council Decisions and Outcomes for Accreditation for 2015/2016

As illustrated in Figure 6, the number of applications considered by the NQA Council for accreditation during the financial period 2015/2016 increased by 53% compared to the previous year 2014/2015. In this regard, the number of institutions granted accreditation increased from 17 in 2014/2015 to 20 in 2015/2016.



Accreditation certificate handover ceremony in December 2015

b) Achievements

(i) Auditing

Section 13 of the Accreditation Regulations mandates the NQA to conduct audits on training providers as part of the re-accreditation process. This is done with the aim to determine whether the training provider has complied with the accreditation requirements and/or addressed any shortcomings that were identified for rectification. Due to the limited internal human resource capacity, the NQA could not effectively implement this function during the period under review. The policy frameworks and implementation plans for this function were however concluded during this period.

(ii) Subject Matter Experts (SME's)

Subject Matter Experts (SMEs) play a critical role in the accreditation process. During the period under review, the NQA enlisted the services of 96 SMEs who were drawn from various industries and institutions in Namibia. The NQA depends on their professional expertise in various fields to objectively critique programme content to ensure that they are aligned to learning outcomes. Equally, SMEs determine whether programmes are pitched at appropriate learning levels in terms of the National Qualifications Framework. Given this essential role, it is imperative that all SMEs are equipped with knowledge and appreciation of their roles and responsibilities. It is for that purpose that a workshop was organised to strengthen collaboration between the NQA and the SMEs and to expound on their impact on the accreditation and NQF registration processes. A total of 43 SMEs attended the workshop. The commissioning of external experts gives greater credibility to the accreditation process and engenders trust in the NQA by those we serve.

c) Challenges

In carrying out its duties, the department also experienced a number of challenges. These relate mainly to the lack of sufficient staff to process applications for accreditation, re-accreditation and expansion, which impacts on the turnaround time for finalising these applications. In the same vein, additional staff are needed to enable the NQA to effectively conduct audits, monitoring and compliance of accredited institutions. Also linked to the insufficient human capital is the lengthy duration of processing applications, which has become an immense challenge and a source of frustration for both the NQA and training providers. In addition to that, some of the applicants needed extensive assistance to enable them to meet the accreditation requirements as per the Regulations.

Provisional Accreditation

The NQA has been faced with a challenge of accrediting providers, especially those who have not started their operations yet. As per the legal opinion obtained in 2015, the Gazetted Regulations for Accreditation seem to suggest that for an institution to be accredited, it must already be operational.

A benchmark analysis of models of quality assurance in South Africa, Botswana and Mauritius was conducted during the year under review. It came to the fore that some countries have an option of provisional accreditation. The current NQA Act and Regulations for Accreditation do not make provision for 'provisional' accreditation to providers prior to accreditation.

It is against this background that a recommendation was made to the NQA Council to amend the current NQA regulations to allow a stage of provisional accreditation. It is further recommended that accreditation should become compulsory and no provider should be allowed to register any student in any programme before such an institution and its programmes are either provisionally or fully accredited by the NQA.



Minister of Higher Education, Training and Innovation Hon. Dr Itah Kandjii-Murangi (right) and NQA Council Chairperson Martha Mbombo (Left) handing over accreditation certificates to training provider

d) Namibian institutions accredited by the NQA

Currently 41 institutions are accredited with NQA for various programmes. As at 31 March 201, the following institutions are accredited by the Namibia Qualifications Authority, Institutions or Organisations (Act 29 of 1996) Government notice 124, August 2006.

Nr.	Name of Institution	Scope of Accreditation	NQF Level
1.	Adonai College	<ul style="list-style-type: none"> National Vocational Certificate in Information Communication Technology (Computing Fundamentals) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office Administration) 	<ul style="list-style-type: none"> Level 1 Level 1 Level 2 Level 3
2.	African Hospitality and Tourism Cc	<ul style="list-style-type: none"> National Vocational Certificate in Hospitality and Tourism (Accommodation Services, Food and Beverage Services) National Vocational Certificate in Hospitality and Tourism (Food and Beverage Operations) National Vocational Certificate in Hospitality and Tourism (Core Commercial Cookery Skills) National Vocational Certificate in Hospitality and Tourism (Advanced Commercial Cookery Skills) 	<ul style="list-style-type: none"> Level 2 Level 3 Level 3 Level 4
3.	Africa Institutional Management Services (AIMS)	<ul style="list-style-type: none"> National Vocational Certificate in Office Administration National Vocational Certificate in Office Administration 	<ul style="list-style-type: none"> Level 1 Level 2
4.	Africa Leadership Institute (ALI)	<ul style="list-style-type: none"> Certificate in Transformational Leadership Diploma in Transformational Leadership 	<ul style="list-style-type: none"> Level 5 Level 6
5.	Business School of Excellence (BSE)	<ul style="list-style-type: none"> Higher Certificate in Logistics Management (RSA) National Certificate in Wholesale and Retail Operations National Certificate in Wholesale and Retail Distribution National Certificate in Freight Handling National Certificate in Road Transport Diploma in Logistics and Supply Management Bachelor of Business Administration in Logistics and Supply Chain Management <p>Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.</p>	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
6	Centre for Training and Project Development (CTPD)	<p>ABE</p> <ul style="list-style-type: none"> • ABE Diploma in Business Management • ABE Diploma in Business Management • ABE Diploma in Human Resource Management • ABE Diploma in Human Resource Management • ABE Diploma in Travel, Tourism and Hospitality • ABE Diploma in Travel, Tourism and Hospitality <p>CIM</p> <ul style="list-style-type: none"> • CIM Foundation Certificate in Marketing • CIM Certificate in Professional Marketing • CIM Diploma in Professional Marketing <p>CILT</p> <ul style="list-style-type: none"> • CILT Certificate in Logistics and Transport • CILT Certificate in Logistics and Transport • CILT Professional Diploma in Logistics and Transport <p>CIPS</p> <ul style="list-style-type: none"> • CIPS Certificate in Procurement and Supply Operations (Level 2) • CIPS Advanced Certificate in Procurement and Supply Operations (Level 3) • CIPS Diploma in Procurement and Supply Operations (Level 4) • CIPS Advanced Diploma in Procurement and Supply Operations (Level 5) <p>BTEC</p> <ul style="list-style-type: none"> • BTEC Diploma in Construction & Built Environment (Level 3) (Civil Engineering) • BTEC Diploma in Electrical/Electronic Engineering (Level 3) • BTEC Diploma in Manufacturing Engineering (Level 3) • BTEC Diploma in Mechanical Engineering (Level 3) • BTEC Diploma in Professional Competence for IT & Telecoms Professionals (Level 3) • BTEC Diploma in Computing and Systems Development (Level 4) <p>Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.</p>	<ul style="list-style-type: none"> • Level 4 (ABE) • Level 5 (ABE) • Level 4 (ABE) • Level 5 (ABE) • Level 4 (ABE) • Level 5 (ABE) • Level 3 (CIM) • Level 4 (CIM) • Level 6 (CIM) • Level 2 (CILT) • Level 3 (CILT) • Level 5 (CILT) • Level 2 (CIPS) • Level 3 (CIPS) • Level 4 (CIPS) • Level 5 (CIPS) • Level 3 (BTEC) • Level 3 (BTEC) • Level 3 (BTEC) • Level 3 (BTEC) • Level 3 (BTEC) • Level 3 (BTEC) • Level 4 (BTEC)
7	College of the Arts (COTA)	<ul style="list-style-type: none"> • Diploma in Performing Arts • Diploma in Fashion Design • Diploma in New Media Design • Diploma in Visual Arts • Diploma in Radio Production • Diploma in Television Production 	<ul style="list-style-type: none"> • Level 5 • Level 5 • Level 5 • Level 5 • Level 5 • Level 5

Nr.	Name of Institution	Scope of Accreditation	NQF Level
8.	Centre for Training and Projects Development (CTPD)	<p>DAPP Namibia (Onambelela)</p> <ul style="list-style-type: none"> • National Vocational Certificate in Business Service (Office Administration) • National Vocational Certificate in Business Service (Office Administration) • National Vocational Certificate in General Construction (Bricklaying) • National Vocational Certificate in General Construction (Bricklaying & Plastering) <p>DAPP Namibia (Nakayale)</p> <ul style="list-style-type: none"> • National Vocational Certificate in Hospitality and Tourism (Front Office Operations) • National Vocational Certificate in Hospitality and Tourism (Housekeeping Operations) • National Vocational Certificate in Hospitality and Tourism (Food and Beverage Service Operations) • National Vocational Certificate in Hospitality and Tourism (Food Preparation) • National Vocational Certificate in Business Service (Office Administration) • National Vocational Certificate in Business Service (Office Administration) 	<ul style="list-style-type: none"> • Level 1 • Level 2 • Level 1 • Level 2 • Level 2 • Level 2 • Level 2 • Level 2 • Level 1 • Level 2
9.	Eenhana Vocational Training Centre	<ul style="list-style-type: none"> • National Vocational Certificate in General Construction (Bricklaying & Plastering) • National Vocational Certificate in Business Services (Office Administration) • National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) • National Vocational Certificate in General Construction (Plumbing & Welding) • National Vocational Certificate in Metal Fabrication (Boiler Making) 	<ul style="list-style-type: none"> • Levels 1 – 3 • Levels 1 – 3 • Levels 1 – 3 • Levels 1 – 3
10.	Frameworks Africa Consultancy CC	<p>NQA Unit Standard Based awards</p> <ul style="list-style-type: none"> • Assess candidates against unit standards • Assess candidates against performance standards • Moderate standard-based assessment • Moderate examination-based assessment and associated continuous assessment components • Write unit standards for registration on the NQF • Undertake analysis to derive information for the development of unit standards • Evaluate compliance of unit standards with quality criteria • Evaluate compliance of qualifications with quality criteria • Design formative assessment tasks based on the requirements of unit standards • Design summative assessments based on unit standards • Document qualification structures and requirements of NQF registration • Conduct moderation of competency-based assessments within the vocational education and training environment 	<ul style="list-style-type: none"> • Level 4 • Level 4 • Level 5 • Level 5 • Level 5 • Level 6 • Level 6 • Level 5 • Level 5 • Level 4 • Level 5 • Level 5 • Level 6

Nr.	Name of Institution	Scope of Accreditation	NQF Level
11.	Headstart Mercy Montessori Teachers Training College	<ul style="list-style-type: none"> • Montessori Early Childhood Development/Pre-primary Teaching Diploma • Montessori Primary Teaching Diploma • Montessori Early Childhood Development Pre-Primary Teaching Diploma 	<ul style="list-style-type: none"> • Level 5 • Level 6 • Level 6
12.	Institute of Bankers Namibia (IOB)	<ul style="list-style-type: none"> • Certificate: Banking, Finance and Credit • Diploma: Banking, Finance and Credit • Advanced Diploma: Banking, Finance and Credit 	<ul style="list-style-type: none"> • Level 5 • Level 6 • Level 7
13.	Institute of Information Technology (IIT)	<ul style="list-style-type: none"> • Certificate: Hardware & Software Technician • Certificate: Network Support Technician • Certificate: Professional Office Computing • Diploma: Hardware & Network Support Technician • Diploma: Information Communication Technology • Diploma: Advanced Information Communication Technology • Diploma: IT Server Administration • Diploma: PC Engineering • Diploma: Marketing & Business Management • Diploma: Visual Media & Desktop Publishing 	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
14.	Institute for Open Learning (IOL)	<ul style="list-style-type: none"> • International Computer Driving Licence (ICDL) – Not Namibian Qualification <p>ICB</p> <ul style="list-style-type: none"> • National Certificate Bookkeeping • Further Education and Training Certificate in Bookkeeping • Diploma in Technical Financial Accounting • Certificate in Office Administration • Higher Certificate in Office Administration) • Diploma in Office Administration <p>Note: Accreditation is conditional on ongoing quality assurance status of the courses in the country of origin.</p> <p>International University of Management (IUM)</p> <ul style="list-style-type: none"> • Certificate of Administration in Business Administration • Certificate of Administration in Business Information Systems • Certificate of Administration in Finance Management • Certificate of Administration in HIV/AIDS Management • Certificate of Administration in Human Resource Development and Management • Certificate of Administration in Marketing Management • Certificate of Administration in Small Business Management • Certificate of Administration in Travel, Tourism and Hospitality • Higher Certificate in Business Administration • Higher Certificate in Business information Systems • Higher Certificate in Finance Management • Higher Certificate in HIV/AIDS Management • Higher Certificate in Human Resource Development and Management • Higher Certificate in Marketing Management • Higher Certificate in Small Business Management • Higher Certificate in Travel, Tourism and Hospitality • Higher Diploma in Business Administration • Higher Diploma in Business Information Systems • Higher Diploma in Finance Management • Higher Diploma in HIV/AIDS Management • Higher Diploma in Human Resource Development and Management • Higher Diploma in Marketing Management • Higher Diploma in Small Business Management • Higher Diploma in Travel, Tourism and Hospitality • Bachelor Honours Degree in Business Administration • Bachelor Honours Degree in Business Information Systems • Bachelor Honours Degree in Finance Management • Bachelor Honours Degree in HIV/AIDS Management • Bachelor Honours Degree in Human Resource Development and Management • Bachelor Honours Degree in Marketing Management • Bachelor Honours Degree in Small Business Management • Bachelor Honours Degree: Travel, Tourism and Hospitality <p>IOL</p> <ul style="list-style-type: none"> • Diploma in Pre-Primary Education • Advanced Certificate in Senior Primary Education • Bachelor of Education : Senior Primary Education • Certificate in Policing • Bachelor of Education Honours • Advanced Certificate in Secondary Education (ACSE) 	<ul style="list-style-type: none"> • Level 3 (ICB) • Level 4 (ICB) • Level 5 (ICB) • Level 4 (ICB) • Level 5 (ICB) • Level 6 (ICB) • Level 5 • Level 5 • Level 5 • Level 5 • Level 5 • Level 5 • Level 5 • Level 5 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 6 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 7 • Level 8 • Level 8 • Level 8 • Level 8 • Level 8 • Level 8 • Level 8 • Level 8 • Level 7 • Level 7 • Level 7 • Level 8 • Level 5 • Level 8 • Level 7

Nr.	Name of Institution	Scope of Accreditation	NQF Level
17.	Katutura Community College (KCC)	<ul style="list-style-type: none"> National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate: Business Services (Office Administration) National Vocational Certificate: Office Information Communication and Technology (ICT) 	<ul style="list-style-type: none"> Level 1 Level 2 Level 3 Level 2
18.	Katutura Youth Enterprise Centre (KAYEC)	<ul style="list-style-type: none"> National Vocational Certificate in General Construction (Bricklaying) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in Metal Fabrication National Vocational Certificate in General Construction (Plumbing) National Vocational Certificate in Automotive Engineering (Automotive Mechanics) 	<ul style="list-style-type: none"> Level 1 Level 1 Level 1 Level 1 Level 1
19.	Labour Resource and Research Institute (LaRRI)	<ul style="list-style-type: none"> Certificate in Labour Studies 	<ul style="list-style-type: none"> Level 4
20.	Military School – Osona Base	<ul style="list-style-type: none"> National Vocational Certificate in Automotive Engineering (Automotive Mechanics) 	<ul style="list-style-type: none"> Levels 1 - 3
21.	Monitronic Success College	<p>Otjiwarongo campus</p> <ul style="list-style-type: none"> Diploma in Travel, Tourism and Hospitality Management Diploma in Travel, Tourism and Hospitality Management <p>Windhoek campus</p> <ul style="list-style-type: none"> Diploma in Business Management Diploma in Business Management Diploma in Accounting and Finance Management Diploma in Accounting and Finance Management Diploma in Information Technology Diploma in Information Technology Certificate in Electrical and Electronic Technology Diploma in Electrical and Electronic Engineering Certificate in Telecommunication Engineering Diploma in Telecommunication Engineering <p>Walvis Bay campus</p> <ul style="list-style-type: none"> Diploma in Human Resources Management Diploma in Human Resources Management Certificate in Electrical Installation Diploma in Electrical Installation <p>Ondangwa campus</p> <ul style="list-style-type: none"> Diploma in Information Technology Diploma in Information Technology Diploma in Accounting and Finance Management Diploma in Accounting and Finance Management 	<ul style="list-style-type: none"> Level 5 Level 6 Level 5 Level 6 Level 5 Level 6 Level 5 Level 6 Level 4 Level 5 Level 4 Level 5 Level 5 Level 6 Level 6 Level 5 Level 6
22.	Namibia Construction Skills Academy (NCSA)	<p>Courses leading to the following Unit Standards in Road Construction and Maintenance as listed in:</p> <p>South African Qualifications Authority: www.saqa.org.za</p> <ul style="list-style-type: none"> SAQA Unit Standard Based awards NQA Unit Standard Based awards 	
23.	Namibia Evangelical Theological Seminary (NETS)	<ul style="list-style-type: none"> Diploma in Christian Ministry Diploma in Theology Bachelor of Theology Certificate in Theology Certificate in Applied Christian Ministry Certificate in Christian Ministry Bachelor of Theology – Honours 	<ul style="list-style-type: none"> Level 5 Level 6 Level 7 Level 4 Level 4 Level 3 Level 8
24.	Namibian Academy for Tourism and Hospitality (NATH)	<ul style="list-style-type: none"> National Vocational Certificate in Hospitality and Tourism (Tour Guiding) 	<ul style="list-style-type: none"> Level 3

Nr.	Name of Institution	Scope of Accreditation	NQF Level
25.	Namibian College of Open Learning (NAMCOL)	<p>Windhoek campus</p> <ul style="list-style-type: none"> • Certificate in Early Childhood Development • Certification in English Communication • Certificate in Local Government Studies • Certificate: Education for Development • Commonwealth Diploma in Youth Development Work • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) • National Certificate in General Construction (Plumbing and Pipe Fitting) • National Certificate in General Construction (Plumbing and Pipe Fitting) • National Certificate in General Construction (Plumbing and Pipe Fitting) • National Certificate in Welding and Metal Fabrication • National Certificate in Welding and Metal Fabrication • National Certificate in Welding and Metal Fabrication • National Certificate in Automotive Engineering (Auto Mechanics) • National Certificate in Automotive Engineering (Auto Mechanics) • National Certificate in Automotive Engineering (Auto Mechanics) <p>Otjiwarongo campus</p> <ul style="list-style-type: none"> • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) <p>Ongwediva campus</p> <ul style="list-style-type: none"> • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) • National Certificate in Business Services (Office Administration) 	<ul style="list-style-type: none"> • Level 5 • Level 3 • Level 4 • Level 4 • Level 6 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3
26.	Namibian Institute of Mining and Technology (NIMT)	<ul style="list-style-type: none"> • Advanced Certificate: Mine Surveying • Certificate of Competency: Mine Surveying • Elementary Certificate: Mine Surveying • National Technical Certificate: Autotronics • National Technical Certificate: Boiler Maker • National Technical Certificate: Bricklaying/Plastering • National Technical Certificate: Carpentry/Joinery • National Technical Certificate: Clothing Production • National Technical Certificate: Diesel/Petrol Mechanic • National Technical Certificate: Electrician • National Technical Certificate: Fitter and Turner • National Technical Certificate: Instrument Mechanic • National Technical Certificate: Millwright (Electrical) • National Technical Certificate: Millwright (Fitting) • National Technical Certificate: Plumbing/Sheet Metal Work • National Technical Certificate: Refrigeration and Air-conditioning • National Vocational Training Certificate: Rigging Ropesman (Engineering Trade), Mathematics, Engineering/Building Science, Engineering/Plating and Structural Steel/ Building Drawing and Applicable Trade Theory 	<ul style="list-style-type: none"> • Levels 1 - 3 • Levels 1 - 3
27.	Namibian Maritime and Fisheries Institute (NAMFI)	<ul style="list-style-type: none"> • Deck Officer Class 6 • Deck Officer Class 5 • Deck Officer Class 4 • Fisheries Inspector and Observers Course • Marine Engineering Officer Class 6 • Marine Engineering Officer Class 5 • Marine Engineering Officer Class 4 	

Nr.	Name of Institution	Scope of Accreditation	NQF Level
28.	National Youth Service (NYS)	<ul style="list-style-type: none"> National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in General Construction (Bricklaying) National Vocational Certificate in General Construction (Bricklaying & Plastering) National Vocational Certificate in General Construction (Bricklaying & Plastering) National Vocational Certificate in General Construction (Plumbing) National Vocational Certificate in General Construction (Plumbing) National Vocational Certificate in Hospitality and Tourism (Food Preparation) National Vocational Certificate in Hospitality and Tourism (Food and Beverage Service Operations) National Vocational Certificate in Information Communication Technology (Computing Fundamentals) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in Metal Fabrication National Vocational Certificate in Metal Fabrication 	<ul style="list-style-type: none"> Level 1 Level 2 Level 1 Level 2 Level 3 Level 2 Level 1 Level 3 Level 1 Level 2 Level 1 Level 1 Level 2 Level 1 Level 2 Level 1 Level 2
29.	Okakarara Vocational Training Centre	<ul style="list-style-type: none"> National Vocational Certificate in General Construction (Bricklaying & Plastering) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in General Construction (Plumbing) National Vocational Certificate in Welding and Metal Fabrication (Boiler making) National Vocational Certificate in Hospitality and Tourism (Front Office Operations) National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in Clothing Production National Vocational Certificate in Electrical General National Vocational Certificate in Carpentry and Joinery National Vocational Certificate in Hospitality and Tourism (House Keeping Operations) National Vocational Certificate in Hospitality and Tourism (Food Preparation) National Vocational Certificate in Hospitality and Tourism (Food & Beverage Service Operations) <p>City & Guilds QCF Diploma in Women's Hairdressing</p>	<ul style="list-style-type: none"> Levels 1 – 3 Levels 1 – 3 Levels 1 – 3 Levels 1 – 3 Levels 2 – 3 Levels 1 – 3 Levels 1 – 3 Levels 1 – 3 Levels 1 – 3 Levels 2 - 3 Levels 2 - 3 Levels 2 – 3 Levels 2 - 3
30.	On Track Learning Solutions Namibia	Courses leading to Unit standards in Finance and Banking as listed by: South African Qualifications Authority (SAQA) www.saqa.org.za SAQA Unit Standard Based awards.	For additional information contact the NQA.
31.	Philippi Trust Namibia	<ul style="list-style-type: none"> National Certificate in Counselling Services (Community Counselling) National Diploma in Counselling Services (Counselling Supervision) Engage in Counselling with People on HIV and AIDS (Unit Standard) Perform Counsellor Supervision and Develop Staff (Unit Standard) 	<ul style="list-style-type: none"> Level 3 Level 6
32.	Rundu Vocational Training Centre	<ul style="list-style-type: none"> National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in Automotive Engineering (Automotive Mechanics) National Vocational Certificate in General Construction (Bricklaying) National Vocational Certificate in General Construction (Bricklaying and Plastering) National Vocational Certificate in General Construction (Bricklaying) (Bricklaying and Plastering) National Vocational Certificate in Information Communication Technology (Computing Fundamentals) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Business Services (Office administration) National Vocational Certificate in Business Services (Office Administration) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) National Vocational Certificate in General Construction ((Plumbing) National Vocational Certificate in General Construction (Plumbing) National Vocational Certificate in General Construction (Plumbing) 	<ul style="list-style-type: none"> Level 1 Level 2 Level 3 Level 1 Level 2 Level 3 Level 1 Level 2 Level 3 Level 1 Level 2 Level 3 Level 1 Level 2 Level 3 Level 4

Nr.	Name of Institution	Scope of Accreditation	NQF Level
33.	Shadonai Beauty School	<ul style="list-style-type: none"> • Certificate: Artificial Nails • Certificate: Baby Massage • Certificate: Basic Aromatherapy • Certificate: Basic Nutrition • Certificate: Basic Reflexology • Certificate: Facials Electrical • Certificate: Hawaiian Massage • Certificate: Hot Stone Therapy • Certificate: Indian Head Massage • Certificate: Makeup Artistry • Certificate: Manicure and Pedicure • Certificate: Manual Facials • Certificate: Slimming • Certificate: Spa Treatments • Certificate: Sport Massage • Certificate: Stress Massage • Certificate: Swedish Massage • Certificate: Waxing • Diploma: Beauty Therapy (Full-Time) • Diploma: Beauty Therapy (Part-Time) 	<ul style="list-style-type: none"> • Level 4 • Level 4 • Level 5 • Level 4 • Level 5 • Level 4 • Level 4 • Level 3 • Level 3 • Level 3 • Level 3 • Level 4 • Level 3 • Level 4 • Level 5 • Level 4 • Level 4 • Level 5 • Level 3 • Level 3 • Level 3 • Level 4 • Level 7
34.	St. Charles Lwanga Major Seminary	<ul style="list-style-type: none"> • Diploma in Philosophy • Bachelor of Philosophy • Diploma in Theology • Bachelor of Theology 	<ul style="list-style-type: none"> • Level 6 • Level 7 • Level 6 • Level 7
35.	Triumphant College	<ul style="list-style-type: none"> • Electrical and Electronic Engineering (International Vocational Qualifications) City and Guilds (C&G) • City and Guilds: Technician Certificate in Electrical and Electronic Engineering • City and Guilds: Technician Certificate in Electrical and Electronic Engineering • City and Guilds: Technician Certificate in Electrical and Electronic Engineering • Construction Engineering • City and Guilds: Technician Certificate in Construction Engineering • City and Guilds: Technician Diploma in Construction Engineering • City and Guilds: Technician Diploma in Construction Engineering • Telecommunications Systems (Vocational related qualifications) • City and Guilds: Technician Certificate in Telecommunications • City and Guilds: Technician Diploma in Telecommunications • Certificate in Accounting and Finance • Diploma in Accounting and Finance • Diploma in Accounting and Finance • Certificate in Human Resources Development • Diploma in Human Resources Development • Diploma in Human Resources Development • Certificate in Journalism and Media Studies • Diploma in Journalism and Media Studies • Diploma in Journalism and Media Studies • Certificate in Marketing Management • Diploma in Marketing Management • Diploma in Marketing Management • Certificate in Information Technology • Diploma in Information Technology • Diploma in Information Technology • Certificate in Secretarial and Administration Studies • Diploma in Secretarial and Administration Studies • Diploma in Secretarial and Administration Studies • Certificate in Telecommunication Engineering • Diploma in Telecommunication Engineering • Diploma in Telecommunication Engineering • Certificate in Psychology • Diploma in Psychology • Diploma in Psychology 	<ul style="list-style-type: none"> • Level 2 (C&G) • Level 3 (C&G) • Level 5 (C&G) • Level 2 (C&G) • Level 3 (C&G) • Level 5 (C&G) • Level 2 (C&G) • Level 2 (C&G) • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6

Nr.	Name of Institution	Scope of Accreditation	NQF Level
35.	Triumphant College	<ul style="list-style-type: none"> • Diploma in Psychology • Certificate in Legal Studies • Diploma in Legal Studies • Diploma in Legal Studies • Certificate in Travel and Tourism • Diploma in Travel and Tourism • Diploma in Travel and Tourism • Certificate in Business Studies • Diploma in Business Studies • Diploma in Business Studies • Postgraduate Diploma in Project Management 	<ul style="list-style-type: none"> • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 4 • Level 5 • Level 6 • Level 8
36.	Tulipohamba Training and Assessment Institute	<ul style="list-style-type: none"> • Certificate in Counselling • Certificate in Community Health Education • Certificate in Occupational Health and Safety • Certificate in Health Care Services Management 	<ul style="list-style-type: none"> • Level 4 • Level 4 • Level 4 • Level 4
37.	United Lutheran Theological Seminary – Paulinum	<ul style="list-style-type: none"> • Certificate in Theology • Diploma in Theology • Bachelor of Theology 	<ul style="list-style-type: none"> • Level 5 • Level 6 • Level 7
38.	Valombola Vocational Training Centre (VVTC)	<ul style="list-style-type: none"> • National Vocational Certificate in General Construction (Plumbing) • National Vocational Certificate in Manufacturing (Joinery & Cabinet Making) • National Vocational Certificate in Metal Fabrication (Welder) • National Vocational Certificate in Business Services (Office Administration) • National Vocational Certificate in General Construction (Bricklaying) • National Vocational Certificate in Clothing Production (Industrial) • National Vocational Certificate in Automotive Engineering (Automotive Mechanics) • National Vocational Certificate in Hospitality and Tourism (Front Office Operations) • National Vocational Certificate in Hospitality and Tourism (House Keeping Operations) • National Vocational Certificate in Hospitality and Tourism (Food & Beverage Service Operations) • National Vocational Certificate in Hospitality and Tourism (Food Preparation) 	<ul style="list-style-type: none"> • Level 1 – 3 • Level 1 – 3 • Level 1 – 3 • Level 1 – 3 • Level 1 – 3 • Level 1 – 3 • Level 1 – 3 • Level 2 – 3 • Level 2 – 3 • Level 2 – 3 • Level 2 – 3
39.	Windhoek Vocational Training Centre	<ul style="list-style-type: none"> • National Vocational Certificate Business Service (Office Administration) • National Vocational Certificate Business Service (Office Administration) • National Vocational Certificate Business Service (Office Administration) • National Vocational Certificate Business Service (Office Administration) • National Vocational Certificate – Auto Mechanic • National Vocational Certificate – Air-conditioning and Refrigeration • National Vocational Certificate – Bricklaying and Plastering • National Vocational Certificate – Boiler Making • National Vocational Certificate – Electrical General • National Vocational Certificate – Fitter Machinery • National Vocational Certificate – Fitter and Turner • National Vocational Certificate – Joinery and Cabinet Making • National Vocational Certificate – Plumbing and Pipefitting • National Vocational Certificate – Radio and Television • National Vocational Certificate – Welding and Fabrication • International Computer Driving License (ICDL) 	<ul style="list-style-type: none"> • Level 1 • Level 2 • Level 3 • Level 4

Nr.	Name of Institution	Scope of Accreditation	NQF Level
40.	Wolwedans Foundation Trust	<ul style="list-style-type: none"> • National Vocational Certificate in Hospitality – Food & Beverage Service Operations • National Vocational Certificate in Hospitality – Food & Beverage Service Operations • National Vocational Certificate in Hospitality – Food Preparation 	<ul style="list-style-type: none"> • Level 2 • Level 3 • Level 3
41.	Zambezi Vocational Training Centre	<ul style="list-style-type: none"> • National Vocational Certificate in General Construction (Bricklaying) • National Vocational Certificate in General Construction (Bricklaying and Plastering) • National Vocational Certificate in General Construction (Bricklaying and Plastering) • National Vocational Certificate in Hospitality and Tourism (Food Preparation) • National Vocational Certificate in Hospitality and Tourism (Food and Beverage Service Operations) • National Vocational Certificate in Information Communication Technology (Computing Fundamentals) • National Vocational Certificate in Metal Fabrication • National Vocational Certificate in Metal Fabrication • National Vocational Certificate in Metal Fabrication (Welding) • National Vocational Certificate in Business Services (Office Administration) • National Vocational Certificate in Business Services (Office Administration) • National Vocational Certificate in Business Services (Office Administration) • National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) • National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) • National Vocational Certificate in Manufacturing (Joinery and Cabinet Making) • National Vocational Certificate in General Construction (Plumbing) • National Vocational Certificate in General Construction (Plumbing) • National Vocational Certificate in General Construction (Plumbing) • National Vocational Certificate in Clothing Production (Domestic) • National Vocational Certificate in Clothing Production (Industrial) 	<ul style="list-style-type: none"> • Level 1 • Level 2 • Level 3 • Level 2 • Level 3 • Level 3 • Level 1 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2 • Level 3 • Level 1 • Level 2

4.3 Marketing and Communications



Catherine Shipushu
Manager: Marketing and Communications

The Marketing and Communication role includes inter alia, Media Relations, Advertising Co-ordination, Stakeholder Management, Corporate Communication, Customer Service and Marketing. With the NQA's physical presence limited to Windhoek currently, the department utilises various platforms to disseminate information to customers and other interested parties across the country.

a) Building the Brand

With its role as a regulator in the education and training sector, the NQA is largely responsible for maintaining quality education and ensuring adherence to national standards. During the period under review, the primary objective of the Marketing and Communication department was to build the NQA brand, enhance its visibility and work towards positioning it in the heart and minds of Namibians. In entrenching its brand, it is essential for the NQA to position itself as an organisation that is relatable, approachable and customer-centric in order to effectively engage its stakeholders.

A Perception Survey was conducted amongst various stakeholder groups, including NQA employees, accredited training providers, state-owned enterprises, private firms and the public at large. The aim was to assess the stakeholders' current perception of the NQA and their understanding of the NQA mandate, and to determine any pain points related to customer experience. While the feedback was largely positive, there were clear areas of concern that called for urgent intervention. These included lack of public understanding of the NQA mandate, poor communication with stakeholders and an ineffective organisational culture.

The survey results enabled the NQA to develop a multi-pronged marketing strategy to create public awareness of, understanding of and access to NQA services. Some of the projects and activities that emanated from this strategy are:

- Creating platforms for stakeholder engagements, particularly outside Windhoek;
- Employee training in customer service in order to improve service delivery and overall customer experience, both in terms of training providers and individual customers;
- Employee training in branding, corporate values and culture as a catalyst to improve the internal climate through enhancing teamwork, communication and synergy;
- Improvement of internal communication through the establishment of an initiative called '**Conversations with the CEO**', a staff engagement forum which promotes open dialogue between employees and the CEO; and
- A robust public awareness drive in various regions across the country and through various communication channels.

b) Public Awareness

In an effort to enhance public understanding of the NQA's mandate and service offering, the Marketing and Communication section utilised various channels to engage the public. These included advertisements in the print and electronic media, outdoor billboards and a taxi-based SMS competition, which was specifically aimed at the younger audience who may not necessarily prefer communication through newspapers or television. As part of its awareness drive, the NQA also took part in various career fairs and regional trade exhibitions .



Learners taking part in activities at the NQA stand at the career expo

The trade exhibitions afford the NQA the opportunity to directly engage in conversation with clients and provide the required information instantly, as well as to bring service closer to the people so that they do not have to travel long distances to Windhoek to access service. Additionally, customers were able to provide instant feedback about their service experience. This goes a long way to ensure in ensuring that the NQA reaches its objective of becoming a customer-centric institution by effectively listening to client feedback and implementing remedial actions to address their points of pain.

In terms of social media, with the creation of a Facebook page to complement its website, the NQA has enhanced its online presence and developed a trusted channel through which to engage its clients and improve customer experience by being a source of information which is fast and reliable. Through the Facebook page, the NQA also provides convenient service and information to a diverse clientele both in Namibia and abroad including countries such as Botswana, Zimbabwe, Ghana, and India, to mention but a few.

The NQA is an entity that strives for innovation and excellence in all spheres of operation. The desire to attain excellence served as a catalyst in the preparation for all public education interventions and this was validated by the recognition accorded to the NQA team at various trade fairs and exhibitions. For the first time in the history of the NQA, it was awarded with the following accolades during the reporting period:

- Namibia Career Expo 2015 – Best Corporate Stand
- Windhoek Agricultural and Industrial Show 2015 – Bronze for Best Indoor Stand



NQA employees proudly displaying the certificate won at the Windhoek Show 2015

c) Stakeholder Relations

The NQA is fully cognisant of how stakeholders can impact the implementation of its strategy and long-term growth. In this regard, one of our strategic objectives is to build and maintain strong, mutually beneficial relationships with our stakeholders. As part of this strategy, during the period under review the NQA hosted information sessions aimed at facilitating dialogue between the organisation and stakeholders. Through this transparent engagement and communication, the NQA also gives a voice to stakeholders to provide vital feedback, which can be used to improve to improve service delivery and overall engagement .

Internally, the focus was on improving communication between the Executive Management Team and staff members. Based on feedback from the Perception Survey, it was necessary to create a culture of addressing challenges, resolving problems and sharing information in an honest manner without fear of reprisal. It is for this reason that the “Conversations with the CEO” initiative was introduced, specifically to promote a conducive working environment by creating a platform for open dialogue between the staff members and the CEO. The initiative was very well received by employees as a channel for open interaction with management.



NQA CEO Franz Gertze with a group of stakeholders in the Erongo Region

The NQA has also joined Team Namibia as a Strategic Partner, joining a large number of organisations that have pledged their commitment to promoting increased consumption of Namibian products and services. Key activities as a Strategic Partner have been the NQA's commitment to hosting an annual information session in association with Team Namibia to educate training providers on the process of accreditation and evaluation in Namibia, and offering support to Team Namibia marketing and promotional campaigns. Team Namibia, on their side, will actively promote the use of NQA services and share NQA related information with the national members' network.

d) Qualifications Fraud

Qualifications fraud continues to plague the education and training sector worldwide, and Namibia is no exception. The NQA views qualifications fraud as a critical national concern, which if left unstemmed can have devastating long-term effects on the economy and the reputation of the country. Following a spike in cases of qualifications fraud towards the end of 2014, the NQA launched a fraud hotline where the public and other stakeholders can report any fraudulent and unethical behaviour relating to qualifications. The NQA partnered with the Deloitte auditing firm, which manages the fraud hotline (number 0800 411 411).

Since its inception, several cases of qualifications fraud have been reported through the hotline. Further to that, the NQA has joined forces with the Namibian Police, to whom these cases are referred for further investigation, and thereafter the law takes its natural course in dealing with the culprits. Although still in its infancy, the NQA is optimistic that the fraud hotline will have a major impact in the training and education sector, specifically to serve as a deterrent to fraud, and a promoter of ethical behaviour and non-tolerance towards qualifications fraud.

e) Strategic Relations

Over the years, the NQA has established key strategic relationships with several institutions, all of which are critical to attaining the institution's vision of becoming a globally reputable qualifications authority empowering people in Namibia. Through these relationships, the NQA expands its institutional knowledge and expertise through assured access to best practices and strategic engagement in areas of quality assurance, mutual recognition of qualifications, skills development and data management, amongst others.

The NQA currently has formalised strategic relationships with institutions including the Roads Authority, National Training Authority, South African Qualifications Authority, Malaysia Qualifications Agency, the Kingdom of Swaziland and the Government of the Russian Federation.

f) Challenges

As a public enterprise, the NQA regards itself as an agent of the government, and thus has a responsibility to deliver accessible and quality service to the nation. In this regard, the NQA has made great strides in extending its reach and educating the public about its mandate and service offering. Conversely, the NQA operates with limited resources, both in terms of finance and human capital. This poses a pronounced challenge, particularly in reaching communities in the remote areas of the country. As a client-focused institution, the NQA endeavours to work closely with national and community leaders to ensure that all Namibians are able to gain access to NQA-related information and service delivery. Further to that, Information and Communication Technology (ICT) will become key in driving engagement with both customers and other stakeholders. While mainstream media will also be utilised, the NQA will take further advantage of the low-cost, vast reach and immediacy of social media to interact with stakeholders and disseminate crucial information in order to make a positive impact in the lives of those we serve.



Learners engaging with the NQA at the Career Expo in Ongwediva

4.4 Administration



Dennis Van Rooyen - Head Administration

NQA Staffing

The NQA's structure provides for 61 positions, of which 49 are filled, whilst 12 positions were vacant at the end of the reporting period. The total number of staff on Managerial level is nine, including the five members of the Executive team.

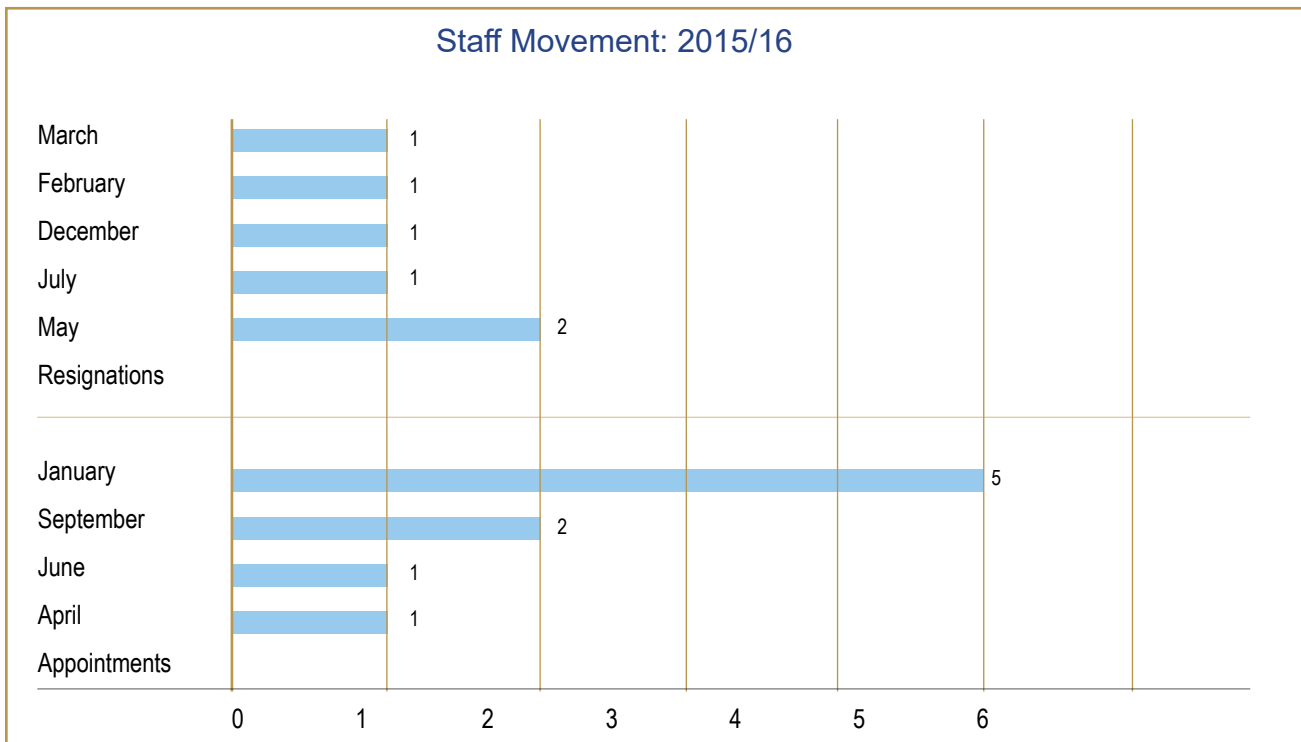


Fig.7 NQA staff complement during the 2015/2016 financial year

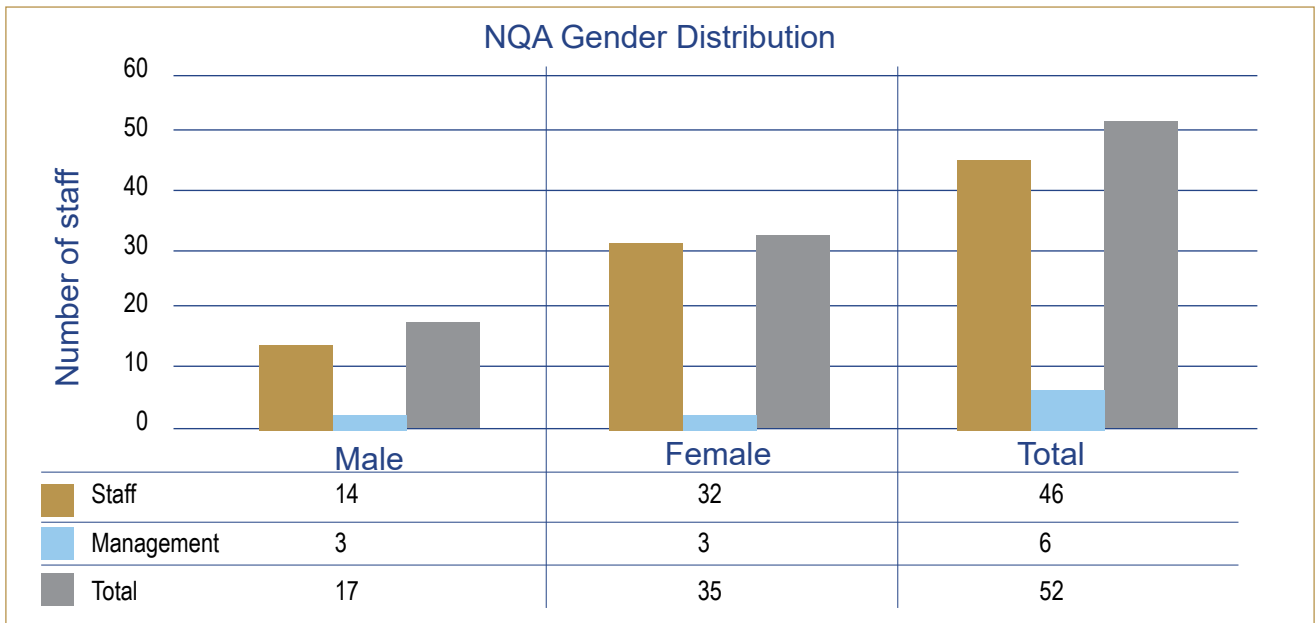


Figure 8: NQA Gender Distribution

Employee Wellness

At the NQA, we value our employees as our most important resource, one which ensures an enduring advantage. Therefore we invest significant resources towards programmes that ensures a healthy and engaged workforce. These programmes include an annual Wellness Day aimed at gauging the overall health condition of all employees. In addition, regular information sessions are held to educate staff members on HIV and AIDS and Cancer awareness.

Through activities such as teambuilding and year-end functions, we also promote social interaction as a way of fostering cohesion and team spirit.



NQA staff members attending an information session on HIV / AIDS

For the first time in the history of the NQA, we introduced the Employee Awards in order to recognise loyalty, commitment and performance. Awards were presented in two categories, namely, Employee of the Year and Customer Service Excellence.



NQA Staff Members

Staff Development

As an agent operating in a dynamic education and training sector, we are committed to being a globally reputable qualifications authority empowering people in Namibia, including our own staff members. Therefore, we deem capacity building and upskilling of our people as an ongoing commitment. During the reporting period, we allocated N\$283,960.00 towards qualifying training and skills development through seminars, workshops, webinars and conferences. All of these facilitate continuous improvement in our operations and service excellence.

The table below indicates the qualifying training undertaken by NQA staff members under the staff development programme.

1	Bachelor of Business Administration	3 Staff members
2	Bachelor of Commerce Honours	1 Staff member
3	Master of Business Administration (MBA)	1 Staff member

Industrial Relations and UNION matters

The NQA has a sound relationship with the Namibia Public Workers Union (NAPWU), which is the recognised sole bargaining agent for the bargaining unit at the NQA. During the period under review, the two parties conducted fruitful negotiations, which resulted in agreed salary and remuneration adjustments effective 01 April 2015.

Affirmative Action (AA)

The NQA is AA compliant in terms of the requirements of the Employment Equity Commission for the period under review.

Namibia Qualifications Authority

**Annual Financial Statements
for the year ended 31 March 2016**

Namibia Qualifications Authority

Annual Financial Statements for the year ended 31 March 2016

General Information

Country of incorporation and domicile

Namibia

Nature of business and principal activities

According to the Namibia Qualifications Authority Act No. 29, 1996 the objects of the Namibia Qualifications Authority are:

- (a) to set-up and administer a national qualifications framework;
- (b) to be a forum for matters pertaining to qualifications;
- (c) to set the occupational standards for any occupation, job, post, or position in any career structure;
- (d) to set the curriculum standards required for achieving the occupational standards for a given occupation, job, post, or position in a career structure;
- (e) to promote the development of, and to analyse, benchmarks of acceptable performance norms for any occupation, job, post, or position;
- (f) to accredit persons, institutions and organisations providing education and courses of instruction or training of meeting certain requirements as set out in section 13;
- (g) to evaluate and recognise competencies learnt outside formal education;
- (h) to establish facilities for the collection and dissemination of information in connection with matters pertaining to qualifications;
- (i) to inquire into whether any particular qualification meets the national standards;
- (j) to advise any person, body, institution, organisation or interest group on matters pertaining to qualifications and national

Council members

Ms. Martha Mbombo (Chairperson)	Mr. Stanley H. Mbura	Mr. Vitura Kavari
Dr. Alfred van Kent (Appointed on 23 October 2015)	Ms. Hendrina J. Jandrell	Mr. Maurice T. Likukela
Prof. Lazarus Hangula	Mr. Basilius G. M. Haingura	Mr. Alfred Tjihambuma
Dr. Ngepathimo Kadhila	Ms. Narina Pollmann	Ms. P/Hoebes
Prof. Tjama Tjivikua	Ms. Anke H. Halenke	Ms. Jo-Ann N. Manuel
Mr. Corneels Jafta	Dr. Herbert P. Schneider	Mr. Albius Mwiya
Mr. Franz E. Gertze (Chief Executive Officer)	Mr. Job Amupanda	Mr. David Ligonda
Mr. Andries L. Hungamo	Ms. Taimi Kapelwa	Mr. Lesley Hindjou
Mr. Sylvester Mbangu	Ms. Aina Ipinge (Appointed on 23 October 2015)	Mr. Andrew Main
Mr. Abraham Nehemia	Mr. Otto Makemba	Prof. F. P. L. Kavishe
Ms. Johanna F. N. Andowa	Ms. Sophy Partenbach-Fick	Ms. Sophie Tekie
Mr. Mbueta Ua-Ndjarakana	Mr. Domingos Sachikela	Ms. Melissa Shanjengange
Ms. Tjiuai Kaambo	Mr. Larry H. Laursen	Mr. Tim Parkhouse
Dr. Moses Maurihungirire	Mr. Ernst Sauber	Prof. Sam K. Amoo
Ms. Hilaria Namoloh	Mr. Henry S. Line	Mr. Joseph C. Lewis
Dr. Norbert Forster	Mr. Stanley Thomas	Mr. Fikkie J. Louw
Mr. I. V. K Ndjoze	Ms. Pamela Somses	
Mr. Willem Goeiemann (Appointed on 23 October 2015)	Ms. Josephine Lazarus	

Registered office

8892 Corner of Bismarck and
Dr W Kulz Street, Windhoek, Namibia

Postal address

Private Bag 13247, Windhoek, Namibia

Bankers

First National Bank of Namibia

Auditors

Saunderson & Co
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Namibia Qualifications Authority

Annual Financial Statements for the year ended 31 March 2016

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Namibia Qualifications Authority

Annual Financial Statements for the year ended 31 March 2016

Council member's Responsibilities and Approval

The Council is required by the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996, to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is its responsibility to ensure that the annual financial statements fairly present the state of affairs of the Namibia Qualifications Authority 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 Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting 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 Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting 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 Council acknowledges that it is ultimately responsible for the system of internal financial control and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Namibia Qualifications Authority 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 Namibia

Qualifications Authority 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 Namibia Qualifications Authority is on identifying, assessing, managing and monitoring all known forms of risk across the Namibia Qualifications Authority. While operating risk cannot be fully eliminated, the Namibia Qualifications Authority endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is 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 external auditors are responsible for independently auditing and reporting on the Namibia Qualifications Authority's annual financial statements. The annual financial statements have been examined by the Namibia Qualifications Authority's external auditors and their report is presented on page 6.

The annual financial statements set out on pages 7 to 18, which have been prepared on the going concern basis, were approved by the Council on 27 July 2016 and were signed on its behalf by:



Ms. Martha Mbombo (Chairperson)



Mr. Franz E. Gertze (Chief Executive Officer)

Independent Auditors' Report

Registered Accountants, Auditors
and Business Consultants



Saunderson & Co

Independent Auditor's Report

To the Council members of Namibia Qualifications Authority (NQA)

We have audited the annual financial statements of Namibia Qualifications Authority, as set out on pages 8 to 16, which comprise the statement of financial position as at 31 March 2016, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Council member's Responsibility for the Annual Financial Statements

The Namibia Qualifications Authority's Council members is responsible for the preparation and fair presentation of these annual financial statements in accordance with the Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting for Small and Medium Sized Entities and requirements of the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996, and for such internal control as the Council member determines is necessary to enable the preparation of annual financial statements that are free from material misstatements, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the annual financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the annual financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Namibia Qualifications Authority's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the annual financial statements.

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

Opinion

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Namibia Qualifications Authority as at 31 March 2016, and its financial performance and cash flows for the year then ended in accordance with the Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting for Small and Medium Sized Entities, and the requirements of the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996.

Saunderson & Co
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: Edington Tafirenyika
Partner

27 July 2016
Windhoek

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PO Box 24305, Windhoek
Republic of Namibia

Proprietor:
E Tafirenyika

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Council Members' Report

The Council has pleasure in submitting its report on the annual financial statements of Namibia Qualifications Authority for the year ended 31 March 2016, the organisation incurred a deficit of N\$4,141,292 as shown on the Statement of Profit or loss on page 9. This deficit represents the generally accep

1. Review of financial results and activities

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements. During the year ended 31 March 2016, In addition the organisation incurred a deficit of N\$ 4,141,492.00 as shown on the Statement of Profit or loss on page 9. This deficit represents the generally accepted accounting practice of matching revenues received for the 12months and expenses incurred within those 12months. This however does not mean that the organisation overspent in the 12months ended as it opened the year with cash and cash equivalents balances of N\$19,406,619 (as reflected on the statement of financial position on page 8) hence it could spend more than what it actually received in the 12months ended. The Statement of cash flows (page 11) also shows positive cash flows with a closing balance of N\$36,269,018.

Furthermore the total budgeted for the year was N\$53,984,500 and the actual expenditure incurred for general expenses (N\$39,835,216) and asset additions (N\$2,892,660) was within buget.

Also worth mentioning is that within the expenditure, there is a non- cash expense item of depreciation which was N\$2,379,915 as shown on detailed income statement (page 18). When compared to prior year, it has gone up by 174% mainly due to the change in useful lives of Land and Buildings from 50 years to 25 years.

2. Council members

The Council members during the current year are set out on page 3-4 of this report.

3. Director's interests in contracts

During the financial year, no contracts were entered into which Council members or officers of the Qualifications Authority had an interest and which significantly affected the business of the Qualifications Authority.

4. Events after the reporting period

On 31 March 2016, the organisation entered into an agreement and signed a deed of sale with BV Investments Six Hundred and Forty Five CC which owns Erf 6338, Windhoek. The terms of the agreement state that the Close Corporation should be converted into a Private Limited company, to be done in one (1) month after the signature date, whereupon the organisation shall acquire 100% of the shares from the seller upon the terms and conditions contained in the agreement. An amount of N\$ 6, 200,000.00 was transferred to the attorney Erasmus & Associates on the 01 April 2016 for the acquisition of these shares.

5. Auditors

Saunderson & Co continued in office as auditors for the Qualifications Authority for 2016.

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Statement of Financial Position as at 31 March 2016

	Notes	2016 N\$	2015 N\$
Assets			
Non-Current Assets			
Property, plant and equipment	2	44,393,584	39,445,970
Current Assets			
Trade and other receivables	3	15,512	48,475
Cash and cash equivalents	4	36,269,019	19,404,619
		36,284,531	19,453,094
Total Assets		80,678,115	58,899,064
Equity and Liabilities			
Equity			
Reserves		6,116,663	-
Accumulated funds		21,225,909	25,367,401
		27,342,572	25,367,401
Liabilities			
Non-Current Liabilities			
Deferred revenue	6	49,982,226	30,502,885
Current Liabilities			
Trade and other payables	5	3,353,317	3,028,778
Total Liabilities		53,335,543	33,531,663
Total Funds and Liabilities		80,678,115	58,899,064

Namibia Qualifications Authority
 Annual Financial Statements for the year ended 31 March 2016
 Statement of Surplus or Deficit and Other Comprehensive Income

	Notes	2016 N\$	2015 N\$
Revenue	7	185,000	195,300
Other income	8	34,715,102	36,499,635
Operating expenses		(39,835,216)	(35,460,046)
Operating (deficit) surplus		(4,935,114)	1,234,889
Investment revenue	10	793,783	951,402
Finance costs		(161)	(4,969)
(deficit) surplus for the year		(4,141,492)	2,181,322

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Statement of Changes in Funds

	Other reserve N\$	Accumulated funds N\$	Total equity N\$
Balance at 01 April 2014	-	23,186,079	23,186,079
Profit for the year	-	2,181,322	2,181,322
Total comprehensive income for the year	-	2,181,322	2,181,322
Balance at 01 April 2015	-	25,367,401	25,367,401
Loss for the year	-	(4,141,492)	(4,141,492)
Other comprehensive income	6,116,663	-	6,116,663
Total comprehensive loss for the year	6,116,663	(4,141,492)	1,975,171
Balance at 31 March 2016	6,116,663	21,225,909	27,342,572

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Statement of Cash Flows

	Notes	2016 N\$	2015 N\$
Cash flows from operating activities			
Cash generated from operations	11	17,459,436	1,088,782
Interest income		793,783	951,402
Finance costs		(161)	(4,969)
Net cash from operating activities		18,253,058	2,035,215
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(1,441,128)	(9,541,071)
Sale of property, plant and equipment	2	52,469	(4,300)
Net cash from investing activities		(1,388,659)	(9,545,371)
Total cash movement for the year		16,864,399	(7,510,156)
Cash at the beginning of the year		19,404,619	26,914,775
Total cash at end of the year	4	36,269,018	19,404,619

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Accounting Policies

1. Presentation of annual financial statements

The annual financial statements have been prepared in accordance with the Namibian Generally Accepted Accounting Practice - NAC 001: Financial Reporting for Small and Medium-Sized Entities, and the Namibia Qualifications Authority Act, Section 12, Act 29 of 1996. The annual financial statements have been prepared on the historical cost basis, 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 items that:

- are held for use in the production or supply of goods or services, for rental to others or for administrative purposes; and
- are expected to be used during more than one period.

Property, plant and equipment is initially measured at cost. Cost includes all costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

Land and Building is subsequently stated at revalued amount, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Other Property, plant and equipment is carried at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided using the straight-line method to write down the cost, less estimated residual value over the useful life of the property, plant and equipment, which is as follows:

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

Item	Depreciation method	Average useful life
Land and buildings	Straight line	25 years
Furniture and fixtures	Straight line	5 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 years
IT equipment	Straight line	3 years
Other Property, plant and equipment	Straight line	5 years

The residual value, depreciation method and useful life of each asset are reviewed at each higher (lower) if there are indicators present that there has been a significant change from the previous estimate. Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss in the period.

1.2 Financial instruments

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, 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.

1.3 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment 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.

1.4 Provisions and contingencies

Provisions are recognised when the Qualifications Authority has an obligation at the reporting date as a result of a past event; it is probable that the Qualifications Authority 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.

1.5 Government grants

Grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income when actually received. Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to the income statement over the expected useful life of the relevant asset by equal annual installments.

1.6 Revenue

Revenue is recognised at the date that accreditation fees are due and are based on the number of enrolments per annum. Interest is recognised, in profit or loss, using the effective interest rate method.

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Notes to the Annual Financial Statements

2. Property, plant and equipment

	2016			2015		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Land and buildings	41,168,071	(1,427,781)	39,740,290	36,198,045	(238,040)	35,960,005
Furniture and fixtures	2,286,102	(607,537)	1,678,565	2,597,614	(704,265)	1,893,349
Motor vehicles	1,970,681	(741,331)	1,229,350	765,677	(604,093)	161,584
Office equipment	259,990	(31,334)	228,656	214,895	(95,755)	119,140
IT equipment	2,780,159	(1,347,611)	1,432,548	2,468,834	(1,262,161)	1,206,673
Other Property, plant and equipment	105,219	(21,044)	84,175	105,219	-	105,219
Total	48,570,222	(4,176,638)	44,393,584	42,350,284	(2,904,314)	39,445,970

Reconciliation of property, plant and equipment - 2016

	Opening balance	Additions	Other movements	Disposals	Revaluation surplus	Depreciation	Total
Land and buildings	35,960,005	304,893	(1,451,532)	-	6,116,664	(1,189,740)	39,740,290
Furniture and fixtures	1,893,348	391,959	-	(133,657)	-	(473,085)	1,678,565
Motor vehicles	161,585	1,205,003	-	-	-	(137,238)	1,229,350
Office equipment	119,140	155,355	-	(29,763)	-	(16,076)	228,656
IT equipment	1,206,674	835,450	-	(66,845)	-	(542,732)	1,432,547
Other Property, plant and equipment	105,219	-	-	-	-	(21,044)	84,175
Total	39,445,971	2,892,660	(1,451,532)	(230,265)	6,116,664	(2,379,915)	44,393,583

Reconciliation of property, plant and equipment - 2015

	Opening balance	Additions	Depreciation	Total
Land and Buildings	29,970,959	6,227,086	(238,040)	35,960,005
Furniture and fixtures	257,358	1,942,505	(306,515)	1,893,348
Motor vehicles	229,069	20,281	(87,765)	161,585
Office equipment	66,794	72,326	(19,980)	119,140
IT equipment	248,227	1,173,654	(215,207)	1,206,674
Property, plant and equipment 2	-	105,219	-	105,219
Total	39,445,971	2,892,660	(1,451,532)	44,393,583

Details of valuation

The effective date of the revaluations was 21 April, 2015. Revaluations were performed by an independent valuer, Mr Eugene Lofty-Eaton (National Diploma: Real Estate Cape Peninsula University of Technology). Mr Eugene Lofty-Eaton is not connected to the company and have recent experience in the location and category of the investment property being valued. The valuation was based on the income capitalisation method.

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Notes to the Annual Financial Statements

	2016	2015
	N\$	N\$
3. Trade and other receivables		
Trade receivables	15,512	48,475
4. Cash and cash equivalents		
Cash and cash equivalents consist of:		
Cash on hand	4,050	529
Bank balances	20,789,863	118,464
Call account	15,475,106	19,285,626
	36,269,019	19,404,619
5. Trade and other payables		
Trade payables	704,830	848,664
Retention	-	992,889
Accrued leave pay	814,591	796,907
Accrued bonus	225,686	220,456
Accrued sitting fees	459,477	155,862
Other accruals	311,199	14,000
Staff bursaries	200,000	-
National Qualifications Framework Information Management System	120,117	-
PriceWaterHouseCoopers - Structure and Remuneration Review	517,416	-
	3,353,316	3,028,778
6. Deferred revenue		
Government related to assets comprising of:		
Funds for construction of NQA House	29,319,078	30,395,156
Computer equipment financed by Government	83,148	107,729
Funds for house project	20,580,000	-
	49,982,226	30,502,885
7. Revenue		
Rendering of services	185,000	195,300
8. Other income		
Administration fees	12,203	14,277
Other income	1,100,659	429,665
Government grants	33,602,240	36,055,692
	34,715,102	36,499,634

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Notes to the Annual Financial Statements

	2016 N\$	2015 N\$
9. Employee cost		
Total employee cost	24,528,544	23,317,807
10. Investment revenue		
Interest revenue		
Bank	793,783	951,402
11. Cash generated from operations		
(Loss) profit before taxation	(4,141,492)	2,181,322
Adjustments for:		
Depreciation and amortisation	2,379,915	867,507
Loss on sale of assets	177,796	4,300
Interest received	(793,783)	(951,402)
Finance costs	161	4,969
Changes in working capital:		
Trade and other receivables	32,960	(20,923)
Trade and other payables	324,538	(660,626)
Deferred revenue	19,479,341	(336,365)
	17,459,436	1,088,782

12. Deficit for the year

During the year ended 31 March 2016, In addition the organisation incurred a deficit of N\$ 4,141,492.00 as shown on the Statement of Profit or loss on page 9. This deficit represents the generally accepted accounting practice of matching revenues received for the 12months and expenses incurred within those 12months. This however does not mean that the organisation overspent in the 12months ended as it opened the year with cash and cash equivalents balances of N\$19,406,619 (as reflected on the statement of financial position on page 8) hence it could spend more than what it actually received in the 12months ended. The Statement of cash flows (page 11) also shows positive cash flows with a closing balance of N\$36,269,018.

Furthermore the total budgeted for the year was N\$53,984,500 and the actual expenditure incurred for general expenses (N\$39,835,216) and asset additions (N\$2,892,660) was within buget.

Also worth mentioning is that within the expenditure, there is a non- cash expense item of depreciation which was N\$2,379,915 as shown on detailed income statement (page 18). When compared to prior year, it has gone up by 174% mainly due to the change in useful lives of Land and Buildings from 50 years to 25 years.

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Detailed Income Statement

	2016	2015
	N\$	N\$
Revenue		
Rendering of services	185,000	195,300
Other income		
Administration fees	12,203	14,277
Other income	1,100,659	429,665
Interest received	793,783	951,402
Government grants	33,602,240	36,055,692
	35,508,885	37,451,036
Expenses (Refer to page 18)	(39,835,216)	(35,460,045)
Operating (loss) profit	(4,141,331)	2,186,291
Finance costs	(161)	(4,969)
(Loss) profit for the year	(4,141,492)	2,181,322

The supplementary information presented does not form part of the annual financial statements and is unaudited

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Detailed Income Statement

	2016	2015
	N\$	N\$
Operating expenses		
Advertising	181,383	78,950
Annual Plans & Reports	-	77,361
Auditors remuneration	46,259	49,450
Audivisual Apparatus	-	5,180
Automated Bussiness Process	1,782,459	2,114,482
Backup tapes	137,563	7,730
Bank charges	42,420	39,632
Cleaning	421,500	172,947
Consulting fees	2,312,558	1,086,753
Corporate and Social Responsibilities	-	10,618
National Qualifications Framework Information Management System	382,589	61,728
Depreciation	2,379,915	867,507
Diaries	-	21,736
Employee costs	24,528,544	23,317,807
Entertainment	115,173	73,222
Fixed assets Labeling	7,553	21,275
IT expenses	136,506	26,368
Incorporation costs	-	443,267
Insurance	208,253	137,974
Internal auditing	-	61,698
Lease rentals on operating lease	-	1,019,692
Legal expenses	27,041	9,484
Marketing and communication	2,487,807	1,541,914
Municipal expenses	349,304	354,360
National Qualifications Framework Qualifications Department	59,324	5,940
National Qualifications Framework Review	406,971	93,300
Postage	20,950	16,748
Printing and stationery	633,255	459,637
Profit and loss on sale of assets	177,796	4,300
Protective clothing	389	78,970
Repairs and maintenance	126,015	62,623
Security	185,128	177,256

Continue to the next page>>>

The supplementary information presented does not form part of the annual financial statements and is unaudited

Namibia Qualifications Authority
Annual Financial Statements for the year ended 31 March 2016
Detailed Income Statement

	2016	2015
	N\$	N\$
Staff welfare	-	168,283
Strategic plan	-	96,576
Subscriptions	146,450	128,434
Telephone and fax	161,439	175,410
Training	565,354	459,970
Transport and freight	204,625	179,087
Travel - overseas	1,600,693	1,752,376
	39,835,216	35,460,045

The supplementary information presented does not form part of the annual financial statements and is unaudited



Namibia · Qualifications · Authority

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