bipa

BUSINESS AND INTELLECTUAL PROPERTY AUTHORITY

Protecting Entrepreneurship and Innovation

ANNUAL REPORT 2020/2021

PROPELLING RESILIENCE FOR SUSTAINABLE BUSINESS GROWTH

OUR THEME:
"PROPELLING RESILIENCE FOR SUSTAINABLE BUSINESS GROWTH"

In a Financial Year that has seen the emergence of the Covid-19 pandemic as an economic disruptor, this annual report spotlights BIPA's efforts which were meant to ensure that despite the challenging terrain, the business industry was able to pull together towards recovery and subsequently, thriving. Under the theme ***propelling resilience for sustainable business growth***, BIPA's core activities for the 2020/21 Financial Year were centred on responding to the pandemic through solutions that promote sustainable business practice, economic empowerment, employment creation and stimulation of Namibia's ailing economic growth.

The reporting period is also a Financial Year that affirms the Authority's graduation from 100% government funding in its inception in 2017 to full self-funding which is a huge step in the Authority's growth agenda. In essence, the theme of this annual report is fundamentally premised on how BIPA has over the past five years remained a valuable organ of our broader society and has played a key role of being a catalyst in transforming the Namibian economy through granting, registering, and protecting business and intellectual property rights.

As such, the theme of this report equally celebrates all frontline businesses that rose above other during this pandemic. The ordinary business that had an extraordinary impact on the Namibian people and the economy. Thank you!

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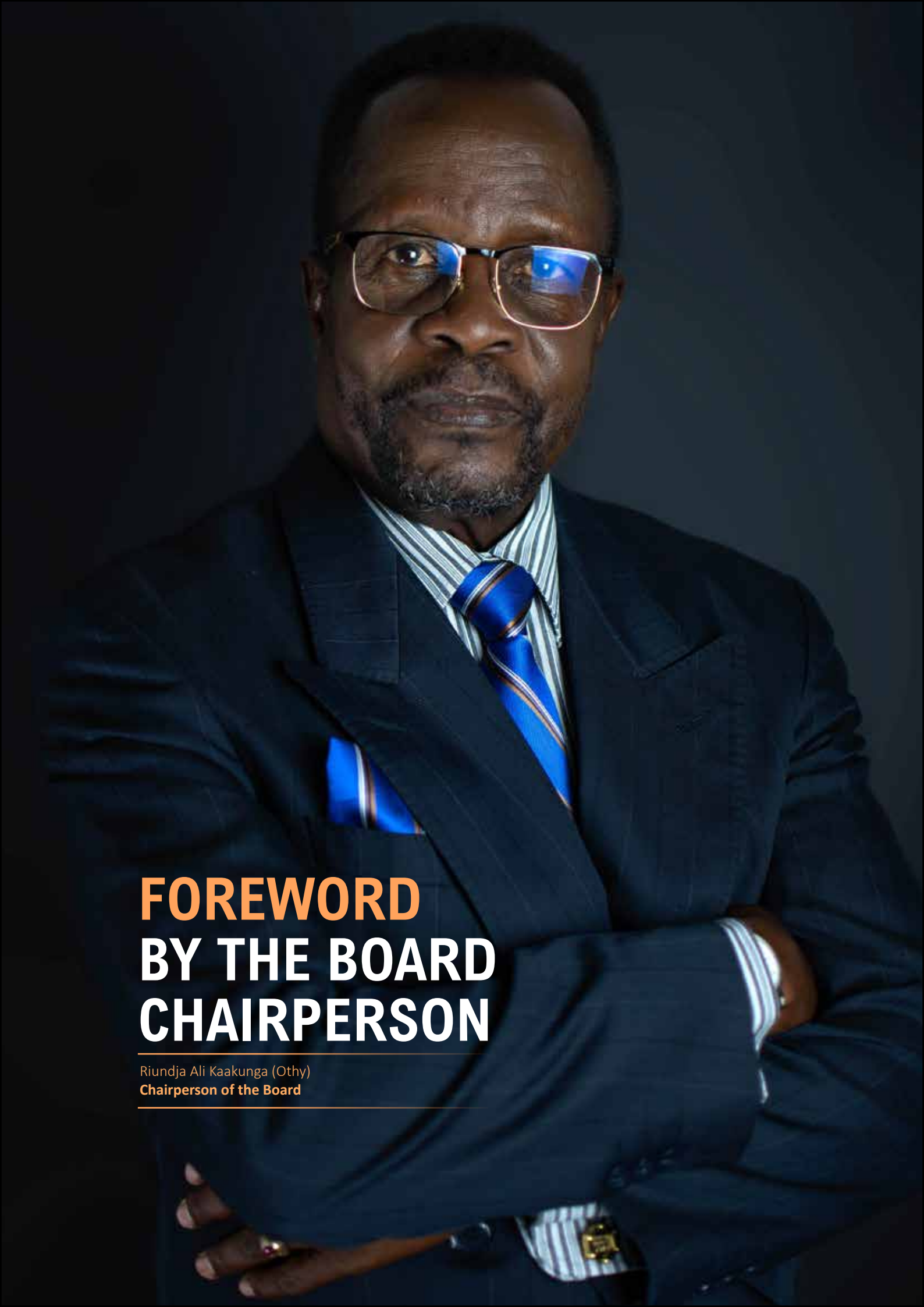
1 LIST OF ACRONYMS AND ABBREVIATIONS

AA	Affirmative Action
ARIPO	African Regional Intellectual Property Organisation
BIPA	Business and Intellectual Property Authority
BRS	Business Registration Services
CC	Close Corporation
CEO	Chief Executive Officer
ERP	Enterprise Resource Planning
FRAC	Finance, Risk and Audit Committee
FY	Financial Year
GLEC	Governance, Legal and Ethics Committee
HCM	Human Capital Management
HRRC	Human Resources and Remuneration Committee
ICSF	Integrated Client Service Facility
ICRS	Integrated Company Registration System
IP	Intellectual Property
IPAS	Industrial Property Administration System
IPR	Intellectual Property Rights
ICAN	Institute of Chartered Accountants of Namibia
ICT	Information and Communication Technology
IT	Information Technology
MITSMED	Ministry of Industrialisation, Trade and SME Development
NIPA	Namibia Institute of Professional Accountants
N$	Namibia Dollar
PCT	Patent Cooperation Treaty
ROI	Return on Investment
SME	Small and Medium Enterprise
MSME	Micro, Small and Medium Enterprises
SOE	State-Owned Enterprise
SPPC	Strategic Planning and Projects Committee
UNAM	University of Namibia
WIPO	World Intellectual Property Organisation

2 2020/2021 AT A GLANCE



FOREWORD BY THE BOARD CHAIRPERSON

Riundja Ali Kaakunga (Othy)
Chairperson of the Board

3 FOREWORD BY THE BOARD CHAIRPERSON

I am once again honoured to present this report on behalf of the BIPA Board of Directors and re-affirm our commitment to provide good governance and financial oversight to ensure that the Authority carries out its mandate effectively and efficiently. I write this foreword in full view and acknowledgement that the 2020/2021 Financial Year has clearly showed the critical importance of being adaptable to the changing environment owing to Covid-19. In this regard, the Board demonstrated its agility in adapting rapidly so that it could continue to demonstrate value to BIPA while finding new ways to enhance its governance oversight role.

Events of the reporting period make it clearer that we are making progress, and our financial performance continues to demonstrate on-going improvements despite some of the setbacks we have encountered from unforeseen circumstances presented by the on-going pandemic.

> "Growing revenue coupled by expenditure containment has characterised this Financial Year despite a need for further cost optimisation as well as applying due attention to automation, systems enhancements, and advancements in technology."

As a Board, we are ultimately accountable for the governance and performance of the company. This was particularly true in a year that frequently presented new issues – issues that demanded the collective expertise of board and management members to address matters in the best interests of the authority and all its stakeholders.

Apart from our collective and decisive actions, I also believe the functioning of the Board Committees has been effective this year, as is supported by the Board evaluations done during the year. Good progress has been made with the review of some policies to ensure continued alignment with the BIPA way, and a range of new policies are on their way to strengthen ethical conduct and effective delivery of the BIPA mandate.

Indeed, the events of the reporting period have reinforced the concept of stakeholder inclusivity and the ethical obligation for us to consider all stakeholder groups in responding to a crisis. Safety remains our top priority and is a focus at every Board meeting. We continue to promote a safety culture that brings everyone home safely, every day and we are proud to be considered as a safety leader. This year we gave additional consideration to the effect of COVID-19 on the safety,physical and mental health of our people. Our team put in tremendous effort to keep each other safe, resulting in no Covid-19 fatalities in the reporting period.

I also remain optimistic about the future of BIPA. We believe we are focusing on the right things to strengthen our business. The calibre of management that we have, the commitment that they have demonstrated to the cause, and the ability to deliver, gives one confidence that ultimately the additional experience from the setbacks of the pandemic will allow us to more dexterously deliver the strategy going forward.

Conditions ahead appear to be challenging. It seems that Covid-19 will be with us for some time and there is little to suggest that economic conditions will recover in the short term. Our industry is likely to remain under pressure and the registration of new businesses is also likely to remain subdued owing to the prevailing tightened business climate.

We will continue to improve our understanding of stakeholder needs and to use the new ways of engaging to identify initiatives that can continue to create value for our stakeholders.

Lastly, I want to thank our Line Minister of Industrialisation and Trade, Hon. Lucia Iipumbu for her leadership and unwavering support. Equally, I take this opportunity to thank our CEO who with the help of her Executive team has done tremendously well over the reporting period. To my fellow Board Members, a word of appreciation for your commitment and to the employees of BIPA, thank you for your loyalty and hard work.

Riundja Ali Kaakunga (Othy)
Chairperson of the Board

CHIEF EXECUTIVE OFFICER'S OVERVIEW

Vivienne Katjiuongua
Chief Executive Officer

4 CHIEF EXECUTIVE OFFICER'S OVERVIEW

It is with sheer delight to report that in the face of on-going Covid-19 headwinds, our management was able to exhibit resilience in responding to the changes brought by the pandemic in the 2020/21 Financial Year. Indeed, this challenging period in which a key priority was to balance the competing needs of effectively managing urgent work with strategic goals, we succeeded in embedding anti-fragility across our business to increase our ability to manage and thrive through major disruptions.

A Sustained Financial Perfomance

With a subdued economic environment that was characterised by Covid-19 regulation lockdowns, the Authority delivered a sustained financial performance which affirmed BIPA's graduation from 100% government dependence in 2017 to self-funding. This was backed by our financial results that indicate resilience, operational progress indicating a notable reduction in operating costs by N$11 million. While the reduction in operating costs was pivotal in the recessionary economy that Namibia finds itself in, the Authority managed to increase its revenue to N$101.6 million, a 17% increase up from N$87 million in the previous Financial Year.

> "Positive returns were recorded particularly in Annual Duties which were the biggest source of revenue in the reporting period. Revenue streams such as ARIPO and investment accounts performed above budget, providing a timely boost for the Authority."

In the coming Financial Year, containment of costs and broadening operational channels to increase revenue will remain key priorities that will help the Authority contribute to national development.

Operational Effectiveness

During the year under review, management had to promptly utilise the learnings from setbacks to improve efficiencies and enhance the business going forward. Our strategy, resolve and resilience were tested time and again. But, thanks to the astounding innovation and creativity of our team we successfully navigated the stormy waters of the year. Having registered at least 92 000 business over the past five years, the businesses registered in this Financial Year exceed 10 000 despite Covid-19 lockdowns and reduction in economic activity.

Moreover, a total of 29 650 name reservations were submitted in the 2020/21 financial year, compared to 25 699 in the 2019/20 Financial Year representing a 15% increase in name reservation applications. It is also worth noting that 11 840 new files were indexed between April 2020 to March 2021 of which 9 088 files were available upon request while 2726 files were in circulation upon request. To serve our stakeholders better, BIPA established the annual return work stream in February 2021. The stream was established with the purpose of managing annual returns in a more structured and efficient manner, as well as to cater for the processing and update of legacy annual returns.

To enhance our processes, the Copyright Legal Framework took centre stage in the period under review. This legal framework will ensure effective and sound protection of works falling in the copyright protection space. The review of the current Copyright law was necessitated by the changes in technology that require the protection of Copyright content in the digital environment. It also aims to promote and stimulate creativity around Copyright. Furthermore, the Authority has finalised the draft Intellectual Property (IP) Tribunal rules and presented the said rules to the Ministry of Justice's Legislative Drafting department for consideration and drafting. These progressive reforms are geared towards enhancing the delivery of our mandate and to enable us to give more to our stakeholders.

Looking Ahead

We have done much in the past year to strengthen the moral fibre of the business and regain the trust of our stakeholders. The coming year will be no different with emphasis on serving our publics better. While the economic environment is expected to remain challenging with a long road to recovery post Covid-19 , it is my utmost belief that we are on track to build on the positive and sustainable impact that we have made in this Financial Year. Our future prospects remain optimistic to optimally use our resources as well as effectively execute our Corporate Strategy.

Appreciation

I would like to appreciate the support of all our stakeholders, particularly our employees who have been instrumental in what we have accomplished in the 2020/21 Financial Year. Equally, I thank the Board for their guidance and strategic oversight towards realising our vision for a reimagined BIPA. Sincere gratitude goes to our Line Minister, Hon. Lucia Iipumbu for her support and visionary leadership which we will always cherish.

Vivienne Katjiuongua
Chief Executive Officer

bipa
BUSINESS
REGISTERED

“Passion, creativity, and resilience are the most crucial skills in business. If you’ve got those, you’re ready to embark on the journey.”

- Jo Malone

5.1 OUR BUSINESS MODEL

5.2. Purpose

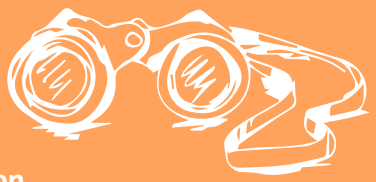
BIPA is mandated to regulate and administer the registration of business and industrial property in terms of applicable legislation with the objective of facilitating economic growth and development, promoting investment and creating employment through enhancing the efficient protection of business and intellectual property in Namibia.

Simultaneously, BIPA is mandated to promote the conduct and use of business and intellectual property in Namibia; facilitate, streamline, simplify and harmonise the business and industrial property procedures, registrations, filings and searches to expedite economic growth and development; and to enhance the efficient exchange and distribution of information. Protection of intellectual property rights encourages innovative economies, enriches individuals and companies, preserves wealth and saves lives.

BIPA is also tasked with the registration of other forms of companies including Associations not for Gain registered under Section 21 of the Companies Act, 2004 (Act No. 28 of 2004), Close Corporations and Defensive Names. This function is not only a vital enabler of a stable and thriving economy, but also contributes to government's greater developmental goals of poverty eradication, the alleviation of unemployment and bridging the inequality gap amongst Namibians.

Against this background, the objectives of BIPA as outlined in section 2 of the Act are:

- To foster economic growth and development, and promote investment and employment and the efficient protection and administration of business and intellectual property in Namibia;
- To consolidate the various offices and officials involved in the registration and administration of business and intellectual property;
- To facilitate and promote the efficient and effective registration of business and intellectual property and to keep and administer the required registers;
- To promote the conduct and use of business and intellectual property in Namibia;
- To facilitate, streamline, simplify, harmonise and expedite business and intellectual property procedures, registrations, filings and searches; and
- To enhance the efficient exchange and distribution of information.



5.2. Vision

Our vision is "To be the catalyst of economic growth for a transformed business landscape and an innovative nation.'

5.3. Mission

We protect intellectual assets and make doing business possible in Namibia.

5.4. Values

Values are important building blocks to create a high performance and innovative culture for our people. This creates a common and shared purpose and encourages the active participation of each staff member to live our values through their behaviour and decision making.

Our values are:

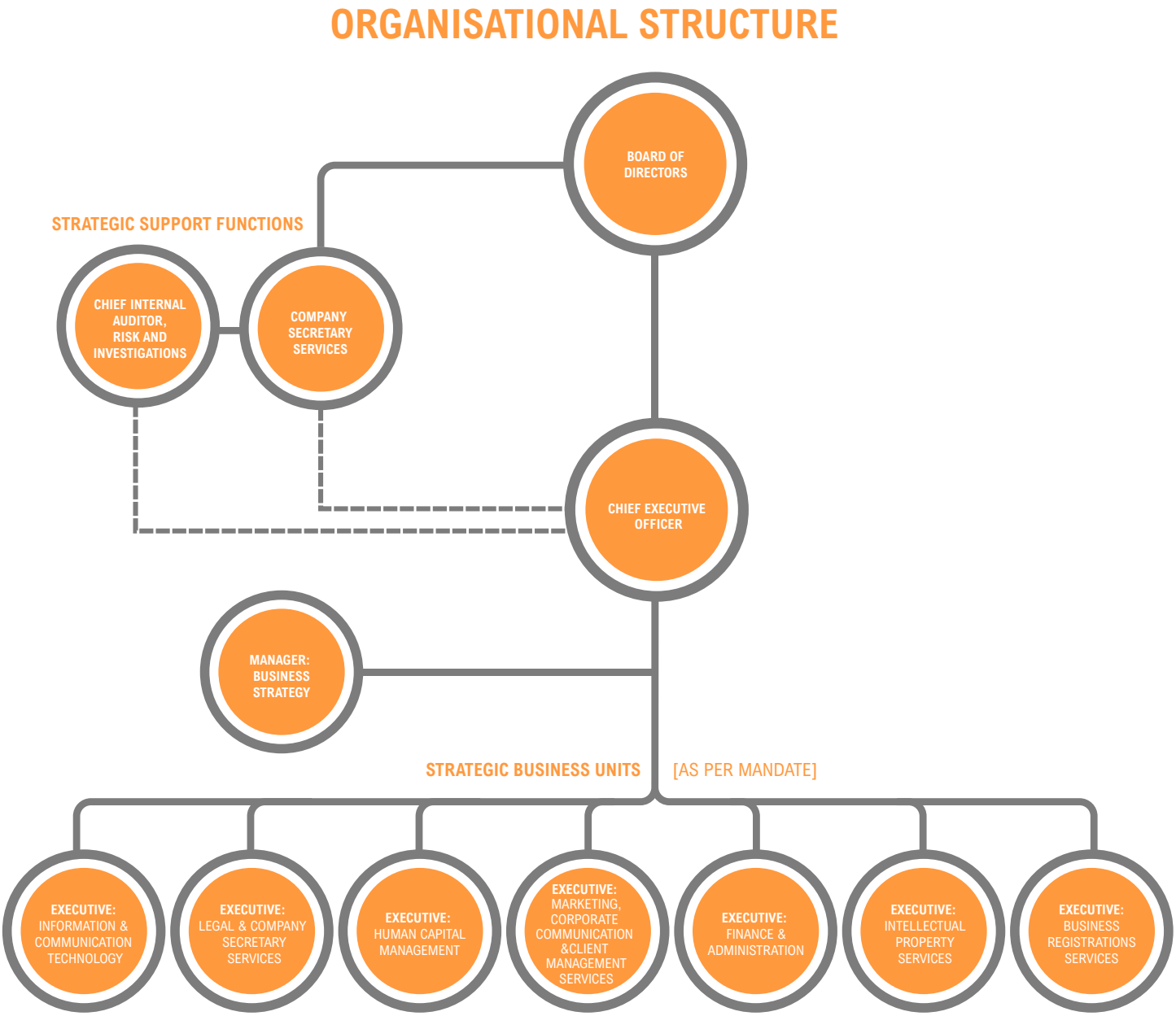
- Accountability
- Service Excellence
- Teamwork
- Empowerment
- Integrity
- Innovation

5.5. Themes

The following themes are strategically important and create distinct focal clusters against which objectives can be defined:

- Financial Sustainability. BIPA aims to become a self-sustaining public enterprise by improving its revenue generation.
- Stakeholder Confidence. BIPA is mandated to provide services to its customers and collaborate with its stakeholders to deliver value to its customers.
- Internal Process and Governance. To ensure that the organisaiton is able to meet the set customers and stakeholders' objectives, BIPA has planned to improve its internal processes and governance framework.
- Operational Excellence. BIPA is focused on its core assets, which are its people.

5.6. BIPA Organogram



5.7. Legislative and other mandates

It is BIPA's purpose to administer legislation relating to business registration and intellectual property regulations. Its mandate encompasses companies, close corporations, trademarks, patents, designs, aspects of copyright legislation and enforcement of rules and regulations in the following areas of law:

Legislation	Mandate
Business and Intellectual Property Authority Act, 2016 (Act No. 8 of 2016)	Facilitate and promote the efficient and effective registration of business and industrial property in Namibia.
Companies Act, 2004 (Act No. 28 of 2004)	Register companies, maintain data, regulate governance of and disclosure by companies, resolve disputes, educate and inform about all laws, non-binding opinions and circulars, policy and legislative advice.
Close Corporation Act, 1988 (Act No. 26 of 1988)	Register close corporations, maintain data, and regulate governance of and disclosure by close corporations.
Industrial Property Act, 2012 (Act No. 1 of 2012)	Register and protect trademarks, industrial marks, utility models, patents.
Copyright and Neighbouring Rights Protection Act, 1994 (Act No. 6 of 1994)	Register copyrights, maintain data, resolve disputes, and provide non-binding advice to the public.

6 | CORPORATE GOVERNANCE

Resilience is all about being able to overcome the unexpected. Sustainability is about survival. The goal of resilience is to thrive

- Jamais Cascio

6.1 BOARD OF DIRECTORS

BIPA BOARD MEMBERS' QUALIFICATIONS

Mr. Riundja Ali Kaakunga (Othy): Chairperson

Mr. Kaakunga holds an LLM in International Economic Law with distinction from the University of Warwick, as well as an LLB (Hons). Mr Riundja has more than 19 years of executive management and governance experience in areas of Commerce, Trade and National Quality Infrastructure Development. He was the founding CEO of the Namibian Standards Institution (NSI).

Dr. Martha Uumati: Vice Chairperson

Dr. Uumati holds a Doctorate of Philosophy in Fisheries Biology and Fisheries Management from the University of St Andrews, Scotland (UK) and several undergraduate qualifications in fisheries Management from the University of Bergen, (Norway). Dr Uumati is currently the Managing Director of Erongo Marine Enterprises. She has earned valuable management and governance experience in a number of high-profile roles.

Mr. Fritz C. Jacobs

Mr. Jacobs is an certified Engineer by profession, he holds a Master of Science in Engineering from the University of Cape Town (UCT) as well as a Bachelor of Science degree in Engineering from the University of Cape Town. He has over 25 years of corporate and private sector experience, ranging from consulting engineering, project management and telecommunications. He is Currently the Chief Operating Officer at Namibia Power Utility (NamPower).

BIPA BOARD MEMBERS' QUALIFICATIONS (Continued)

Ms. Lovisa Indongo-Namandje

Ms. Namandje is a legal practitioner by profession and currently employed as the General Manager: Pension Funds & Friendly Societies at Namibia Financial Institution Supervisory Authority (NAMFISA). She holds a Bachelor of Law (LLB) from the University of Namibia as well as a MSc Degree from Cardiff University, (UK).

Ms. Chaze Nalisa

Ms. Nalisa holds a Bachelor of Commerce from the University of Namibia as well as an Honours Degree in Industrial and Organisational Psychology from University of South Africa (UNISA). She is currently employed by Namibia Investment Promotion and Development Board (NIPDB). Her area of expertise is Human Resources Management.

Ms. Seno M. Namwandi

Ms. Namwandi holds a Bachelor of Science in Molecular Stellenbosch University (RSA) as well as a Masters in Intellectual Property from Africa University, Zimbabwe. She is well versed in Intellectual Property rights.

Mr. Ignatius K. Thudinyane

Mr. Thudinyane holds a B. Com Hons. Economics from the University of South Africa (UNISA) and an LLB from the University of South Africa (UNISA). His expertise includes Finance, Economics, law and ensuring adherence to best practice in Corporate Governance.

6.2. Board governance structure

BIPA's governance structure is similar to that of other Public Enterprises in that the BIPA Board reports to a Line Ministry, which is the Ministry of Industrialisation and Trade. The CEO of BIPA reports to the Board as part of senior management.

6.3. Powers

The role, function and powers of the Board, its members and committees, and its relationship to other structures of BIPA are determined by law, the Governance Framework, corporate governance best practices, the enabling Act, and decisions and policies of the Board. The Board is responsible for the strategic direction and control of BIPA and has the power to make any decision in respect of the institution, in as far as their powers and fiduciary duties extend. The Board is responsible for collectively promoting and safeguarding the long-term success of BIPA. It manages the affairs of BIPA:

- In the best interest of BIPA, with due regard to the interests of its stakeholders; and
- In compliance with Namibian legislation, principles of sound corporate governance and Board policies.

6.4. Roles and responsibilities

It is the responsibility of the Board to guide BIPA to achieve its purpose by the powers conferred on it by the enabling Act, the Board Charter and other Board decisions and policies. The Board delegates day-to-day management and administration of BIPA to the CEO, who is supported by Executive Management. The CEO is accountable to the Board.

The following powers are reserved for the Board:

- Appointing the CEO;
- Approving the annual budget, annual business plan and strategy;
- Approving the annual procurement plan;
- Establishing sub-committees of the Board;

The Board has the power to make rules relating to:

- the convening of, and procedures at meetings of the Board or a committee of the Board;
- the management of the affairs of BIPA and execution of its functions;
- any matter which in terms of the BIPA Act is required or permitted to be prescribed by rules;
- generally, any matter which the Board considers necessary to give effect to the objectives of BIPA;

Furthermore the Board has the responsibility of:

- Approving policies, including those relating to remuneration and investment;
- Remuneration of the CEO and Executive Management members;
- Approval of BIPA's organisational structure, including creating new positions and their grading;
- Approval of Annual Reports including Annual Financial Statements.

The Board delegates various other matters to the Board Committees, as specified in the Terms of Reference of each committee. The Board Chairperson is responsible for setting the ethical tone of the Board and the Authority, and providing overall leadership, overseeing the development of the Board plan and presiding over Board meetings.

6.5. Board performance assessment

The BIPA Board concluded a Governance Agreement and Performance Agreement with the Minister responsible for the Registration of Business and Industrial Property, in terms of the State-owned Enterprises Governance Act, 2006 as amended by the SOE Governance Amendment Act, 2015 (Act No. 8 of 2015) and the Business and Intellectual Property Act, 2016 (Act No. 8 of 2016). The Board's performance is assessed against Key Performance Indicators (KPIs) identified by the Minister.

6.6. Board training and development

The Board is committed to ensuring that it has the right balance of skills, experience and diversity. Therefore, continuous training, education and development is made available to Board members. To ensure training is relevant, a needs assessment and gap(s) identification survey is regularly undertaken.

Board training and development events which took place in the 2021 financial year.

Event	Date
Strategic workshop	1 – 4 December 2020
Board induction	03 November 2021
Benchmarking Visit to various Jurisdictions with similar mandates	March 2022

6.7. Attendance

Board Member	Board Meeting (4 Meetings)	Finance, Risk and Audit Committee (4 Meetings)	Human Resource and Remuneration Committee (4 Meetings)	Governance, Legal and Ethics Committee (4 Meetings)	Strategy, Projects and Procurement Committee (3 Meetings)
Kaakunga	4/4	N/A	4/4	4/4	3/3
Uumati	1/4	3/4	N/A	N/A	1/3
Indongo-Namandje	3/4	4/4	2/4	4/4	N/A
Namwandi	4/4	N/A	2/4	4/4	3/3
Thudinyane	4/4	4/4	N/A	0/4	N/A
Jacobs	2/4	3/4	0/4	N/A	0/3
Nalisa	3/4	N/A	4/4	N/A	N/A

6.8. Board Committees

In terms of the governance framework, and in terms of delegated authority from the Board, the Board may determine what matters are reserved for final decision-making by the Board or Board Committees as opposed to those that require the Board's or Board Committees' consideration before a final decision is made. All other matters, not specifically reserved by the Board and as stipulated in the delegation of authority, are delegated to the Chief Executive Officer (CEO) subject to the obligation to report all material matters to the Board.

In the year under review, all four Board Committees' Terms of Reference were reviewed and approved by the BIPA Board at its 3rd quarterly board meeting held on 15 March 2021. These Terms of Reference set out duties and responsibilities of the Board Committees without giving the Board such powers. They also affirm the composition and meeting procedures of the Committees.

The sub-committees of the Board are:

- Finance, Risk and Audit Committee (FRAC);
- Human Resource and Remuneration Committee (HRRC);
- Governance, Legal and Ethics Committee (GLEC);
- Strategic Planning and Projects Committee (SPPC).

6.8.1 Finance, Risk and Audit Committee (FRAC)

Chairperson of the FRAC: Mr Ignatius Thudinyane

The purpose of the Finance, Risk and Audit Committee (FRAC) is to oversee responsibilities relating to financial planning, audit processes, financial reporting, the system of corporate controls and risk management, and to make recommendations to the Board for approval when appropriate. In the process of overseeing BIPA's audit procedures, FRAC is given the necessary resources to carry out its responsibilities, including the authorisation to engage independent counsel and other advisors.

6.8.2 Human Resource and Remuneration Committee (HRRC)

Chairperson of the HRRC: Ms Chaze Nalisa

This committee is responsible for developing formal and transparent policies and procedures on BIPA remuneration, and for determining the remuneration packages of BIPA Management. The Committee upholds the principle that the financial reward offered should be market related to attract highly qualified employees to enable the institution to fulfil its mandate.

6.8.3 Governance Legal and Ethics Committee (GLEC)

Chairperson of the GLEC : Ms Lovisa Indongo-Namandje

The Governance Legal and Ethics Committee (GLEC) provides legal support to the Board. The primary role of the GLEC is to deliberate, consult, comment and assist the Board regarding existing and pending legislation and other legal matters.

6.8.4 Strategic Plan and Project Committee (SPPC)

Chairperson of the SPPC: Dr Martha Uumati

The Strategic Plan and Project Committee (SPPC) discusses, formulates, recommends and provides advice for strategic and operational implementation of key objectives on all capital and maintenance project related matters.

7 | INTERNAL AUDIT AND RISK MANAGEMENT

Resiliency is the ability to spring back from and successfully adapt to adversity.

- Nan Henderson

7 INTERNAL AUDIT AND RISK MANAGEMENT

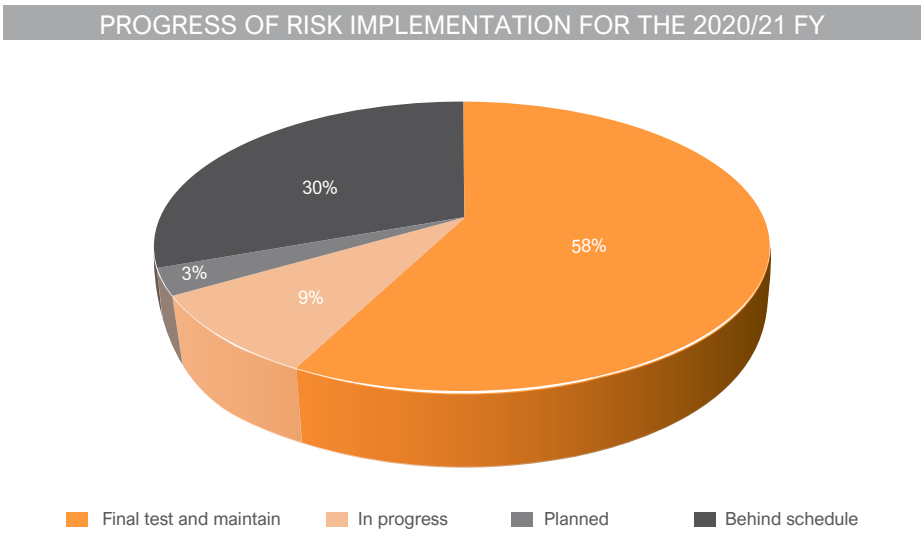
The Authority's risk management goal is premised on the need to ensure the proactive identification, understanding and assessment of risks. In the reporting period, the Authority made significant progress in the development of a tailored risk management process, streamlined to our requirements. At all times, the risk management approach is pragmatic and value oriented. This is achieved through the integration of robust risk assessments as part of the routine decision-making process. In essence, the Authority prioritised its ability to tolerate and accept a certain amount of risk in order to achieve its strategic goals, the development of risk registers and the attachment of weightings and significance to the identified risks. Constant evaluation and re-rating of identified risks, and mitigation of identified risks remains an on-going process.

7.1. Risk oversight

To ensure that risks are well managed at BIPA, the Board, through the Finance Risk and Audit Committee (FRAC) ensures an oversight role and the processes by which the Authority manages and mitigates business risks. The governance processes within BIPA include elements such as definition and communication of corporate control, key policies, Enterprise Risk Management (ERM), regulatory and compliance management and oversight. FRAC thus creates a layer of oversight that is pivotal in protecting the Authority against various risks.

7.2. Risk response

In the 2020/21 Financial Year, BIPA managed to respond effectively to a majority of its emerging risks. The Authority was confronted with 33 corporate risks in total. Of these, 58% were mitigated and closed, 9% are in progress, 3% are planned and 30% of the risks are behind schedule. This reality is depicted in the chart below:



7.3. Towards enhanced risk management

To enhance the management of risk within the Authority, a number of initiatives have been introduced over the past five years. Apart from a fraud hotline, a workflow as part of the process re-engineering project was developed and implemented. Risk management efforts were extended through providing training on all policies as soon a policy was approved; developing and implementing a policy development guide; developing standard operating procedures for BRS; developing and implementing a change management framework; enhancing controls and audit trails related to user access across all systems; enhancing systems security procedures for accessing information and improved physical security over all documents and files.

7.4. Internal audit

The Internal Audit function independently audits and evaluates the effectiveness of the risk management, internal controls and governance processes in BIPA. In addition, Internal Audit provides consulting services to add value to the Authority's operations, promote high standards of corporate governance and risk management in BIPA and to lead with innovative and best practices and approaches. The function also helps co-ordinate and promote a risk culture to ensure that all irregular activities are investigated.

During the year, Internal Audit focussed on implementing and testing the Business Continuity (BC) plan, continuously updated the corporate risk register, implemented the Audit Plan.

Equally, the division conducted four audits, namely the procurement processes audit, payroll processes audit, the on-going projects governance audit and the special investigation reports audit.

7.5. Legal advice and company secretarial service

The division performs two key responsibilities for the Board and Executive Management which are legal advisory services, and secretarial and governance services. In rendering secretarial and governance services, the division reports to the Board and the Board Committees, specifically the Governance, Ethics and Legal Committee (GELC) and the Human Resources and Remuneration Committee (HRRC).

In the period under review, the division provided secretarial support to the Board and its committees, developed Board charters and Board Committee Terms of References, developing Board performance and governance agreements, and setting key performance indicators to measure Board performance. Furthermore, the division was also instrumental in assessing Board training needs and facilitating training.

7.6. Future outlook

The Risk Management function is well established, and tasks related to compliance and risk management have been planned for implementation during the next financial year.

In executing the legal services responsibility, the office continued to effectively execute the following functions:

- Reviewing legislation;
- Enabling the Authority to better regulate BIPA-related services in terms of the applicable legislation administered by BIPA;
- Ensuring that BIPA defends or opposes litigious actions against it;
- Providing legal advice and support regarding the Authority's operations;
- Providing advice to the Board, the office of the CEO and its business units/departments on all laws applicable to the registration and administration of Intellectual Property and Businesses administered by the BIPA, as well as on any other relevant laws.

8 | EXECUTIVE MANAGEMENT

Strength and growth only come through perseverance

- Bernard Nolan

8.1 EXECUTIVE MANAGEMENT TEAM

The following members held executive positions during the financial year 2020/2021:

Vivienne Katjiuongua
Chief Executive Officer (CEO)

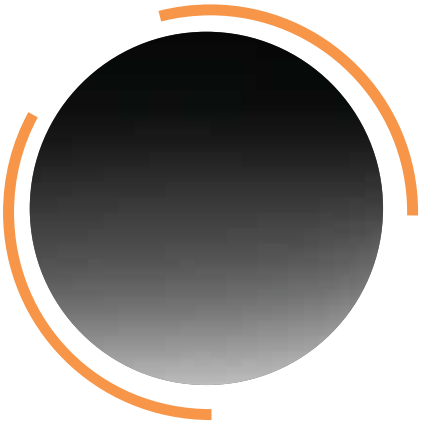
Immanuel Haihonya
Acting Executive:
Human Capital Management

Jones Lubinda
Executive:
Finance and Administration

Veiko Muronga
Executive: Information and
Communication Technology

Ainna Kaundu
Executive:
Intellectual Property Service

Laura Tjombonde
Executive:
Business Registration Services



Vacant
Chief Legal and Company Secretary

Ockert Jansen
Executive: Marketing,
Corporate Communication and
Client Management Services

8.2. Office of the Chief Executive Officer

The CEO or the person acting in this position is responsible for executing the operations of BIPA. The CEO is responsible for implementing the Strategy set by the Board and ensures that:

- Proper accounting and audited records are kept;
- Financial statements and a report on the activities of the organisation are submitted to the Minister of Trade and Industrialisation and the Minister of Public Enterprises;
- Risks within the organisation are managed;
- Relevant legislation is complied with;
- Relevant technology and processes are in place;
- The employees are appropriately skilled;
- Stakeholder relationships are effectively managed;
- Relevant Board approved policies are in place, and
- Best practices in governance are in place.

The CEO also serves as the Registrar of Business and Industrial Property in terms the BIPA Act, 2016 (Act No.8 of 2016) and is entrusted with the day-to-day running of a sound entity that enhances the efficiency and effectiveness of business and IPR protection through registration in Namibia. Together with the executive management team, the CEO guides the implementation and successful execution of BIPA's strategic vision, objectives and activities.

"The CEO is responsible for implementing the Strategy set by the Board"

9 REGULATORY UPDATE

9.1. Development of the Copyright Bill

The development of a Copyright Legal Framework took centre stage in the period under review. This legal framework will ensure the effective and sound protection of works falling within the copyright protection space. The repealing of the current Copyright and Neighboring Rights Protections Act, 1994 (Act No. 6 of 1994) is necessitated by the changes in technology that require the protection of copyrighted content in the digital environment. It also aims to promote and stimulate creativity around copyright. To ensure stakeholder consultation and engagement, the Authority held regional consultations on the Copyright Working Document in all 14 regions from 5 to 29 March 2021.

The objective of this exercise was to:

- Raise awareness on the Copyright Act Review process and to educate and inform the general public on the new proposed changes contained in the working draft.
- Discuss the impact of the working document on society, the relevance and the benefits of having a comprehensive copyright law.

Consultations were further aimed at garnering inputs and comments from the general public and interested parties on the draft working document with the fundamental objective of creating a balanced copyright legal framework.

The sessions were cumulatively attended by more than 400 people, although individuals sessions were within the parameters of the Covid-19 regulations. The attendees were from various sectors such as teachers, business owners, artists, librarians, traditional authorities, law enforcement officers, cultural workers, film producers, and media and legal experts. The picture below shows some of the attendees during the consultative sessions.

9.2. Review of the Companies and Close Corporations Acts

BIPA is in the process of developing a new Business Entity Legal Framework in terms of Section 5(1)(j) of the Business and Intellectual Property Authority Act, 2016 (Act No. 8 of 2016). A comprehensive legislative review project plan was approved by the Board in the previous Financial Year and management has procured the services of a legal drafter. In the reporting period, the drafter commenced with the review of documents as per the work plan.

9.3. Industrial Property Tribunals

Furthermore, BIPA finalised the draft Intellectual Property (IP) Tribunal rules and presented these to the Ministry of Justice for final consideration and approval.

The rules were also shared with stakeholders for input and comments. After the input and comments were incorporated in the rules, it was submitted to the Government legal drafters.

10 TOWARDS ENHANCED STAKEHOLDER CONFIDENCE

10.1 Overview

Sustainable value creation depends on successful engagement with stakeholders. Using our values as the basis of all stakeholder exchanges, BIPA's Marketing, Corporate Communications and Client Services Department aimed to engage proactively with those who impact the Authority. In the reporting period, the department prioritised the promotion of stakeholder confidence, a key pillar of BIPA's five-year strategic plan.

BIPA values the importance of positive engagement and collaboration with all stakeholders in order to support the development of the industry throughout the country. Being in an industry that plays a pivotal role in economic development, it is important that all players within the sector fully appreciate their importance.

The Authority's approach to stakeholder engagement is aimed at building and maintaining sound, transparent relationships that help BIPA achieve more and do better. The goal of engagement initiatives is to understand stakeholder needs and expectations and respond accordingly.

10.2. Building lasting relationships

For the period under review, the department managed to successfully engage 29 key stakeholder groups. Engagements were targeted at BIPA clients, business registration consultants, accounting and auditing firms, inventors and innovators, IP lawyers and consultants, the media and relevant Ministries to name a few. The BIPA CEO further ensured regular communication and meetings with the BIPA board, the Ministry of Industrialisation and Trade, and staff members.

The objectives of all stakeholder engagement activities were:

- To adopt a proactive role in communicating with our internal and external stakeholders
- To establish a clear understanding and awareness of the role of the Authority among key target audiences
- To ensure that honest, accurate information is delivered in an open, effective and timely manner
- To be the central contact point, both internally and externally, for information on issues concerning the overall work and objectives of the Authority

Apart from engaging stakeholders on a departmental level, the Marketing, Corporate Communications and Client Services division made pertinent efforts to maintain two-way communication with the media. This was achieved through consistently keeping media houses and journalists informed of activities happening at the Authority, actively responding to their requests for information and inviting them to important events.

Due to the Covid-19 limitations on physical engagements during the financial year, the department made an improved effort to enhance its social media communication with stakeholders. During year under review, the BIPA grew its Facebook followership by 47% and its Twitter followership with 50%. Stakeholder engagements on the BIPA website increased by 103%.

Unfortunately, due to the lockdowns and limitations posed by the outbreak of the Covid-19 pandemic in 2020, BIPA was forced to minimise its physical meetings and consultations, which affected the implementation of its stakeholder engagement plan adversely.

10.3 Strengthening the BIPA brand

The reporting period also saw that Authority embark on an information campaign to address reputational issues which had surfaced in the media. During 2020, as BIPA was in the process of digitalising, automating and e-streaming our services, the Authority experienced challenges and growing pains that negatively affected client satisfaction and by default, had an impact on public confidence and trust. These challenges, together with the impact of the Covid-19 pandemic, led to negative publicity in the media in June 2020.

To counteract the negative publicity, BIPA made deliberate efforts to enhance its communications with the public, through the media. The Marketing team distributed media releases to media institutions highlighting BIPA's positive contributions towards the Namibian economy. The team was especially successful in attracting media interviews and publicity regarding the BIPA countrywide roadshow on the review of the Copyright Act in March 2021.

10.4. Customer service plan

The Authority has been in the process of implementing various initiatives to enhance the experiences of our clients with our services. While the Customer Service Charter and Standard Operating Procedures are already adopted to ensure efficiency and consistency of services rendered, the Queue Management System is in the implementation stage to efficiently manage client queues, provide comfort and convenience to customers as they queue and enforce social distancing. Apart from this, the business registration online services as well as the call centre are already both operational to allow customers to find greater convenience in accessing BIPA services. To further enhance our customer service quality, the CRM system is in the implementation stage under the ERP project, which will allow BIPA to log customer complaints, track them and manage them efficiently. Also in the implementation stage is the automated customer notifications (SMS and email) services, which will allow BIPA to notify clients of the status of their applications at every stage of processing so that they do not have to call or visit the office personally.

10.5. Strategic partnerships

In a bid to strengthen and create more strategic partnerships, the Authority and the Namibia Competition Commission (NaCC) signed a memorandum of understanding (MOU) on 05 March 2021 in Windhoek. The agreement enabled the two institutions to share data regarding the activities of business establishments, especially pertaining to restrictive business practices and the competitiveness of industries. The objective of the MoU was to establish a management framework between the NaCC and BIPA regarding the sharing of information on the parties' systems. Cooperation between the institutions ensure that business entities in Namibia have equitable opportunity to participate in the economy. It further ensures that businesses are legally registered in an effort to drive business development in the country.

The MoU was entered into between, Vivienne Katjiuongua, Chief Executive Officer and Registrar of the Business and Intellectual Property Authority and Vitalis Ndalikokule, Chief Executive Officer and Secretary to the Commission.

10.6. Future outlook

BIPA experienced a challenge in measuring its client satisfaction due to the absence of an efficient measurement model. Satisfaction in the reporting period was measured by means of a monthly paper-pencil survey and a quarterly Facebook satisfaction survey where customers would rate their level of satisfaction. A measurement framework has since been developed and approved for implementation in the FY 2021/22. Furthermore, the Authority plans to obtain a CRM system to help with logging, tracking and managing queries and complaints efficiently. This is coupled with relocating the Client Services division to a premises in Robert Mugabe Avenue to provide a spacious and customer friendly service centre for customers. Lastly, more customer outreach projects are planned for the coming Financial Year to educate customers on BIPA services.

11 | OUR CORE FUNCTIONS

In the middle of difficulty lies opportunity

-Albert Einstein

11.1 BUSINESS REGISTRATION

11.1.1 Overview

The business registration department of the Authority delivers one of the core functions of the organisation, which is to facilitate and promote the efficient and effective registration of businesses and to keep and administer the relevant registers. This is guided by Section 5(b) of the Business and Intellectual Property Authority Act (Act No. 8 of 2016) which mandates BIPA to regulate and administer the registration of businesses under the applicable legislation as follows:

DOMAIN	NATIONAL LEGISLATION
Company Registrations	Companies Act, 2004 (Act No. 28 Of 2004) Provides for the establishment of the company registration office, appointment of the Registrar and for the incorporation, management and liquidation of companies and incidental matters.
Close Corporations	Close Corporation Amendment Act, 1994 (Act No. 8 Of 1994) Provides for the establishment of the Close Corporation registration office, appointment of the Registrar and the formation, registration incorporation, management, control and liquidation of close corporations and for matters connected therewith.
Companies and Close Corporations	The Financial Intelligence Act, 2012 (Act 13 of 2012). In terms of Section 4, the Registrar of Companies and Close Corporations annually collects and keeps accurate and up-to-date prescribed information and report as required.

11.1.2 Operational structure

To execute its role effectively, the Business Registration department has four divisions under it which ensure the execution of the relevant Acts. They are as follows:

The New Business Registration Division • Administers the registration of new Company applications • Administers the registration of new Close Corporations • Facilitates the online registration of businesses	**Regional Business Registrations Division** **Administers the registration of businesses for regional clientele. Functions performed are:** • New business registration • Maintenance and compliance • Annual returns, deregistrations and liquidations • Facilitating record requests • Dealing with general client enquiries
Maintenance and Compliance Division • Administers the function of maintenance / amendments of existing companies and Close Corporations.	**Annual Returns, Deregistrations and Liquidations** • Administers the deregistration, liquidation and restoration functions of entities • Administers the Annual Return function of the entities

11.1.3 Strategic orientation

In the reporting period, the department focused on various strategic objectives. The table below depicts these objectives and their outcomes.

Key Activity	Deliverable Targets	Category	% Completed
Contribute to knowledge-based economy.	• The department was expected to contribute towards drafting a concept paper on Business and Intellectual Property Registration, towards building a knowledge-based Economy by 29 February 2021.	**Economic Growth**	• 80% target achieved • The draft concept paper was submitted to the GLEC
Implement Stakeholder Engagement Plan	• The Department was tasked with conducting stakeholder engagements by 31 March 2021.	**Stakeholder engagement**	• 90% target achieved • 90% stakeholders engaged
Amend Regulations (Companies & Close Corporations fees)	• The department was tasked with ensuring the gazetting of revised Company and Close Corporations Forms reflecting the amended fees by 31 December 2020.	**Legislative alignment to national, regional and international obligations**	This activity was executed ahead of target date and the forms gazetted in October 2020. Usage of forms commenced on 01 November 2021 and compliance with the usage of forms is enforced and monitoring and evaluation is implemented across all processes to ensure compliance.
(a) Draft Companies Amendment Bill; (b)Draft Close Corporation Amendments	• The Department was tasked with conducting stakeholder engagements on the draft bill by 31 March 2021.	**Legislative Alignment to National Regional and International Obligations**	Target not achieved due to service delivery issues on the side of contracted service provider. Activity deferred to 2021/22 financial year.

Develop and implement standard operating procedures (SOPs) that are compliant with relevant laws,	• The department was tasked with developing and implementing three SOP manuals by 31 December 2020.	**Efficient Service Delivery**	100% completed and 3 SOP manuals developed and approved by EXCO by November 2021. They are: Names & Defensive Names, Close Corporations and Company Registrations. All SOPs have been implemented and reviewed. Further improvements will be made in the new financial year.
Implement the Customer Management Plan	The Department was tasked with achieving 65% customer satisfaction by 31 March 2021.	**Efficient Service Delivery and Customer Satisfaction**	100% of task completed, and 66% customer satisfaction achieved.
Accuracy of business information on ICRS system as per the audit trail report	The department was tasked with achieving 60% for completeness of BR data, in order to ensure data credibility.	**Efficient Service Delivery and Customer Satisfaction**	Target not achieved; objective cannot be measured at this stage.
Improve turn-around time to approve business registrations for Companies and Close Corporations	The department was tasked with achieving an average turnaround time of 5 days on all business registration applications by 31 March 2021, towards improved service delivery.	**Efficient Service Delivery and Customer Satisfaction**	Target not achieved. Average registrations are done in 7.8 days.
In partnership with the Ministry of Industrialisation and Trade, move towards implementing Phase 2 of the Decentralization Plan.	The department was tasked with implementing the Decentralization Plan to ensure accessibility of Business Registration Services at two MIT (2) Regional offices by 31 March 2021.	**Efficient Service Delivery and Customer Satisfaction**	One office was setup, while the online registration system, ICSF, was implemented in all the regions. The system however only caters for new business registration applications. The Company registration module is yet to be deployed.

11.1.4 Business Registration trends

Over the past five years, BIPA has been instrumental in registering businesses in Namibia, thereby contributing to the economic development of the country. Between 2016 and 2021, the Authority registered 92,674 businesses. Of the total number of registrations, Close Corporations account for the highest number of registrations at 67,078 (73%). Overall, the number of registered businesses steadily declined in the past five year strategic period. In the 2016/17 financial year, with the beginning of the Strategic Period under review, registrations declined by 18%, followed by another decline in the 2017/18 financial year of 7%. The subsequent period saw a decline in registrations of 23%, whereas 2019/20 saw a decline of 6%. 2020/21 saw a decline in registrations of 17%. This is illustrated in the table below:

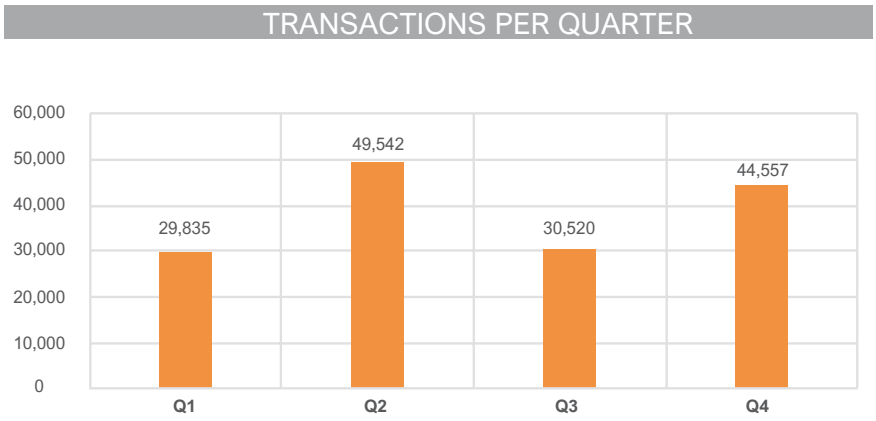
Organization Type	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total Registrations 2015/2016 to 2020/2021	% Movement
Section 21	166	213	184	188	182	199	1,132	20%
Close Corporation	16,589	12,551	11,549	8,436	8,855	9,098	67,078	-45%
Company	1,409	1,140	1,153	1,050	852	760	6,364	-46%
Defensive Name	4,042	4,281	3,988	3,378	2,332	22	18,043	-99%
Foreign	8	12	12	11	4	10	57	25%
Total:	**22,214**	**18,197**	**16,886**	**13,063**	**12,225**	**10,089**	**92,674**	**-55%**
% Movement on Annual Registrations		-18%	-7%	-23%	-6%	-17%		

Indeed, the decline in the number of registrations over the strategic period can be attributed to the subdued economic climate that Namibia has been facing. However, during the reporting period, the decline in number of business registrations can be attributed to the Covid-19 Pandemic and resultant lockdowns.

Overall, the decline in registrations on specific business types can be noted on Close Corporations that dropped by 45%, Companies by 46% as well as Defensive Name Registrations that declined by 99%. The Defensive Name decline commenced following the issuing of a Registrar's Directive on Defensive Name Registrations, stating that pursuant to the provisions of section 49(2) of the Companies Act, 2004, persons will no longer be able to trade with defensive names, and as such has the option to convert their existing Defensive Name into either a Close Corporation or a Company.

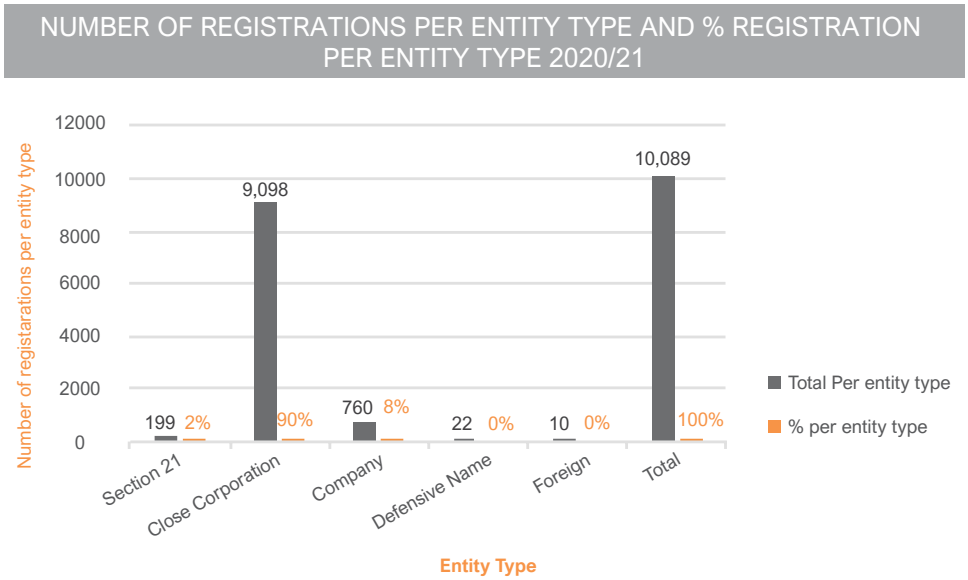
11.1.5 Transactions processed

The Authority registers Companies (non-profit associations, limited, private and external companies), Close Corporations as well as Defensive Names. During the lifespan of a registered entity, the business may lodge an application for amendments, conversions from one type of entity to another, deregistration, or restoration, as prescribed. During the period under review, the Authority received and processed a total of **154,454** business registration and related transactions compared to **155,084** in the **2019/20** financial year, representing a **0.004%** decline in total transactions between the two financial periods.



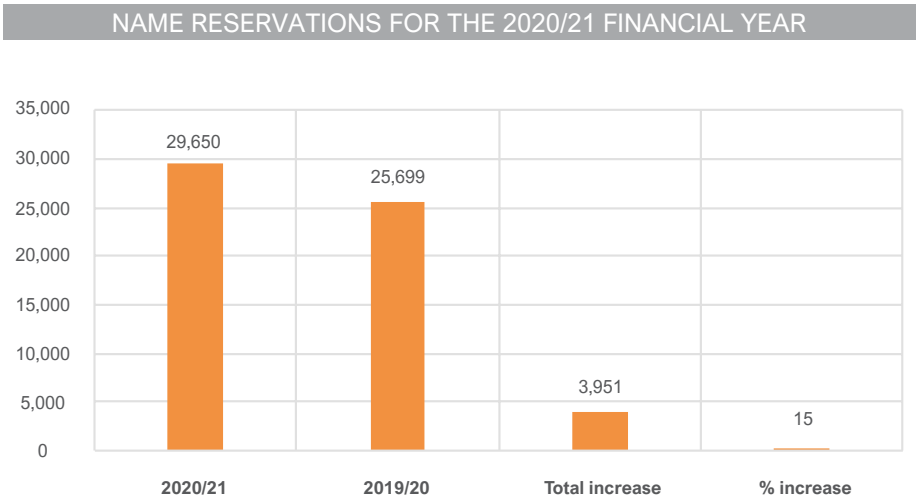
11.1.6 New business registration

For the period reporting the Authority registered **10,089** new businesses on its Integrated Companies Registration System, ICRS. Close Corporations represent the highest number of registrations for the year at **9,089 (representing 90% percent of total registrations for the year).**



11.1.7 Name reservations

A total of **29,650** Name Reservations were submitted in the 2020/21 financial year, compared to **25,699** in the 2019/20 financial year representing a 15% increase in name reservation applications during the financial year.



11.1.8 De-registrations, restorations and dissolutions

A total of 178 deregistrations, restorations and dissolutions were recorded in the period under review which were the lowest over the five-year strategic period. For the past five years, the Authority deregistered 3,563 Close Corporations and 1,071 Companies, while 34 entities were restored and 123 were liquidated. The highest number of deregistrations was in 2017 when 955 CC's and 255 Companies were deregistered, whilst in 2018 the highest number of liquidations were recorded at 79.

DATE	DEREGISTERED CLOSE CORPORATIONS	DEREGISTERED COMPANIES	RESTORATIONS	DISSOLUTIONS /LIQUIDATIONS	TOTAL TRANSACTIONS PER YEAR
Total 2016	591	194	2	0	787
Total 2017	955	255	5	12	1227
Total 2018	845	184	9	79	1117
Total 2019	652	212	8	27	899
Total 2020	416	156	8	3	583
Total 2021	104	70	2	2	178
TOTAL PER TRANSACTION FOR THE PERIOD 2016 - 2021	**3,563**	**1,071**	**34**	**123**	**4,791**

11.1.9 Annual returns

BIPA established the Annual Returns Work Unit in February 2021. The unit was established with the purpose of managing annual return payments in a more structured and efficient manner, as well as to cater for the processing and updating of legacy annual returns. The authority on average receives about 4500 annual return submissions monthly.

The key responsibilities of the unit are to:

- Serve as a bulk submission desk for annual duties
- Serve as enquiry desk for legacy annual return submissions, and
- Process legacy annual returns

The authority currently holds an annual returns backlog of about 25000 records; that requires processing, updating and filing, to ensure data credibility, as well as to pave the way for the much-needed automation of the annual duty submission functionality.

11.1.10 Registrar's Directives

During the financial year under review, the Registrar issued four directives. Registrar's Directives are legally binding administrative decisions taken by the Registrar, as empowered within its administering legislations, to ensure the effective and efficient streamlining of business registrations within BIPA. These four directives included:

- a Directive on the Lifespan of Submitted Applications, which was issued for the purposes of providing information on the lifespan and validity of documentation submitted to BIPA, as well as the disposal of such documentation where it was deemed unsuitable for record keeping.
- a Directive on Information Sharing Relating to BIPA Operations, which was issued for the purposes of introducing BIPA's digital services
- a Directive on important information relating to the registration and renewal of defensive names, which was issued for the purposes of providing clarity on the registration and renewal of Defensive Names as prescribed by the law, and
- a Directive on Amendments to Company Files Records, which provided information to the public on requirements for fulfillment when submitting an application for amendments to BIPA.

11.1.11 Engaging strategic stakeholders

The department undertook deliberate steps to engage its various stakeholders in a bid to leverage on smart partnerships, with the aim of improving service delivery. Engagements for the reporting period were as follows:

NAME OF STAKEHOLDER, ORGANISATION, GROUP, OR INDIVIDUAL	DATE OF ENGAGEMENT	ENGAGEMENT STRATEGY/TYPE OF ENGAGEMENT	IMPACT
Inland Revenue	22/09/2020	Virtual engagement on the ICSF-system, progress related to BIPA's Data Assurance Project, the change in format of CC documents generated via ICSF, and the Directive on Defensive Names	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.
Private Sector			
NAMFISA	01/10/2020	Virtual engagement on the ICSF-system, progress related to BIPA's Data Assurance Project, the change in format of CC documents generated via ICSF, and the Directive on Defensive Names	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.
Social Security Commission	02/10/2020	Virtual engagement on the ICSF-system, progress related to BIPA's Data Assurance Project, the change in format of CC documents generated via ICSF, and the Directive on Defensive Names	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.
First National Bank	02/10/2020	Virtual engagement on the ICSF-system, progress related to BIPA's Data Assurance Project, the change in format of CC documents generated via ICSF, and the Directive on Defensive Names	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.
NAMPOST	06/10/2020	Stakeholder engagement to discuss the possibility of a smart partnership between BIPA and NAMPOST, towards realising BIPA's Decentralization plan.	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.
Bank Windhoek	06/10/2020	Virtual engagement on the ICSF-system, progress related to BIPA's Data Assurance Project, the change in format of CC documents generated via ICSF	• Awareness of the ICSF-system and related changes in BIPA documentation generated through ICFS • Clarification on the future of Defensive Names following the Registrar's Directives.

11.1.12 Response to the Covid-19 pandemic

With the advent of the Covid-19 pandemic in March 2020, and the resultant lockdown in April, BIPA was faced with significant operational challenges in its efforts to remain operational and continue rendering services, albeit the lockdown. As a result of the lockdown, the Authority was forced to not only discontinue cash payments and quarantine all physical applications submitted for a period of 48 hours; but to also roll out its on-line services, despite the platform not being fully functional.

The roll-out was done to provide a platform for clients to continue submitting applications, from the convenience of their homes or offices; without having to make the trip to BIPA; and in so doing reducing human interaction. Because the online system was not fully functional when it was launched, significant challenges were experienced for the client, and on the back-end of the BIPA interface. In addition to the online services, the Authority also implemented an email submission process to further eliminate the need for clients to visit the office in person.

Similar to the online process, the e-mail submission process posed challenges in that a significant volume of applications were submitted either without the required supporting documentation, or in the wrong format, hence rendering the applications invalid for processing. This was also the case for applications that were submitted in bulk - a process that required significant time and resources to print, sort and unbundle applications, and which affected the resource pool negatively.

Online submissions processed in the reporting period

Row Labels	Name Reservations	Close Corporations	Defensive Names	Grand Total
Received Total	2,462	771	139	3,372
Processed Total	-1,931	-626	-117	-2,674
% Processed	78.43	81.19	84.17	79.3

During the lockdown period, there was a notable spike in applications brought on by job losses in specific economic sectors; forcing people to seek entrepreneurship opportunities. This further increased the pressure on BIPA in so far as it concerned the handling in the spike in business applications.

11.1.13 Future outlook

In the coming financial year, BIPA plans to continue with the implementation of the decentralisation plan to take its services closer to the people, with phase one involving the operationalisation of the Walvisbay office. The Authority will also seek to enhance process optimization through continued process reengineering and to automate the core business processes. The Authority is also in the process of developing a new business registration system (IBRS) and in so doing ensuring that all business processes are automated, to improve service turnaround times and customer satisfaction. Apart from this, BIPA will ensure improved stakeholder relationships through continuous dialogue and engagements to keep abreast of the needs of the business community and stakeholders involved in business registration. It will further ensure the accuracy of business information on the Integrated Companies Registration System (ICRS), through implementing projects earmarked at ensuring data assurance. Lastly, the Authority seeks to ensure a reputable business and IP environment through the review of the relevant legislations, with the view to improve the ease of doing business in Namibia.

11.2 INTELLECTUAL PROPERTY

11.2.1 Overview

The Intellectual Property Services Division has the key responsibility to administer and register intellectual property (IP) rights in Namibia. In essence, the office promotes the generation, utilisation, commercialisation and protection of IP; and contributes to developing the domestic, regional, and international IP legal frameworks. Thus, the department's focus remains on delivering outstanding service to its clients through the administration and registration of IP rights; and building an IP-conscious society through various targeted stakeholder engagements.

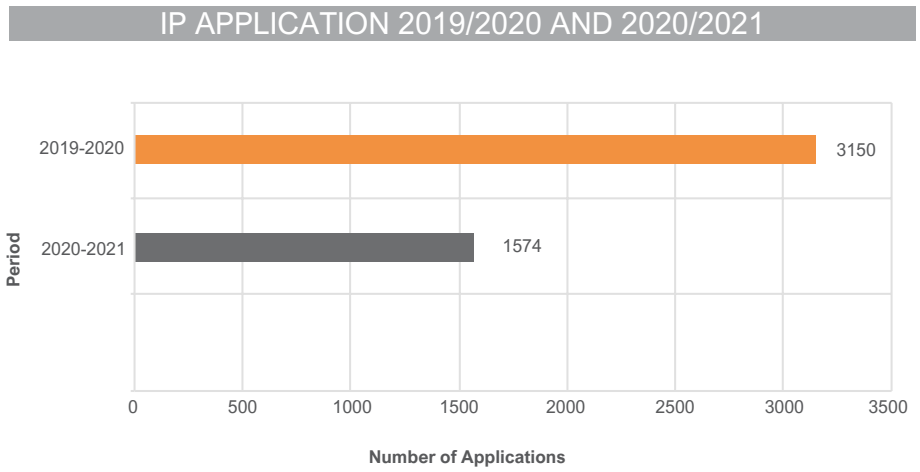
Namibia continues to receive IP applicants through regional and international filing systems. Over 2020/21 FY, BIPA has registered a total number of 4942 new IP rights: of which 83.3 % are trademarks, 11.3% Patent, 3.3% industrial designs and 2,1% Copyright. At the time of reporting, BIPA database has 108 523 valid IP rights, of which 93% are for trademarks and 7% is other IP rights.

11.2.2 Legal IP framework

Domain	National legislation	Regional instrument	International instrument
Intellectual Property Rights	Business & Intellectual Property Authority Act, 2016 (Act 8 of 2016)	Lusaka Agreement on the Creation of the African Regional Intellectual Property Organization (ARIPO)	Convention Establishing the World Intellectual Property Organization
Industrial Property Rights (Trade Marks, Industrial Designs, Patents & Utility Models)	Industrial Property Act, 2012 (Act No 1 of 2012)	Banjul Protocol on Marks (ARIPO); Harare Protocol on Patents and Industrial Designs (ARIPO)	Paris Convention for the Protection of Industrial Property (WIPO); Trade-Related Aspects of Intellectual Property Rights (WTO); Madrid Agreement Concerning the International Registration of Marks (WIPO); Protocol Relating to the Madrid Agreement Concerning the International Registration of Marks (WIPO); Hague Agreement (Geneva Act, 1999) Concerning the International Registration of Industrial Designs (WIPO); Patent Cooperation Treaty (WIPO)
Copyright and Related Rights	Copyright and Neighbouring Rights Protection Act, 1994 (Act No. 6 of 1994)	Swakopmund Protocol on the Protection of Traditional Knowledge and Expressions of Folklore (ARIPO)	Berne Convention (WIPO) Trade-Related Aspects of Intellectual Property Rights (WTO)

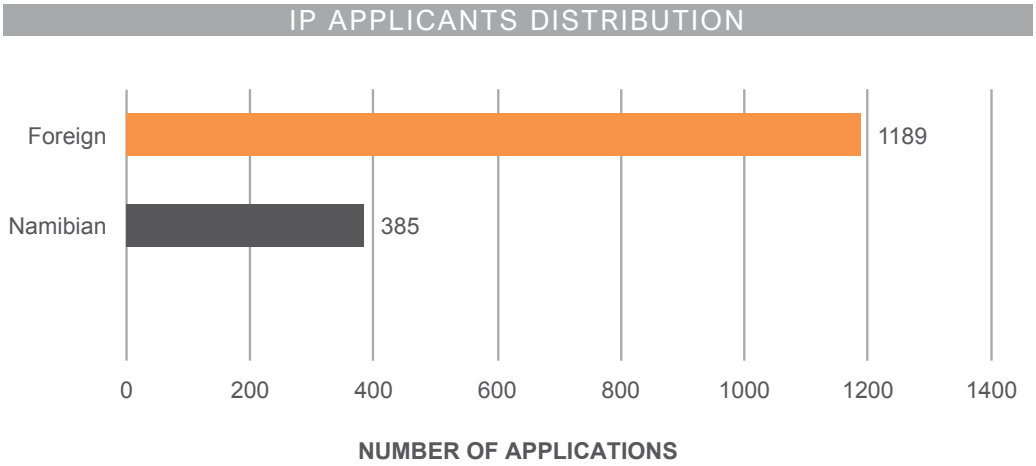
11.2.3 Applications and registration

A total number of preliminary IP applications, including patents, copyright, utility models, trademarks and industrial design, submitted to BIPA over the period, amounted to 1 574 - national applications were 385 while foreign applications were 1 189. This indicated a negative growth rate of 50% compared to the 3 150 IP application received for the 2019/2020 financial year. The Covid-19 pandemic was a major cause of the year-on-year decrease in applications and registrations. This is illustrated in the table below:



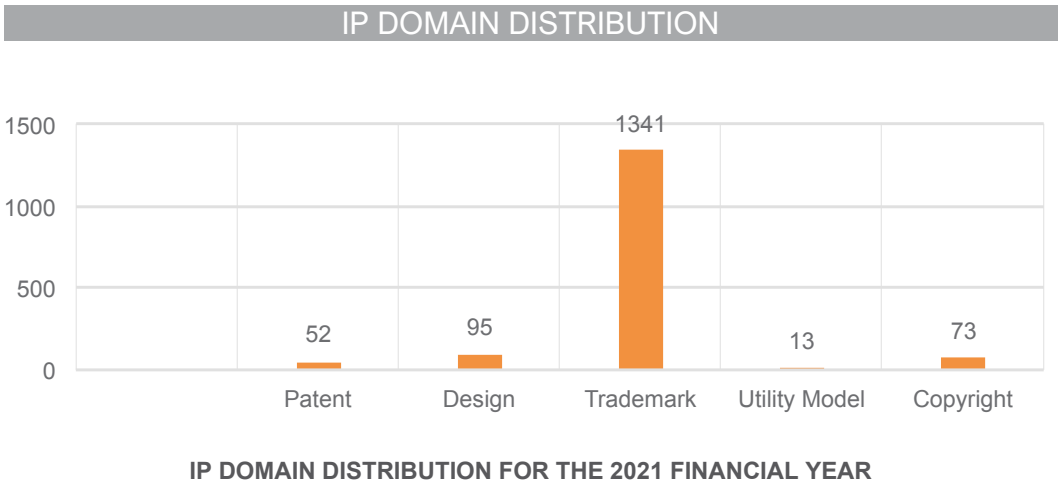
IP applicant's distribution

There were 1189 foreign applications, accounting for 75.54% of the total number of applications; with the rest of the applications being from Namibian citizens. Hence, over the year; the IP landscape was dominated by foreign applicants. The domination was influenced by a progressively conducive IP environment, and also as a result of the Africa Continental Free Trade Agreement that led to Namibia being a potential zone for IP protection.



IP Domain distribution

Over the period, 85.19% of total applications were received for trademarks, while the remainder of 14.81% was shared among the rest of IPRs.



11.2.4 Patents

A total of 52 patent applications were recorded for the 2020/2021 financial year compared to 562 applications received in the previous financial year. The Covid-19 pandemic is attributed as the main cause of the decline of 90% in patent filing. Through the available route of filing patents directly at the BIPA office, applications were distributed equally between the national route and the regional routes. The table below illustrates patent applications and the routes used.

		Application	Registration
Patent	National route	26	0
	Application file under Harare	26	0
	Application filed under PCT	0	0
	Total	52	0
	Namibian	10	0
	Foreign	42	0

11.2.5 Trademarks

From the total of 1341 trademark applications received for the period, 58% of the applications were submitted through the national filing route, whilst 29% and 13% of applications were submitted through regional designations (ARIPO administered protocols) and international designations (agreements administered by WIPO) respectively. The table below illustrates patent applications and the routes used.

		Application	Registration
Trademark	National route	748	3699
	Application file under Banjul	193	518
	Application filed under Madrid	400	546
	Total	1341	4763
	Namibian	281	332
	Foreign	1060	4431

11.2.6 Industrial Design

A total of 95 applications for Industrial Designs were received. Applications for designs over the periods have decreased with 43.45% compared to the last financial year. From the 95 applications that were submitted, 37 were received through the regional route, 40 filed through the international route and 18 applications were filed through the national route. The table below illustrates patent applications and the routes used.

Industrial Design		Applications	Registrations
	National route	18	18
	Harare protocols	37	36
	Application under Hague	40	40
	Total	95	94
	Namibia	18	18
	Foreign	77	77

11.2.7 Utility models

Over the period, a total of 10 applications were received through the regional route and only 3 received through the national route. All the applications received were subsequently registered.

Utility Model		Applications	Registrations
	National route	3	3
	Harare protocols	10	10
	Total	13	13
	Namibian	3	3
	Foreign	10	10

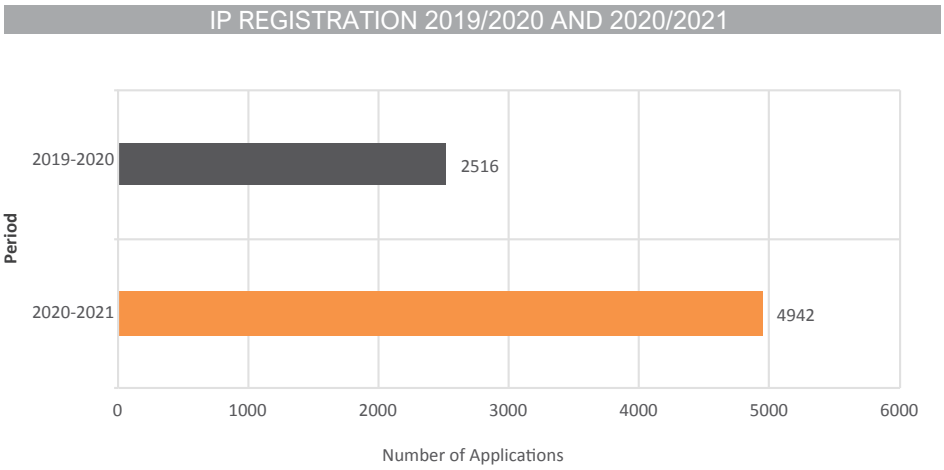
11.2.8 Copyright

BIPA received a total of 73 copyright applications during the period under review compared to the 107 applications that were received in the previous reporting period. This represents a decline of 32% in applications over the year.

Copyright		Applications	Registrations
	Total	73	72
	Namibian	73	72
	Foreign	0	0

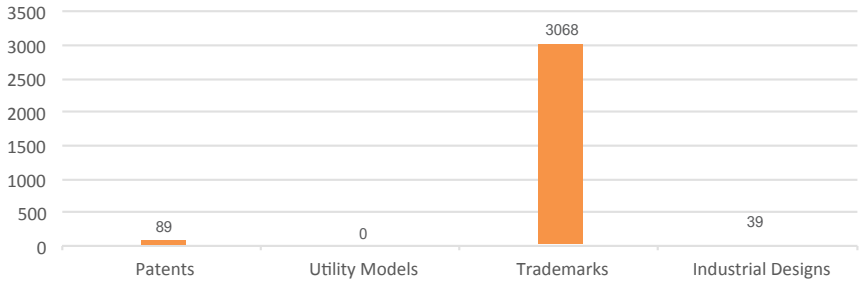
11.2.9 Intellectual Property Rights (IPRs) registration

During the period, BIPA registered a total of 4942 various IPRs compared to the 2516 registered IPRs in 2019/2020. An influx of 50% in registrations has been recorded - these included files that were brought forward.



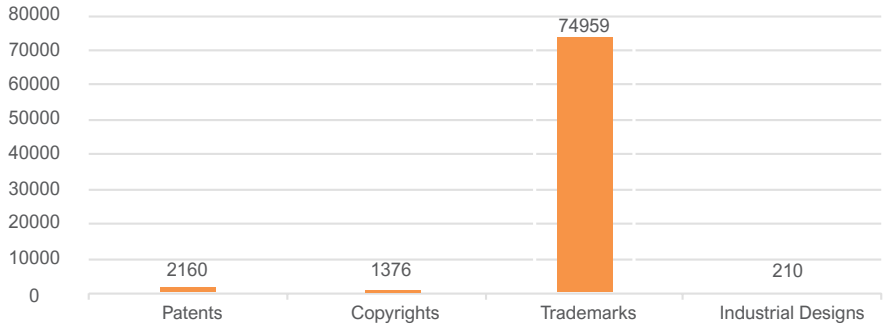
Renewals

During the period under review the following IPRs were renewed:



Registration in force in Namibia

The following IPRs are currently registered in Namibia



11.2.10 Highlights

During the financial year under review, the office undertook a number of projects to add value to its services as well to improve the IP ecosystem within Namibia.

11.2.11 Enhancing stakeholder relations

During the period under review, the division held a stakeholder engagement with the Namibia University of Science and Technology (NUST). The engagement was centred on establishing a working relationship between the University and BIPA, to enable the two institutions to exchange ideas on how Namibia can create an innovative economy and how to integrate Intellectual Property in the University's curriculum. The meeting took place on 11 November 2020 and was attended by Masters of Management students specialising in intellectual Property, NUST lecturers and BIPA's IP staff.

NUST Masters of Management students specilising in intellectual property engage with BIPA staff at a stakeholders meeting held on 11 November 2020.

11.3 RECORDS AND ARCHIVES MANAGEMENT

11.3.1 Overview

The Record and Archives department manages all documents and records relating to business and IP registrations. Accurate and precise management of the records is vital to ensure regulatory compliance, risk management and business continuity. This further enhances records preservation, disposition, archiving and knowledge-sharing. The department is thus responsible for the safekeeping of record files (client documentation) and ensuring efficiency in the creation, maintenance, temporary retention, and final disposition of all BIPA records. The department also manages a system for the acquisition, preservation, arrangement, and accessibility of BIPA records of historical and enduring value.

11.3.2. Strategic orientation

The Records and Archiving department performs key tasks within the organisation. These include requesting and recording of operational files, verifying incoming documents, indexing new registration files, digitalising sdocuments, providing complaints/enquiries service resolution, filing, record keeping and retrieval services, quality control check and approving of scanned documents, warehouse administration and attending to internal request (for legal department and maintenance files). In the period under review, the department set out to enhance its operational efficiencies and subsequently add value to the Authority. In this regard the department aimed to ensure financial stability, achieve mutually beneficial stakeholders management, ensure legislative alignment to national, regional and international obligations, enhance corporate governance and risk management, deliver quality, simple and accessible services and ensure highly engaged and competent workforce.

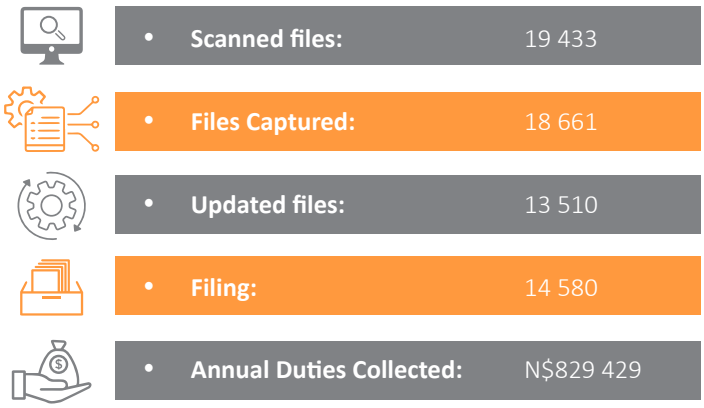
11.3.3. Files requested

A total of **11 814** files were requested during the 2020/2021 financial year. The internal requests for files were **2 390** throughout April 2020 to March 2021; while a total of 6 698 files were requested externally (by clients or stakeholders). Further, a total of 11 840 new files were indexed between April 2020 and March 2021. It is also prudent to report that 9 088 files were available upon request, while 2726 files were in circulation upon request.

11.3.4. Data integrity project

The data integrity project commenced in April 2019 and was terminated in August 2020. This project, which was critical to the operations of BIPA, was aimed at improving BIPA's business registration information files of approximately 180,000 entities, relating to lodgments made between 2012 and 2018. The primary deliverable of the project was to consolidate loose business registration forms with their respective company files; capturing (updating and correcting) business registration files on the Integrated Company Registration System (ICRS); scanning all entities' physical files on the Content Management System called M-Files; updating financial statements of registered entities onto BIPA's financial system; and collecting outstanding annual duty fees.

For this financial year (April – August 2020), the project status on each activity was as follows:



The desired outcome was not achieved between April 2020 and August 2020 due to the Covid-19 lockdown period during March to April 2020, which caused a slowdown in progress. Mandatory social distancing as a result of stage two regulations caused the project team to work in shifts, consequently reducing working hours and productivity. System issues and controls contributed to the project's delays, and the ICRS did not function between 5 May 2020 and 3 June 2020. The project has been re-planned and an improved and focused strategy will be implemented in the next financial year to achieve the desired outcomes.

11.3.5. Files scanned on M-Files

As from April 2020 to March 2021, a total of **77 146** files were scanned on M-Files

11.3.6. Enhancing stakeholder relations

The Records and Archives Management department joined the Association of Records and Archive Management in Namibia (ARAMN) in 2020. ARAMN is a newly established association in terms of the Archives Act (Act no.12 of 1992) under the National Archives of Namibia, which resorts under the Ministry of Education. Ms. Namanda Zambwe is BIPA's representative on ARAMN. The department is also planning to join international organisations that support records and archives management, such as the African Library and Information Associations and Institutions (AFLIA), the International Council of Archives (ICA) as well as the Eastern and Southern Africa Regional Branch of the International Council of Archives (ESARBICA).

11.3.7. Future outlook

Looking ahead to the 2021/2022 financial year, the department will implement the Records and Archives Customer Service Plan, as well as the Stakeholder Engagement Plan to strengthen its processes. Furthermore, the department will also look to improve turnaround time for processes, initiate digitization of all current paper files with the Document Warehouse (TDW), implement and monitor the approved file plan with all the departments, and develop retention and disposal schedules for the file plan. Improving financial performance by reengineering archives processes, reviewing the fee structure for the Records Department, and improving revenue collection procedures are key deliverables for the coming year.

11.4 INFORMATION AND COMMUNICATION TECHNOLOGY

11.4.1. Overview

The Information Communication Technology (ICT) department designs, acquires, implements, and maintains the ICT infrastructure; and the applications required to provide operations and business support, which benefits both the employees and clients of BIPA. The department consists of the following divisions:

- The Information Systems Division is responsible for business analysis (managing business requirements, managing solutions identification, managing business processes and business intelligence); software engineering (designing, developing, configuring, testing and maintaining of business processes, applications, information, data and the corporate website) and helpdesk management (service request management, incident management and problem management). The helpdesk is the initial contact point for all data network users within the organization.

- The Enterprise Project Management Office (E-PMO) division is responsible for managing programmes and projects. The division manages all programmes and projects from the investment portfolio in alignment with the enterprise strategy and in a co-ordinated way. It also initiates, plans, controls, and executes programmes and projects and close-off with a post-implementation review.

- The Networks, Infrastructure and Security division is responsible for network administration (installing, maintaining and upgrading the corporate computer network, including the wide area network and internet); systems administration (managing the reliable operation [availability and capacity] of computer hardware, software, servers and computers); and security administration (administering and managing the security of all data systems including systems and networks).

11.4.2. Strategic orientation

The ICT department makes use of project management practices to deliver on the ICT and business objectives. The projects or ICT investment activities that were planned for the reporting period, as well as the tracking of their progress, are described below:

PROJECT NAME	CATEGORY	DELIVERABLES	% COMPLETE
Data Infrastructure Monitoring System	Risk treatment	• Network Performance Monitoring • Router Monitoring • Switch Monitoring • WAN Round Trip Time (RTT) Monitoring • VoIP Monitoring • Network Mapping • Server Monitoring • End User Device Monitoring	100%
Enterprise Resource Planning - ERP	Productivity	• Budget and accounting • Fixed assets tracking • Financial reporting • Purchasing • Inventory Management • Sales Management • Customer Relationship Management • Payroll processing • Employee Management • Employee Self Service	59%
New Business Registration System	Service delivery	• Online business registration processes • Integration with a payment gateway • Integration with client notification systems • Mobile applications • Mobile responsiveness[1] • Integration with ICSF	0% - Deferred to next FY
Queue Management System	Service delivery	• Virtual queuing via smartphone • Customer feedback surveys • Extensive statistics and analyses • Real-time monitoring	50%
Data Centre upgrade	Risk treatment	• Standby generator • Uninterruptable Power Supply (UPS) • Raised floors • Fire detection and suppression • Structured cabling and labelling • Keyboard, Video and Monitor (KVM) Switch	69%
Call Center System	Service delivery	• Omni-channel solutions – contact can be made from email, phone, cellphone, WebRTC • Real-time reporting and advanced analytics • Call recordings and monitoring tools	100%
Client Notification System (Email, SMS, WhatsApp)	Service delivery	• Notify clients on the application status of their business registration • Notify clients on payments due to BIPA • Notify clients via email, SMS, and WhatsApp	30%
Information Security Networks Upgrade	Risk treatment	• Implement audit log settings • Implement all IPv4 security policies • Implement two factor authentication • Restricted login to trusted hosts • Reduce critical vulnerabilities on devices	79%
Information Systems Integrations	Service delivery	• Integration between ICRS and ICSF • Integration between ICRS, IPAS, and the payment gateway • Integration between ICRS, IPAS and the Website • Integration between BRS and email-, sms-, and whatsapp systems • Integration between BRS and ERP • Integration between new BRS and ICRS	75%
BIPA Website upgrade	Service delivery	• Commerce Security • Content Management Function for the Marketing Division • Trademark Search	0% - deferred to next FY

Online Exchange Mail and 365 user licenses	Productivity	• Online Exchange • Microsoft licenses • Microsoft Teams	100%
ICRS Stabilization	Risk treatment	• Upgrade the DR site hardware to the production site level • Implement replication between sites • Implement an application programming interface • implement auto-distribution • Implement correction forms • Implement management reports • Implement digital certificates	77%
Board-pack Management	Productivity	• Conduct board evaluations • Real-time company analytics • Access director data • Data integration from different business units • Electronic filing • Reports on key insights • Custom reports • Collaboration • Agenda management, document collation, meeting materials and minutes	O% - deferred to next FY
User Equipment	Productivity	• Laptops • Desktops • Office phones • Monitoring screens	100%

11.4.3. Developmental capital projects over the past five years

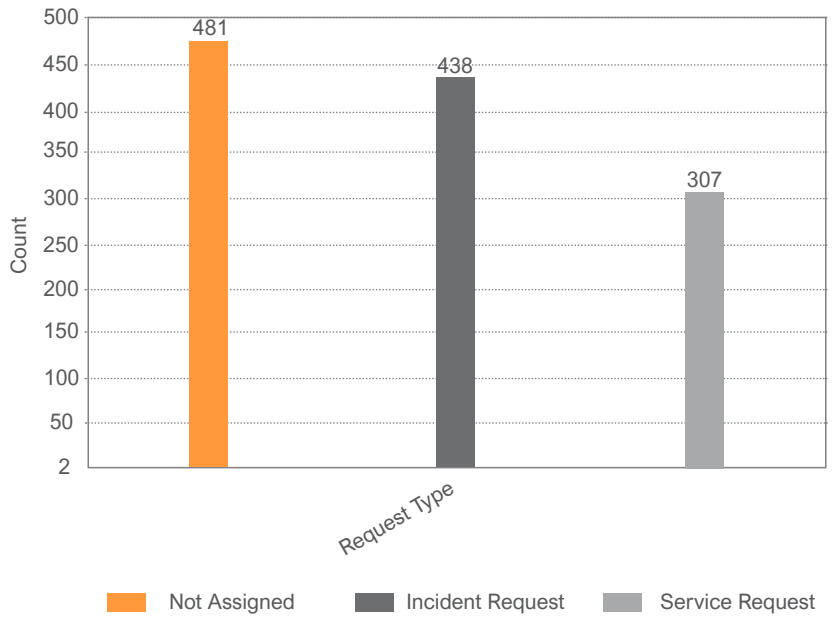
The table below highlights all the capital projects which were implemented between 2017 and 2021. These are the projects that have contributed to the modernization of the BIPA data network over the past five years. Considering the authority will be turning 5-years within the next financial year, the below illuminates a clear progress path in terms of projects that the Authority has undertaken.

PERIOD	PROJECT NAME	DESCRIPTION
2017	**IT Infrastructure**	• Implemented a data center to host all server and network equipment. • Implemented a local area network to provide data services to end users. • Implemented a wide area network (WAN) for intra-office integration. • Implemented internet services for BIPA. • Implemented an IP (internet protocol) PABX (Private Branch Exchange) for the provision of VOIP (voice over IP) services in the BIPA offices and for external voice communications. • Physical Security such CCTV (Closed Circuit TV) cameras, and biometrics access systems
	ICRS Migration	The Integrated Company Registration System was relocated from the data center of the Ministry of Trade to the BIPA data center for the purpose of improved systems operation and administration.
	IPAS Migration	The Intellectual Property Administration System was relocated from the data center of the Ministry of Trade to the BIPA data center for the purpose of improved systems operation and administration.
2018	**On-cloud firewalls**	Implemented an on-cloud firewall solutions for the purpose of network border security.
	Server Virtualization project	Implemented servers for virtually hosting of file server, active directory, domain controllers and all BIPA's application servers.
2019	**On-premises data security systems**	• Implemented on-premises firewall solutions for the purpose of network border security. • Implemented an end-user virus protection solution for the purpose of enhanced security on end-user devices such as laptops and computers
	Service Desk Management System	Implemented an ITIL compliant service desk management system for the purpose of automating IT service management functions such as service requests, asset management, incidents, configuration management database and problems management.
	Model IP Office system	Implemented an on-line IP (Intellectual Property) system to improve the turnaround times of the IP application processes.
	On-premises document warehouse	• Implemented a document warehouse with a fire suppression system for storage of some Bipa records locally • Implemented a records management system for the management of records in the document warehouse • Implemented a content management system for storing of digitalized records. The project was aimed at reducing turn-around times on file requests.
	Microsoft 365	Migrated BIPA's Microsoft applications from hosted to a cloud solution for the purposes of improved file storage, access, collaboration, and communications (conferencing).

2020	**Client Notification System**	Implemented a client notification system which updates clients on the status of their business registrations applications status and annual dues for the purposes of improved services.
	Queue Management System	Implemented a QMS with modules such as statistics and monitoring, appointment, alert, visualization, customer feedback and voice recording to automate the queue management process.
	Omni-channel contact center system	Implemented a contact center system which allows for customers to communicate with BIPA using different channels such as telephony, instant messaging, social media, and email for improved service delivery.
	Data Infrastructure monitoring	Implemented a system which monitors the health, availability, and capacity network devices such as routers, switches, firewalls, wireless LAN controllers, servers, virtual machines, or anything which has an IP and is connected to the network.
	Data Centers high-availability upgrade	Implemented support systems such as Generators, UPS and fire suppression systems to improve the availability of servers in the data centers and in turn improve service availability.
	Enterprise resource planning	Implemented an Enterprise Resource Planning system to automate and manage all aspects of the business including financial management, human resources, procurement, and customer relationship management for the purpose of operational efficiency.
2021	**Intelligent Business Registration System (I-BRS)**	Develop an IBRS using a low-code business processes management platform to automate BIPA's business registration processes for the purpose of service improvement and improved revenue generation.
	BIPA Website revamp	Re-design the look and feel of BIPA's website, with an integration to a payment gateway to enable on-line payments.
	Security Incident and Event Management (SIEM) System	Implement a SIEM which will provide real-time analysis of security alerts generated by applications and network hardware to improve risk management.
	Governance Risk and Compliance (GRC) System	Implement a system which can streamline with acts and regulation requirements; prevent and address vulnerabilities that will impact systems, resources and stakeholders; and can manage short term and long-term policies.
	WAP (Wireless Access Point) Management System	Implement a wireless access management system to easily manage BYOD (Bring Your Own Device) onboarding, guest access, role, and identity-based access, WIDS (wireless intrusion detection system) and rogue AP (access point) detection for the purpose risk management.
	Board-pack Management System	Implement a system which will enable board members to share and collaborate information for board meetings for the purpose of operational efficiency.

11.4.4. ICT service requests

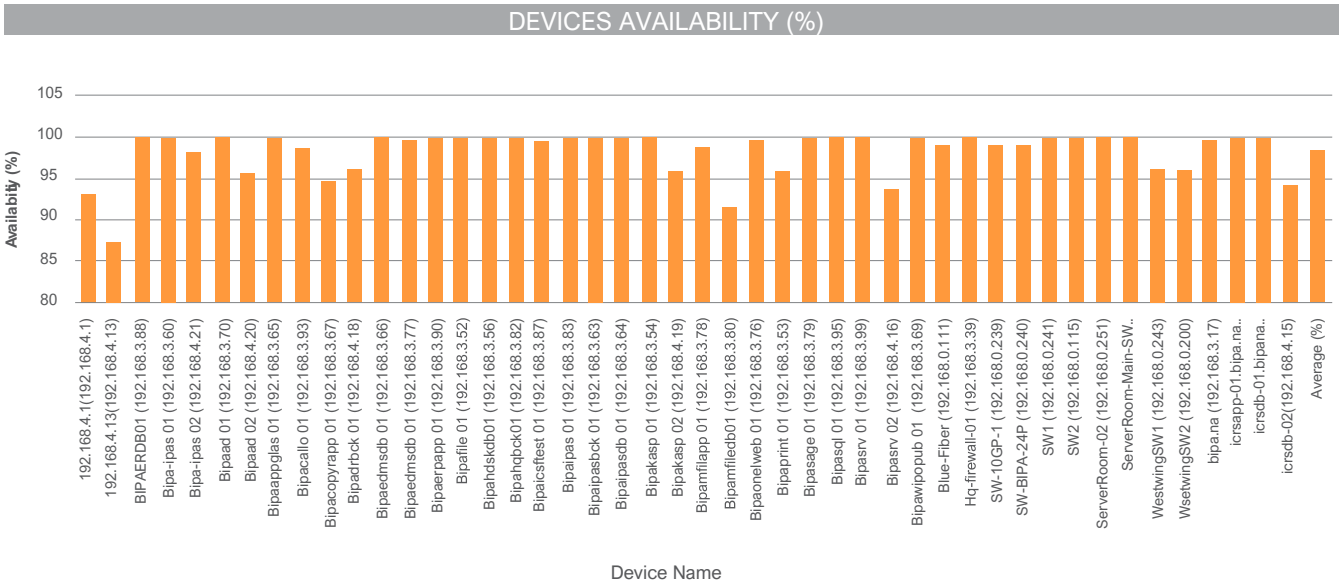
To improve service delivery, BIPA implemented the service desk system which is designed to enable the automation of service requests, incident, problem and asset contract management. The service desk reports assist IT management to easily appraise the staff on other KPI such as resolution time. The graph below displays all the requests that were logged through service desk system during the reporting period. The graph highlights a total of 1 226 requests for the year.



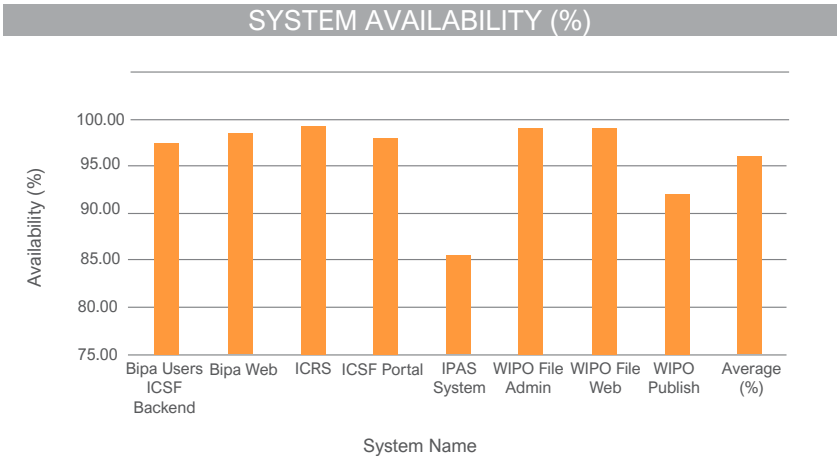
11.4.5. System availability

The Authority also implemented the OpManager, which is a real-time networking monitoring system to enable the performance monitoring of all devices that are on the network.

The figure below shows the annual average availability performance of devices that are on BIPA's data network



The graph below shows the annual average availability performance of the servers that are on the network



11.4.6. Future outlook

As part of the strategic planning, the Authority has planned key projects for the next financial year in line with the Corporate Strategy. Central to the projects portfolio is the information security management system program, the integration program, the automation program, the capacity and availability upgrades program and well as the asset optimization program. These projects are shown below together with their supporting initiatives.

11.5 HUMAN CAPITAL MANAGEMENT (HCM)

11.5.1. Overview

The year under review experienced the height of the Covid-19 pandemic, which ravaged businesses across the country; while the Authority was no exception. In light of the changing dynamics and the introduction of a new normal in the work space, the Authority placed priority on reviewing the corporate strategy and re-aligning resources to ensure continuous service delivery to our clients. At the centre of this exercise was the Human Capital Management department ensuring that employees came first by guaranteeing their wellness; while at the same time keeping staff engaged and motivated to deliver quality of services to BIPA's valued customers.

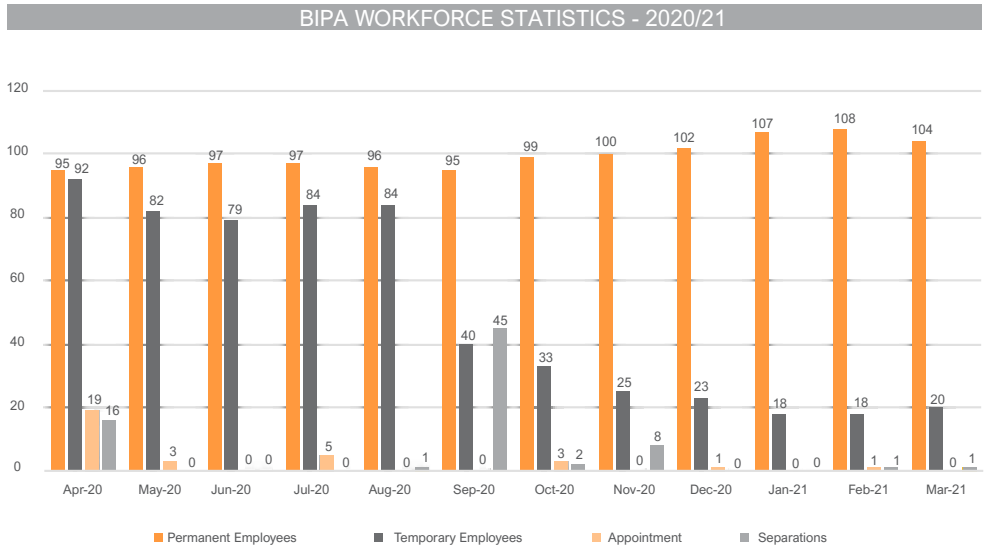
11.5.2. Staff profile

During the reporting period, BIPA had 125 employees, of which 104 were employed on a permanent basis, while 21 were employed on a temporary basis to support the various departments to address employee shortfalls. One temporary employee resigned.

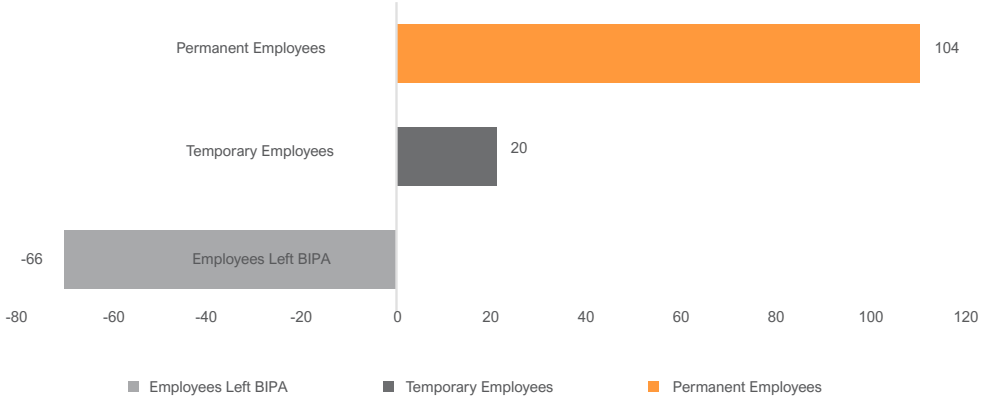
BIPA workforce statistics and movements for the 2020/21 Financial Year

Staff Compliment	April 20	May 20	June 20	July 20	Aug 20	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Permanent staff	95	96	97	97	96	95	99	100	102	107	108	104
Temporary staff	92	82	79	84	84	40	33	25	23	18	18	20
Appointments	19	3	0	5	0	0	3	-	1	0	1	0
Resignation / End of Contract	16	0	0	0	1	45	2	8	-	0	1	1
TOTAL	**187**	**178**	**176**	**181**	**180**	**135**	**132**	**125**	**125**	**125**	**126**	**125**

Comparative workforce statistical analysis for 2020/21 financial year

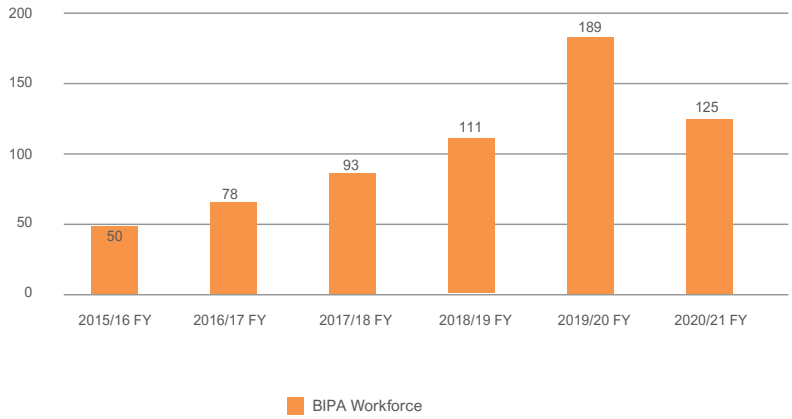


Overall, the total staff movement statistic for the reporting period showed that the number of temporary employees was reduced to 20 as depicted below.



BIPA staff movement statistic for the 2020/21 FY

Broadly, the Authority's workforce has been growing steadily and a sharp increase was recorded during the 2019/20 financial year due to temporary staff employed to support projects. The subsequent reduction in the number of temporary staff members has helped the Authority to align labour cost to the financial resources available.



BIPA workforce (permanent, fixed and temporary) over the past five Financial Years

11.5.3. Fixed-Term Employment Contracts

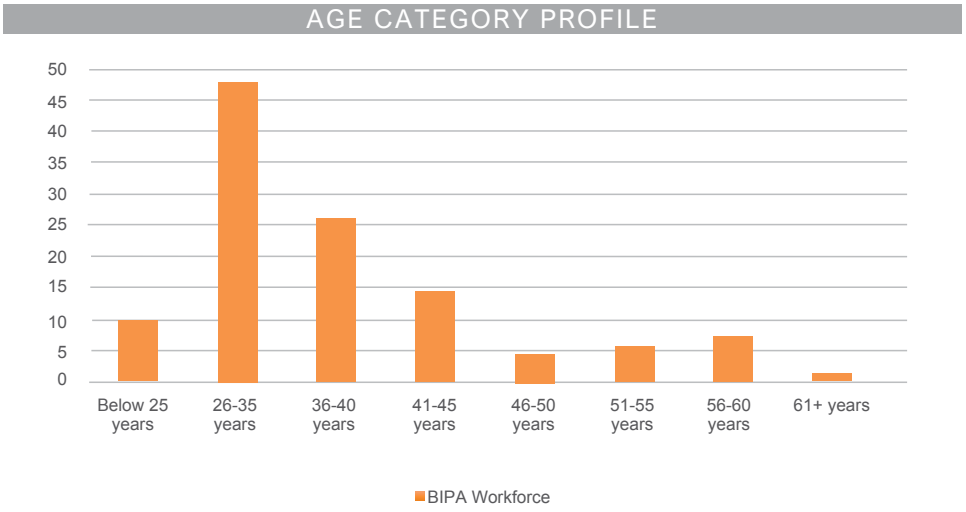
During the reporting period, the following employees occupied various senior management positions (Executives) on a 5-years fixed term employment contracts.

Status of fixed-term employment contract as at 31 March 2021

Name & Surname	Position	Employment Date	Contract Expiry Date
Ainna Kaundu	Executive: Intellectual Property Services	01 October 2017	30 September 2022
Veiko Muronga	Executive: ICT	16 January 2017	15 January 2022
Vivienne Katjiuongua	Chief Executive Officer	15 October 2019	14 October 2024
Jones Lubinda	Executive: Finance and Administration	22 December 2020	21 December 2025
Ockert Jansen	Executive - Marketing, Corporate Communication and Client Management Services.	01 February 2021	31 January 2026

11.5.4. Workforce age distribution

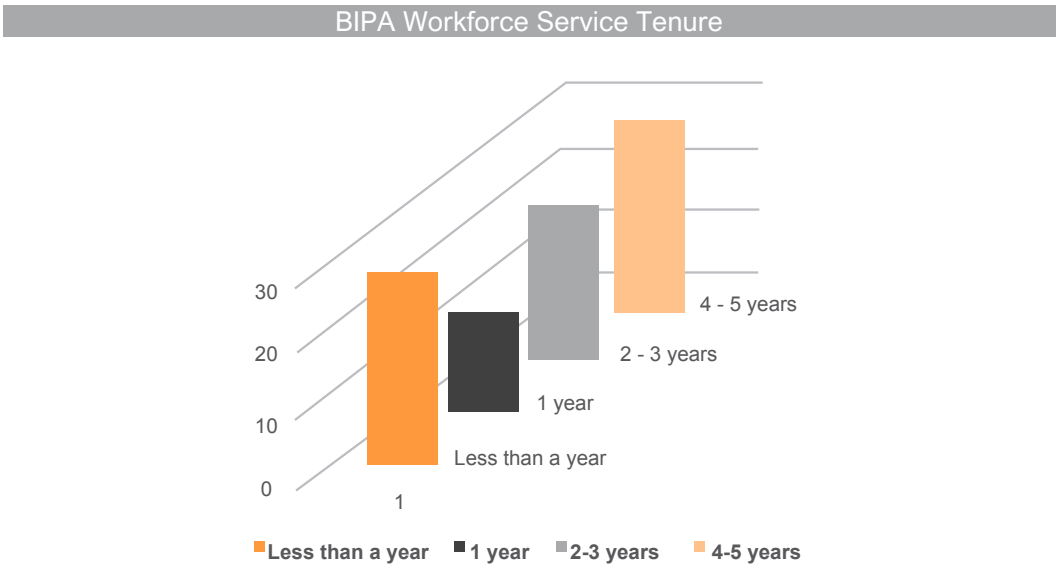
The workforce ageing analysis for the 2020/21 Financial Year indicates that 69.6% of BIPA's workforce is made up of millennials (employees who are 40 years old and below). This requires the Authority's commitment to promote an inclusive and inter-generational workforce which brings together unique competencies (both academics and experienced workers) to achieve the strategic goals. The age distribution profile is shown below.



For purpose of knowledge transfer, one experienced employee who attained his retirement age in May 2020 was extended to stay for an additional 12 months with the goal to groom others.

11.5.5. Employment service tenure

The employment service tenure of BIPA in the reporting period depicts that 30.4% of employees have been with the Authority for almost six years. These are employees who started working at BIPA when it was still operating as a Section 21 Company under the then Ministry of Trade, Industrialisation and SME development. This cohort is followed by employees who have worked at BIPA for less than a year and which account for 21.6 percent of the staff complement. It is worth noting that over 52% of BIPA employees have accumulated significant work experience over the past 4 to 5 years, hence, the implementation of a succession program to enable the experienced employees to transfer their knowledge to the millennials.



11.5.6. Employment equity profile

Over the past five years, BIPA's employment equity profile has progressed significantly. In the reporting period, the profile shows only one non-Namibian in the workforce of 125 employees. Apart from this, women have been afforded more opportunities at the Authority, a reality characterized by the high number of women employed at the Authority. The dominant number of employees are from the previous disadvantaged groups.

JOB CATEGORY	Racially Disadvantaged		Racially advantaged		Persons with Disabilities		Non- Namibians		Totals	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Executive Directors (F)	0	1	0	0	0	0	0	0	0	1
Senior Management (E2)	3	1	0	0	0	0	0	0	3	1
Mid Management (D1-D5)	10	12	0	1	0	0	1	0	11	13
Specialised/ Skilled/ Senior Supervisor (C4)	3	3	0	0	0	0	0	0	3	3
Skilled (C1-C3)	8	28	0	0	0	0	0	0	8	28
Semi-Skilled (B)	6	19	0	0	1	0	0	0	7	19
Unskilled (A)	3	3	0	0	0	0	0	0	3	3
TOTAL PERMANENT	**33**	**67**	**0**	**1**	**1**	**0**	**1**	**0**	**35**	**68**
Temporary employees / or Student Interns	5	17	0	0	0	0	0	0	5	17
Total	**38**	**83**	**0**	**1**	**1**	**0**	**1**	**0**	**40**	**85**

11.5.7. Capacity building

To ensure that our employees are equipped with the right skills and knowledge, the Authority sponsored several capacity building interventions. These include the following:

- A legal officer attended an online 'Compliance Management Course' via the University of Cape Town from August 2020 to November 2020 to gain a valuable understanding of compliance management to benefit the work of the Legal Services Department. The hybrid programme, which also included some face-to-face sessions, mainly covered the principles of compliance risk management.

- An ICT Technician attended a technical training course on 'Security System Administration' in the month of September 2020 at Fortinet in Johannesburg, South Africa. She acquired the basic configuration and administration skills such as explored firewall policies, user authentication, basic VPNs, explicit proxy, virus detection, web filtering, application control and more used features of FortiGate appliances. These administrative security fundamentals are necessary for BIPA, as the authority plans to integrate business applications and maintain effective network security to protect the official data.

- An Internal Auditor attended the IAII Continuous Professional Development training in October 2020 at the Leadership Academy in Johannesburg, South Africa. This was primarily to refresh the fundamentals tenets of the profession, code of ethics and international standards for the professional practice of internal auditing.

- Three employees from the Finance & Administration division attended the Intermediate and Advanced Excel Training courses from 11 to 14 February 2020 at the Namibia University of Science and Technology (NUST). This was primarily to improve their skills on Microsoft Excel for preparation of budgets and financial reports for monthly activities, inclusive of board reports.

- Over forty frontline staff members attended a two series customer care training in groups, facilitated by PwC from 27 to 28 February 2020 and 05 to 06 March 2020. The training highlighted the best practices to serve customers in a professional, competent and efficient manner using practical role play techniques.

- Seven Administrative/Secretarial staff members attended a 'minutes taking procedures training' facilitated by the Business and Entrepreneurship Hub from the 16 to 20 March 2020. The ability to write clear and accurate minutes is an indispensable skill for personal assistants to the Executives.

Other skills development interventions which were also undertaken during the 2020/21 Financial Year are listed in the table below.

Training Course	# of participants	Course date	Venue
Fire Fighting & First Aid Training	08	18 February 2021	BIPA Head office
Corporate Induction	13	23 February 2021	BIPA Katutura Office
Hygiene Training	05	26 February 2021	BIPA Head office
'Acing the Interview' (In-house)	18	8-9 March 2021	BIPA Head office
Women Leadership Summit	10	1-4 March 2021	Swakopmund
Chairing and Initiating Disciplinary Hearings	6	30-31 March 2021	Klein Windhoek Guesthouse
Secretary and Personal Assistants Training	6	29 March – 02 April 2021	Swakopmund

11.5.8. Culture inculcation

The Authority organised the year-end function on 22 December 2020 hosted at PZN Holding Redline Club Hall in Windhoek. The event was meant for the CEO, on behalf of the Board of Directors and Management, to highlight successes and challenges experienced throughout the calendar year while appreciating employee efforts made towards the overall achievements of the Authority.

The department also facilitated the annual team building event on 19 March 2021 which coincided with the 31st Namibia Independence celebration. The event was held at the BIPA Katutura Office under the theme: 'Culture and Diversity'. The Ongoma Cultural Group performed at the event, while he guest speaker was Hon. Ester Muinjangue, Deputy Minister of Health and Social Services.

11.5.9. High performing workforce

With regards to employee performance, the Authority performed well (highest score of 3.80 and lowest 3.50) with departmental averages ranging between 3.61 and 3.84; while the average for all employees ranged between 3.54 and 3.77. A comparative analysis of organisational performance is as follows:

Organisational Performance	2016/17 FY	2017/18 FY	2018/19 FY	2019/20 FY	2020/21 FY
Corporate Scorecard	3.10	3.80	3.40	3.50	3.60
Departmental (Average score)	3.84	3.73	3.66	3.61	3.74
All Employees (Average score)	3.72	3.72	3.70	3.54	3.77

To strengthen this, the CEO appointed a performance validation committee which comprised of Heads of Departments to validate the preliminary assessed performance scores. The Committee was tasked with evaluating all performance agreements to verify that there was a common understanding of the standards used at each level while ensuring that the integrity of the performance management system was protected.

11.5.10. Industrial relations

In the reporting period, the CEO appointed an internal negotiation committee to prepare for the annual remuneration negotiations. Since it was the first time that the BIPA workforce become unionised, the Committee paid a courtesy visit to its counterparts at the Communication Regulatory Authority of Namibia (CRAN) on 28 February 2020 to benchmark best practices on salary negotiations.

Among the proposed agenda items for the 2020/21 annual negotiation was:

- Subsidised Medical Aid (100%);
- Entering into agreements with financial institutions (loan facilities);
- Providing employees with training opportunities;
- Moving from 'Total Cost' to 'Basic Plus' pay structure models;
- Annual salary increases (10%)
- Providing a 13th cheque.

The first series of the annual salary negotiations meetings between the union and the management team took place from 27 to 28 August 2020 and then again on 03 to 04 September 2020 at the NAPWU Head Office. The negotiation meetings concluded on Monday, 09 November 2020 at the Roof of Africa Hotel and Conference in Windhoek, whereby parties successfully reached a collective agreement to offer a 4% increase to all qualifying employees.

11.5.11. Covid-19 response

Like every other operating entity in the reporting period, the Authority had to respond to the risks and challenges that were brought on by the Covid-19 pandemic. In essence, a number of health and safety orientation sessions were conducted at both the BIPA Katutura office and Head Office to highlight the required Covid-19 preventative measures to mitigate the risk of infections. Site inspections were carried out at all offices to ensure that floors were marked for social distancing and that there was the mandatory wearing of masks at all times, among other key preventive measures. In addition, a daily reminder to reinforce the Covid-19 protocols put in place by the government, was initiated. All employees and customers were asked to sanitise their hands before entering the premises. Hand washing facilities were also provided, and BIPA procured external services to fumigate the BIPA Head Office every time that a positive case was confirmed in order to contain the spread of the virus. Furthermore, flexible work arrangements were introduced to decongest high-risk areas. The Authority dedicated N$542 212 on Covid-19 related expenses.

In terms of the Covid-19 statistics, a total number of 18 positive cases were confirmed while the recoveries stood at 16 as indicated in table below. Two cases were still active at the time of reporting. Overall, 51 employees were tested for the COVID-19 during the period.

BIPA's Covid-19 statistical report (August 2020 to March 2021).

Cumulative Covid-19 confirmed cases	
Newly Covid-19 confirmed cases	1
Total recoveries	16
Active Covid-19 cases	1
Total Covid-19 testing done	51
Number of employees quarantined	1
Overall Covid-19 confirmed cases at BIPA	18

BIPA has also developed a Covid-19 Response Plan to provide guidance in terms of prevention, preparedness, detection and intervention. The plan, which was approved on 12 October 2020, outlined response activities and provided guidance on roles, responsibilities and procedures that were necessary to facilitate the process of decision-making.

The key objectives of the Covid-19 response was to seek to:

- Improve coordination and leadership for Covid-19 prevention and control.
- Increase screening capacity to promptly detect cases and follow-up all contacts.
- Isolate and care for employees/clients early, including providing optimised care for infected persons on site.
- Prevent the spread of Covid-19 at the workplace, i.e. human-to-human transmission, including reducing secondary infections among close contacts and preventing transmission amplification events.
- Communicate critical risk and event information to employees and clients.

11.5.12. Improving operational efficiencies

BIPA recognises that employees' health and well-being include physical, social, cultural and psychological aspects, and will continue to strive to create an improved working environment for all employees. An integrated HR application systems (Sage 300 People) was procured, with the payroll take-on going live in December 2020. Other sub-modules such as e-Recruitment (SkillsMap solution) were completed in February 2021. Ideally, these HR modules are to be integrated with the financial module (Sage X3) via the enterprise resource planning (ERP) system.

11.5.11. Future outlook

The goal of producing a high-performance culture continues to be embedded in BIPA's focus for human resources and positive corporate culture in the coming years. As the pace of change in our industry continues to increase, we look to be proactive and provide our people with the tools they will need to step up to roles that have evolved, and completely new ones. This has been triggered by the fact that the Covid-19 pandemic has accelerated the need for new work models, along with many other aspects including remote working and digital learning.

11.6 FINANCE AND ADMINISTRATION

11.6.1. Overview

The Finance and Administration department manages the financial strategy for BIPA and administers resources to the operations of BIPA. The major focus for the department is to achieve financial sustainability. In achieving this, critical performance targets were set that included: achieving revenue growth of 10% or more annually, maintaining minimum current ratio of 3:1 per annum, achieving 10% annual growth of total assets, and managing costs annually with a target of 5% varience. All major finance and administration policies and statements of operating procedures were amended or designed and implemented in the last three years.

11.6.2. Internal controls

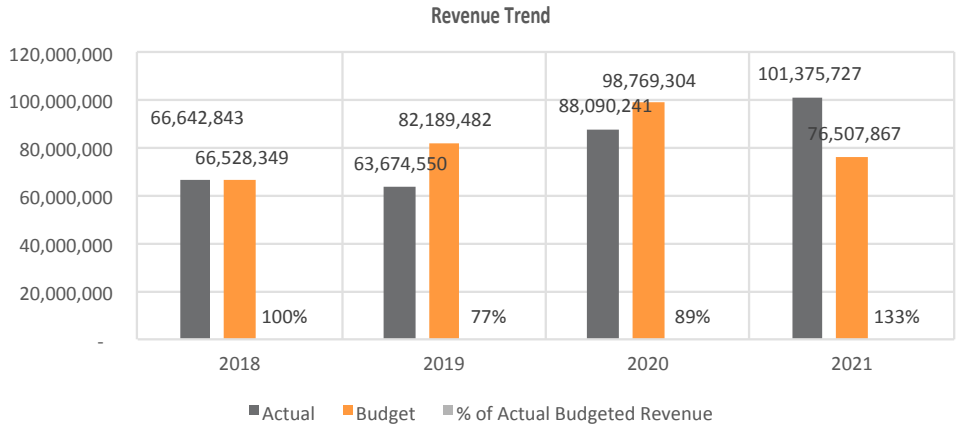
Any system of internal control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or detected in a timely way.

In addressing the internal controls, the Authority plans for its annual expenditures through a budget approved by the Board. It monitors the expenditure through monthly management accounts including variance analysis. Procurement is done in line with the Public Procurement Act and BIPA policies. In addition, the Internal Audit department performs audit reviews which test internal controls if effective, and when not, recommendations are immediately implemented.

11.6.3. Financial performance

In delivering a sustained financial performance for the reporting period, the Authority has graduated from 100% government dependence in 2017 to fully self-funding. This is backed by the Authority's financial positive performance results that indicate resilience in the recessionary economy that Namibia finds itself in, the Authority managed to increase its revenue to N$101.3 million, a 16% increase up from N$87 million in the previous Financial Year. Positive returns were recorded particularly in Annual Duties payments which were the biggest source of revenue in the reporting period. Revenue streams such as registrations through ARIPO and interest on investments performed above budget, despite Covid-19 pandemic.

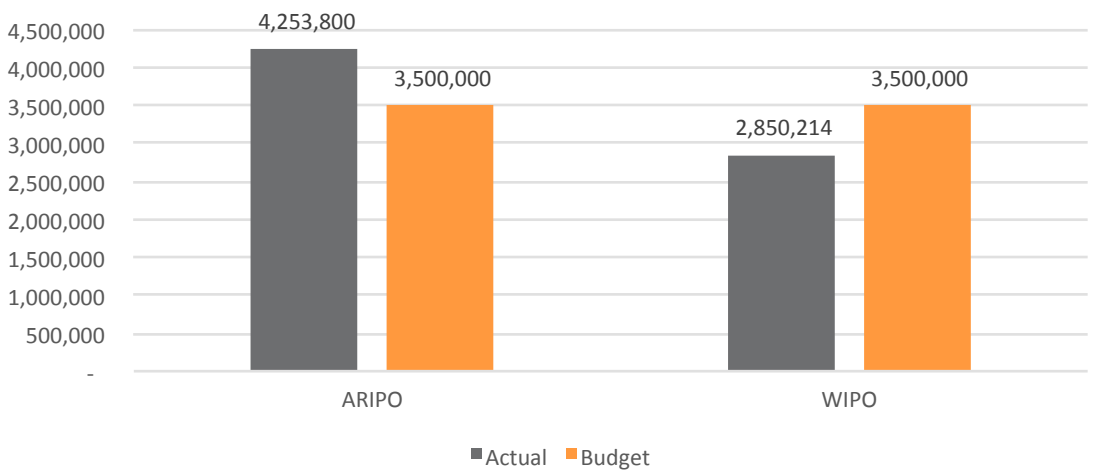
BIPA REVENUE TRENDS FOR THE 2018 TO 2021 FINANCIAL YEARS



11.6.4. Revenue streams

The Authority recorded good incomes from the Annual Duty stream in the current reporting period. Other streams that performed above budget were ARIPO-registrations, interest received and others. Incomes from international sources for the reporting period contributed significantly to BIPA's total revenue. ARIPO performed above budget despite the Covid-19 pandemic, while WIPO allocations received could not reach the budgeted amount. Table below has details.

ARIPO AND WIPO REVENUES



11.6.5. Expenditure

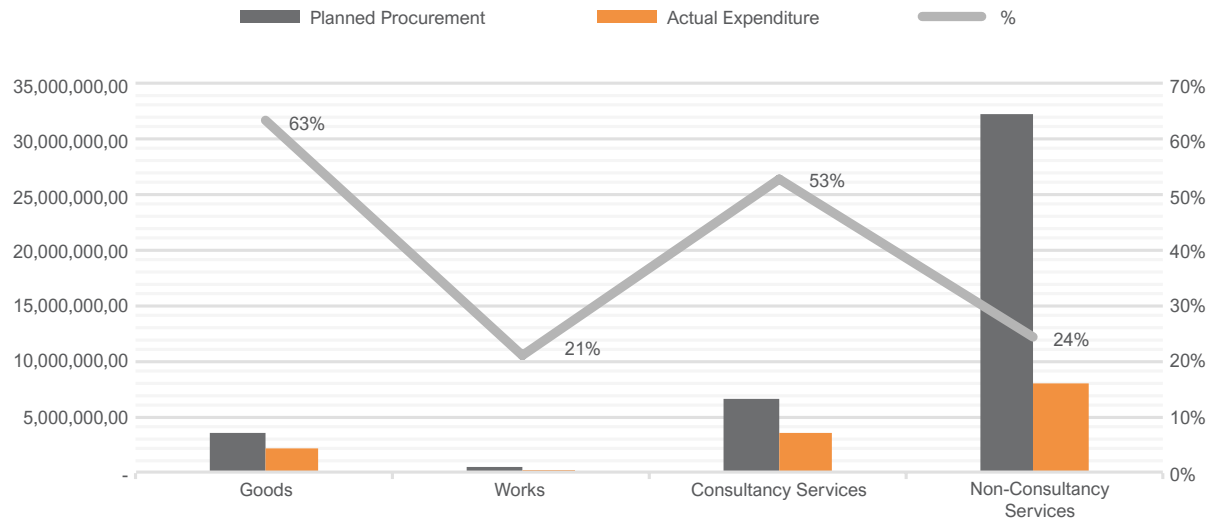
Operational expenditure increased by N$5.5 million from the previous year. The Covid-19 pandemic had an effect in the overall procurement of goods and services during the year. The Authority had challenges of delivery of procured products and services due to tight Covid-19-19 restrictions. In addition, management implemented a cost containment strategy due to uncertain times.

11.6.6. Procurement

In the 2020/21 Financial Year, the Authority had an approved procurement plan of which only 32% of the plan was executed. The main challenge in the execution of the plan was Covid-19 which through its containment measures, restricted the implementation of the BIPA procurement plan.

Procurement Type	Planned Procurement	Actual Expenditure	%
Goods	3,509,699.47	2,211,280.98	63%
Works	586,693.00	123,084.89	21%
Consultancy Services	6,589,298.76	3,471,428.98	53%
Non-Consultancy Services	32,224,596.64	7,854,806.21	24%
Total	**42,910,287.87**	**13,660,601.06**	**32%**

PROCUREMENT - PLANNED VS ACTUAL



11.5.7. Future Outlook

To improve controls, the Authority procured an Enterprise Resource Planning (ERP) system that will replace the current Pastel Partner. The system is expected to be rolled out during the second quarter of FY21/22.

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ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Republic of Namibia

OFFICE OF THE AUDITOR-GENERAL

Tel: (264) (061) 2858000

Fax: (264) (061) 224301

Private Bag
13299
WINDHOEK
9000

AUDIT COMPLIANCE CERTIFICATE ON THE ACCOUNTS OF THE BUSINESS AND INTELLECTUAL PROPERTY AUTHORITY FOR THE YEAR ENDED 31 MARCH 2021

The Board of Directors of the Business and Intellectual Property Authority appointed the firm, PricewaterhouseCoopers registered in terms of the Public Accountants and Auditors Act, 1951 (Act No. 51 of 1951). The said Firm compiled the audit documentation which was examined by me in terms of Section 21 (3) of the Business and Intellectual Property Authority Act, 2016 (Act No. 8 of 2016)

The firm certified that:

"The scope of our audit was sufficient to support the audit opinion being issued.

The financial statements, except as noted in the audit report.

(i) Are complete and clerically accurate;
(ii) Accord with our understanding of the client's business and industry;
(iii) Have been properly prepared in accordance with the Business and Intellectual Property Authority Act and International Financial Reporting Standards; and
(iv) Fairly present the financial position, results of operations and cash flow information for the year ended 31 March 2021"

The audit of the financial years has been carried out to my satisfaction.

WINDHOEK, March 2022

JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

General Information

Country of Incorporation	The Republic of Namibia.
Nature of business and principal activities	To run a legal system for business and intellectual property registration, protection and promotion thereof.
Directorate	Riundja Ali Kaakunga (Chairperson) Dr. Martha Uumati (Deputy Chairperson) Fritz Charles Jacobs Lovisa Indongo-Namandje Ignatius Kelokilwe Thudinyane Chaze Nalisa Seno Namwandi
Registered Office	3 Ruhr Street Northern Industrial Area Windhoek Namibia
Postal Address	P.O Box 185 Windhoek Namibia
Bankers	Bank Windhoek Limited First National Bank Namibia Nedbank Namibia Limited
Auditors	PricewaterhouseCoopers Registered Accountants and Auditors Chartered Accountants (Namibia)
Secretary	Vacant
Line Ministry	Ministry of Industrialization and Trade ("MIT")

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

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Directors Report	82 - 83
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Statement of Surplus or Deficit and Other Comprehensive Income	85
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Notes to the Annual Financial Statements	88 - 106
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Statement of Surplus or Deficit and Other Comprehensive Income	107 - 109

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Director's Responsibilities and Approval

The Directors are required by the BIPA Act, 2016, (Act No.8 of 2016), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standards (""IFRS""). The external auditors are engaged to express an independent opinion on the annual financial statements.

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

The Directors acknowledge that they are ultimately responsible for the system of internal financial controls established by the Authority and place considerable importance on maintaining a strong control environment. To enable the Directors to meet these responsibilities, the Board of Directors 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 company 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 Authority is based on identifying, assessing, managing and monitoring all known forms of risk. While operating risk cannot be fully eliminated, the 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 Directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the Authority's cash flow forecast for the year to 31 March 2022 and, in light of this review and the current financial position, they are satisfied that the Authority has or had access to adequate resources to continue in operational existence for the foreseeable future.

The external Auditors are responsible for independently auditing and reporting on the Authority's annual financial statements. The annual financial statements have been examined by the Authority's external Auditors and their report is presented on **page 80 to 81**.

The annual financial statements set out on **pages 82 to 106**, which have been prepared on the going concern basis, were approved by the Board of Directors and were signed on its behalf by:

Immanuel !Hanabeb (Board Chairperson)

Windhoek

Date: 21·02·2022

Sara Katiti (Chairperson: Finance, Risk and Audit Committee)

Windhoek

Date: 21·02·2022

Independent auditor's report

To the Members of Business and Intellectual Property Authority

Our opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Business and Intellectual Property Authority (the Authority) as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting.

What we have audited

Business and Intellectual Property Authority's financial statements set out on pages 7 t0 30 comprise:

- the directors' report for the year ended 31 March 2021;
- the statement of financial position as at 31 March 2021;
- the statement of surplus or deficit and other comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants International Code of Ethics for Professional Accountants (including International Independence Standard) (Code of Conduct) and other independence requirements applicable to performing audits of financial statements in Namibia. We have fulfilled our other ethical responsibilities in accordance with the Code of Conduct and in accordance with other ethical requirements applicable to performing audits in Namibia.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Business and Intellectual Property Authority Annual Financial Statements for the year ended 31 March 2021". The other information does not include the financial statements and our auditor's report thereon.

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

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

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

Responsibilities of the directors for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

PricewaterhouseCoopers
Registered Accountants and Auditors
Chartered Accountants (Namibia)

Per: Samuel N Ndahangwapo
Partner

Windhoek
Date: 01 March 2022

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Director's Report

The directors have pleasure in submitting their report on the annual financial statements of Business and Intellectual Property Authority for the year ended 31 March 2021.

1. NATURE OF BUSINESS

Business and Intellectual Property Authority was incorporated in Namibia with interests in running the legal system for business and intellectual property registration, protection and promotion thereof. The Authority operates in Namibia.

2. REVIEW OF FINANCIAL RESULTS AND ACTIVITIES

The annual financial statements have been prepared in accordance with the International Financial Reporting Standards ("IFRS"). The accounting policies have been applied consistently compared to the prior year.

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

3. DIRECTORATE

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

Directors	Nationality	Status
Riundja Ali Kaakunga	Namibian	Extended 30 September 2021
Dr. Martha Uumati	Namibian	Extended 30 September 2021
Fritz Charles Jacobs	Namibian	Extended 30 September 2021
Lovisa Indongo-Namandje	Namibian	Extended 30 September 2021
Ignatius Kelokilwe Thudinyane	Namibian	Extended 30 September 2021
Chaze Nalisa	Namibian	Extended 30 September 2021
Seno Namwandi	Namibian	Extended 30 September 2021

The Board of Directors' term of office came to an end on the 1st of March 2020, but the Line Minister extended their term for a period until the new Board of BIPA is appointed to allow for due process to follow

4. BOARD AND SUB-COMMITTEE MEETINGS

Board of Directors	Board and Special Board Meeting	Finance, Risk and Audit Committee (FRAC)	Human Resources and Remuneration Committee (HRRC)	Governance, Legal and Ethics Committee (GLEC)	Strategy, Projects & Procurement Committee (SPPC)
Riundja Ali Kaakunga	4	X	4	4	3
Dr. Martha Uumati	1	3			1
Fritz Charles Jacobs	2	3	0	X	0
Lovisa Indongo-Namandje	3	0	2	4	X
Ignatius Kelokilwe Thudinyane	4	4	X	0	
Chaze Nalisa	3		4	X	0
Seno Namwandi	4	X	2	4	3

5. EVENTS AFTER THE REPORTING PERIOD

The directors are aware of material events which occurred after the reporting date and up to the date of this report as follows:

The following directors were appointed subsequent to year-end:

Directors	Nationality	Status
Immanuel !Hanabeb	Namibian	Appointed 1 October 2021
Sara Katiti	Namibian	Appointed 1 October 2021
Justin Strauss	Namibian	Appointed 1 October 2021
Ashley Tjipitua	Namibian	Appointed 1 October 2021
Nancy Watyoka	Namibian	Appointed 1 October 2021
Hilka Alberto	Namibian	Appointed 1 October 2021
Julius Haikali	Namibian	Appointed 1 October 2021

5.1. COVID-19 Pandemic

The impact of COVID-19 has been an evolving situation since late 2019. Given the information available at 31 March 2021, COVID-19 would be unlikely to have had a material effect on the measurement of assets and liabilities as at 31 March 2021.

Due to the increase in the number of cases of COVID-19 nationwide, management allocated a budget amounting to N$4,000,000 to cover for all COVID-19 expenses and related costs. The Authority's total expenditure on COVID-19 expenses during the financial year amounted to N$592,164.00, (2020: N$300,643.00).

6. GOING CONCERN

Management has considered the consequences of COVID-19 and other events and conditions, and it has determined that they do not create a material uncertainty that casts significant doubt upon the entity's ability to continue as a going concern. COVID-19 is not expected to have a significant impact on the entity. Management has determined that there is no material uncertanty that casts doubt on the entity's ability to continue as a going concern. It expects that COVID-19 might have some impact, though not significant, for example, in relation to expected future performance, or the effects on some future valuations.

7. AUDITORS

PricewaterhouseCoopers's contract ended on 31 March 2020 after a contract term of three (3) years. PricewaterhouseCoopers have been re-appointed as auditors of the Authority for a contract term of three (3) years.

8. SECRETARY

The Secretary of the Authority is the Chief Legal and Secretarial Services. For the period ending 31 March 2021, the position of Chief Legal and Secretarial Services is still vacant.

Business Address:	3 Ruhr Street Northern Industrial Area, Windhoek, Namibia

9. DIRECTORS' INTEREST AND CONTRACTS

During the financial year, no contracts were entered into with the directors or officers of the Authority, the directors or officers do not hold any interest in the Authority.

10. KATUTURA OFFICE BUILDING

Katutura Office Building situated on Erf 2780, Shire Street Wanaheda has not been included in the financial statements. The matter is with the line Ministry's lawyers seeking to recover the funds of N$18,000,000 for the purchase of this Office Building, whereas the BIPA board is seeking to recover the N$2,160,000 paid for transfer duties.

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Statement of Financial Position

		2021 N$	2020 N$
ASSETS			
Non-current assets			
Property, plant and equipment	4	34,387,276	22,570,525
Right-of-use assets		2,426,920	3,640,379
Intangible assets	5	5,409,071	4,132,804
Total non-current assets		**42,223,267**	**30,343,708**
Current assets			
Trade and other receivables	6	5,415,986	7,075,735
Other financial assets	7	30,418,200	26,917,589
Cash and cash equivalents	8	18,307,161	4,558,548
Total current assets		**54,141,347**	**38,551,872**
Total assets		**96,364,614**	**68,895,580**
EQUITY AND LIABILITIES			
Equity		**74,706,264**	**49,771,767**
Contribution	10	34,491,766	34,491,766
Accumulated Fund		40,214,498	15,280,001
Non- Current liabilities		**3,015,109**	**4,867,916**
Deferred income	11	3,015,109	3,247,039
Lease liabilities	20	-	1,620,877
Current liabilities		**18,643,243**	**14,255,897**
Trade and other payables	9	17,022,355	11,885,116
Lease liabilities	20	1,620,888	2,370,781
Total Liabilities		**21,658,351**	**19,123,813**
Total equity and liabilities		**96,364,614**	**68,895,580**

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Statement of Surplus or Deficit and Other Comprehensive Income

		2021 N$	2020 N$
Revenue	**12**	74,227,376	56,276,056
Other income	**13**	25,761,815	30,304,535
Operating expenses		(76,116,194)	(70,562,222)
Operating surplus	**14**	**23,872,998**	**16,018,369**
Finance income	**17**	1,386,536	1,509,650
Finance costs	**17**	(286,561)	(512,585)
Surplus for the year		**24,972,972**	**17,015,434**

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Statement of Changes in Equity

	N$	Accumulated Fund N$	Total equity N$
Balance at 01 April 2019	34,491,766	(1,735,433)	32,756,333
Total comprehensive surplus for the year	-	17,015,434	17,015,434
Balance at 31 March 2020	**34,491,766**	**15,280,001**	**49,771,767**
Opening balance adjustments	-	(38,476)	(38,476)
Total comprehensive surplus for the year	-	24,972,972	24,972,972
Balance at 31 March 2021	**34,491,766**	**40,214,497**	**74,706,263**

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Statement of Cash Flows

	Note(s)	2021 N$	2020 N$
Cash flows from operating activities			
Cash used in operations	**19**	23,121,869	21,661,263
Finance income	**17**	94,298	1,509,650
Net cash from operating activities		23,216,167	23,170,913
Cash flows from investing activities			
Purchase of property, plant and equipment	**4**	(2,415,073)	(3,437,365)
Purchase of intangible assets	**5**	(2,493,898)	(4,418,614)
Proceed on sale of property, plant and equipment		307,121	-
Purchase of other financial assets	**7**	(11,500,000)	(20,300,000)
Withdrawals from other financial assets	**7**	9,291,627	10,000,000
		(6,810,223)	(18,155,979)
Cash flows from financing activities			
Principal elements of lease payments		(2,657,331)	(3,640,379)
		(2,657,331)	**(3,640,379)**
Net increase/(decrease) in cash and cash equivalents		**13,748,613**	**1,374,555**
Cash and cash equivalents at the beginning of the year		4,558,548	3,183,993
Cash and cash equivalents at end of year	**8**	**18,307,161**	**4,558,548**

1. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below:

1.1 Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the International Financial Reporting Standards ("IFRS") and the International Financial Reporting Interpretation Committee ("IFRIC") Interpretations issued and effective at the time of preparing these financial statement. These annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below, and are presented in Namibia Dollars.

1.2. Significant judgements and sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS requires management, from time to time to make judgements, estimates and assumption that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable and under circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

1.2.1. Critical judgements in applying accounting policies

Management did make critical judgements in the application of accounting policies, apart from those involving estimation, which would significantly affect the financial statements and are outlined as follows:

Revenue

Revenue from annual duties, penalties and fines are non-exchange transactions and accounted for using the policy developed by the Authority. All non-exchange transactions are recognised in surplus or deficit to the extent they are assets and it is probable that the future economic benefits or service potential associated with the asset will flow to the entity, and the fair value of the asset can be measured reliably.

Deferred income

Donations received in the form fixed assets other than buildings are recognised as deferred income and written-off over the useful lives of the asset. Non-depreciable assets such as land are recognised at point of donation.

Useful lives of assets

The assets are classified under property, plant and equipment and the useful lives are determined as set out in note 2. The useful lives of the property, plant and equipment is in line with the industry norm.

1.2.2. Key sources of estimation uncertainty

Trade receivables

The Authority assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in the surplus or deficit, the Authority makes judgement as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from the financial asset.

The impairment (or loss allowance) for trade receivables is calculated on a portfolio basis, except for individually significant trade receivables, which are assessed separately. The impairment test on the portfolio is based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting period that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

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

1.2.5. Leases

The Authority exercises judgement in classifying leases in line with IFRS 16 (as set out in the note 1.6.)

1.3. Property, plant and equipment

Property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Cost 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.

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 as follows:

Item	Depreciation Method		Average useful life
Land	Not depreciated		Not depreciated
Buildings	Straight-line basis		50 years
Furniture and fixtures	Straight-line basis		5-10 years
Motor Vehicles	Straight-line basis		2-5 years
Office equipment	Straight-line basis		3 years
IT equipment	Straight-line basis		3 years
Leasehold improvements	Straight-line basis		8-10 years
Other Fixed Assets	Straight-line basis		2-10 years
Server	Straight-line basis		15 years
Right-of-use assets	Straight-line basis		3 years

If the major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to its major components and each such component is depreciated separately over its useful life.

Land is not depreciated.

The residual value, depreciation method and useful life of each asset are reviewed only where there is an indication that there has been a significant change from the previous estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any and the carrying amount of the item.

1.4. Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably

Intangible assets are initially recognised at cost.
Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.
An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for the intangible assets, but they are tested for impairment annually, and whenever there is an indication that the asset may be impaired. For all other intangible assets, amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

Reassessing the useful life of an intangible asset with finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset may be tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual value as follows:

Item	Amortisation Method	Useful life
Computer software	Straight-line	5 Years

1.5. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity.

1.5.1. Classification as cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the balance sheet.

1.5.2. Classification as trade and other receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Authority holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

1.5.3. Initial Recognition and Measurement

Financial instruments are initially measured at fair value, with changes in fair value recognised in profit or loss, as they arise, unless restrictive criteria are met for classifying and measuring the asset at either amortised cost or fair value through other comprehensive income, plus or minus transaction costs, that are directly attributable to the acquisition or issue of the financial asset or a financial liability.

When the Authority initially recognises a financial asset, cash and deposits, they are valued at amortised cost.

1.5.4. Financial assets: Subsequent measurement

The classification of a financial asset is determined at initial recognition, however, if certain conditions are met, an asset may subsequently need to be reclassified.

Subsequent to initial recognition, all assets within the scope are measured at:

- Amortised cost;
- Fair value through Other Comprehensive Income (FVTOCI); or
- Fair value through profit or loss (FVTPL)

1.5.5. Impairment of financial assets

At each reporting date, the Authority assesses all financial assets, other than those at fair value through profit or loss, to determine whether there is an objective evidence that a financial asset or group of financial assets has been impaired.

1.5.6. Financial liabilities: Subsequent measurement

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

If the lease transfers ownership of the underlying asset to the Authority by the end of the lease term or if the cost of the right-of-use asset reflects that the Authority will exercise a purchase option, the Authority depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Authority depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at that date. These include:

- fixed payments, less any lease incentives receivable;
- variable lease payments that depend on an index or rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the leasee under residual value guarantees;
- the exercise price of a purchase option if the leasee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the leasee exercising an option to terminate the lease term.

The lease payments exclude variable elements which are dependent on external factors. Variable lease payments not included in the initial measurement of the lease liability are recognised directly in surplus or deficit.

The lease payments are discounted using the Authority's incremental borrowing rate or the implicit rate in the lease contract.

The lease term determined by the Authority comprises:

- non-cancellable period of lease contracts;
- periods covered by an option to extend the lease, if the leasee is reasonably certain to exercise that option;
- periods covered by an option to terminate the lease, if the leasee is reasonably certain to exercise that option.

After the commencement the Authority measures the lease liability:

- increasing the carrying amount to reflect the interest on the lease liability
- reducing the carrying amount to reflect lease payments made, and
- remeasuring the carrying amount to reflect any reassessment or lease modifications.

1.7. Taxation

The Authority is exempt for Income Tax and is not registered for Value Added Tax.

1.8. Impairment of assets

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

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

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

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

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

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

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

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

1.9. Employee benefits

1.9.1. Short-term employee benefits

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

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

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

1.10. Provisions and contingencies

Provisions are recognised when:

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

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

1.11. Government grants

Grants from the government are recognised at fair value where there is a reasonable assurance that the grant will be received and the Authority will comply with all attached conditions.

1.11.1. Deferral and presentation of government grants

Government grants relating to costs are deferred and recognised in surplus or deficit over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and they are credited to surplus or deficit on a straight-line basis over the expected lives of the related assets.

1.12. Revenue

Revenue is recognised to the extent that the Authority has rendered services provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the Authority. Revenue is measured at fair value of the consideration received or receivable, excluding trade discounts and rebates.

1.12.1. Revenue from contracts with customers

Revenue from registrations and applications

Revenue from registrations and applications comprise of business and intellectual property registration fees charged upon registration. The business and intellectual property fees are charged as per the Regulation published in the Government Gazette, and the fees are recognized at the point when the Authority has a present right to receive payment of fees for the registration and application of businesses and intellectual property. Transfer of services is performed at a point in time.

1.12.2. Revenue from non-exchange transactions

Revenue from Annual Duties - Companies and Close Corporations

Revenue transactions comprise of annual duties and are charged as per the Regulation published in the Government Gazette, and are recognized over time when the registered entity file an annual return with the Registrar of Companies and Close Corporations. All registered entities are required by law to pay an annual duty and file an annual return at the end of the entities financial year. These annual duties are raised in terms of the Regulations of the Companies and Close Corporation Act.

Fines arising as a result of late remittance and submissions are charged as per the Regulation published in the Government Gazette, and are recognized when the registered entity file an annual return with the Registrar of Companies and Close Corporations. Penalties on late payment of fees are charged as per the Regulation published in the Government Gazette, and are recognized when the application is filed with the Registrar of Companies and Close Corporations.

Revenue from Annual Fees / Maintenance - Trademarks, Patents and Industrial Designs

Revenue transactions that arise as a result of trademark and designs annual fee per class and patent maintenance fees and are charged as per the Regulation published in the Government Gazette and recognised over time when the trademark, patent and design holder file a return to the Registrar of Patents, Trademarks and Designs. These fees are raised in terms of the Regulations of the Industrial Property Act.

1.12.3. Investment income

Investment income comprise of interest income received.
Interest income is accrued with reference to the principal amount outstanding, using the effective interest method.

1.13. Borrowing costs

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

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

1.13. Borrowing costs (Continued)

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

The capitalisation of borrowing costs commences when:

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

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

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

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

1.14. Foreign Currency Translation

Foreign currency transactions are translated into functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in surplus or deficit. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of surplus or deficit, within finance costs. All other foreign exchange gains and losses are presented in the statement of surplus or deficit on a net basis within other gains/(losses).

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, tralation differences on non-monetary assets and liabilities such as equities held at fair value through surplus or deficit are recognised in surplus or deficit as part of the fair value gain or loss, and translation differences on non-monetary assets sucg as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

2. NEW STANDARDS AND INTERPRETATIONS

2.1. Standards and interpretations effective and adopted in the current year

The annual financial statements were based on the following standards and interpretations and are effective for the current year and relevant to the Authority's operations:

Standard / Interpretations	Effective date: years beginning on or after	Expected Impact
Amendmnets to IFRS 9: Financial Instruments, IAS 39 'Financial Instruments: Recognition and Measurement, IFRS 7 'Financial Instrumenrs: Disclosures	1-Jan-21	The impact of the standard is not material

2.2. Standards and interpretations not yet effective

The Authority has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the Authority's accounting periods beginning on or after 01 April 2020 or later periods.

Standard / Interpretations	Effective date: years beginning on or after	Expected Impact
IFRS 16: COVID-19-Related Rent Concessions (Amendments to IFRS 16)	1-Jun-20	Not likely that there will be a material impact
Interest Rate Benchmark Reform (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16)	1-Jan-21	Not likely that there will be a material impact
IFRS 16: COVID-19-Related Rent Concessions beyond 30 June 2021 (Amendments to IFRS 16)	1-Apr-21	Not likely that there will be a material impact
Amendments to IAS 37 - Onerous Contracts (Cost of Fulfilling a Contract)	1-Jan-22	Not likely that there will be a material impact

3. RISK MANAGEMENT

3.1. Capital risk management

Capital risk is the potential of loss of part or all of an investment. The Authority's objectives when managing capital are to safeguard its ability to continue as a going concern in order to provide financial stability and benefits for other stakeholders. The Authority maintains its capital by not providing dividends. BIPA capitalizes surpluses and this has seen an increase in assets. The Authority has no major borrowing covenants.

3.2. Financial risk management

The Authority manages its financial risk in order to achieve economic value. Liabilities are managed at reasonable amounts to avoid operational default, legal and reputational risks. Trade receivables, cash and short-term deposits are managed to avoid default. Liabilities and assets are managed to achieve balanced liquidity for going concern.

3.2.1. Liquidity risk

The Authority's risk to liquidity is as a result of the funds available to cover future commitments. The Authority manages the liquidity risks through an ongoing review of future commitments in the form of funding cashflow forecasts which are prepared and adequate funding facilities are monitored.

The table below summarises the maturity profile of the entity's financial liabilities at 31 March 2021 based on contractual undiscounted payments:

At 31 March 2021	Less than 1 Year	More than 1 Year
Current liabilities	17,022,355	-

At 31 March 2020	Less than 1 Year	More than 1 Year
Trade and other payables	11,885,116	-

3.2.2. Interest rate risk

The Authority have short-term investments that are managed using agreed interest rate. Any change that might impact interest rates to negative rates are monitored. The Authority is flexible in terms of withdrawal of funds.

The Authority manages interest rate risk on short-term investments through investment guidelines for all investments and the Authority invests with major banking institutions with high quality credit standing. The interest received on cash and cash equivalents at financial institutions are minimal and therefore interest rate risk is identified as insignificant. Any interest rate achieved by the Authority is highly favored, than keeping the funds idle.

Notes to the Annual Financial Statements (Continued)

3.2.3. Credit risk

Credit risk is the risk of financial loss to the Authority if a customer or counter-party to a financial instrument fails to meet contractual obligation and arises from cash deposits and trade receivables. Financial assets exposed to credit risk at year end were as follows:

Financial Instrument	2021	2020
Trade and other receivables (excluding deposits)	5,127,893	6,679,024
Less: Loss allowance	(12,663)	(6,811)
Net trade and other receivables	**5,115,230**	**6,672,213**
Cash and cash equivalents	**18,307,161**	**4,558,548**

The Authority limits its exposure to credit risk from receivables with ARIPO and WIPO by frequently calling for funds to Namibia. The Authority monitors its rental deposits with landlords and requests refunds upon termination.

3.2.4. Foreign exchange risk

The Authority is exposed to foreign exchange risk, as the entity has financial assets denominated in foreign currency. These foreign transactions include accrued income from the international listing on trademarks, patents, industrial designs, utilities and copyrights. Exchange risks are managed through preserving of foreign currency earned on said country and only bring them when exchange rates are favourable. Financial assets exposed to foreign exchange risk at year end were as follows:

At 31 March 2021

Financial Instrument	Foreign Currency	Amount in Foreign Currency	Amount in Local Currency (N$)
Trade and other receivables:			
• Accrued income - African Regional Intellectual Property Organisation (ARIPO)	US Dollar	133,945	1,997,132
• Accrued income - World Intellectual Property Organisation (WIPO)	Swiss Franc	173,042	2,721,417

At 31 March 2020

Financial Instrument	Foreign Currency	Amount in Foreign Currency	Amount in Local Currency (N$)
Trade and other receivables:			
• Accrued income - African Regional Intellectual Property Organisation (ARIPO)	US Dollar	151,993	2,721,448
• Accrued income - World Intellectual Property Organisation (WIPO)	Swiss Franc	206,163	3,656,271

3.2.5. Going concern risk

The Authority has assessed the going concern risk. Based on cash flow projections for the year 2021/2022, the Authority will continue for the foreseeable future.

3.2.6. Market risk

The Authority has been established as a public enterprise under the BIPA Act, 2016 (Act No.8 of 2016), mandated to administer the registration of businesses, collect annual duties and protection of intellectual property thereof. The Authority is therefore the only entity mandated to so, thus does not give exposure to market risk. However, the COVID-19 pandemic is likely to impact the Authority's business, as most businesses are likely to default on payments of annual duty.

3.2.6.1. Fair value hierarchy

Recurring fair value measurements as at 31 March 2021	Level 1	Level 2	Level 3	Total
Financial assets				
Financial assets at fair value through profit or loss:				
• Trade and other receivables (excluding deposits)	-	-	5,127,893	5,127,893
• Other financial assets	-	-	30,418,200	30,418,200
• Cash and cash equivalents	-	-	-	-
Total financial assets	**-**	**-**	**35,546,093**	**35,546,093**
Financial liabilities				
• Trade and other payables	-	-	17,022,355	17,022,355
Total financial liabilities	**-**	**-**	**17,022,355**	**17,022,355**

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$

4. PROPERTY, PLANT AND EQUIPMENT

	2021			2020		
	Cost / Revaluation	Accumulated Depreciation	Carrying value	Cost / Revaluation	Accumulated Depreciation	Carrying value
Land	10,775,000	-	10,775,000	-	-	-
Buildings	1,125,000	(16,875)	1,108,125	-	-	-
Furniture and fixtures	2,296,159	(687,923)	1,608,236	2,519,523	(763,119)	1,756,404
Motor vehicles	1,765,926	(1,524,796)	241,130	1,765,926	(1,279,442)	486,484
Office equipment	441,339	(104,668)	336,672	698,680	(201,537)	497,143
IT equipment	2,792,904	(1,872,598)	920,306	2,956,819	(1,956,100)	1,000,719
Other Fixed Assets	7,550,255	(994,977)	6,555,278	6,542,951	(555,705)	5,987,246
Capital work in progress	12,842,529	-	12,842,529	12,842,529	-	12,842,529
	39,589,112	**(5,201,837)**	**34,387,276**	**27,326,429**	**(4,755,903)**	**22,570,526**

Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Disposals	Accumulated Dep Reversal	Depreciation	Total
Land *	-	10,775,000	-	-	-	10,775,000
Buildings *	-	1,125,000	-	-	(16,875)	1,108,125
Furniture and fixtures	1,756,404	534,684	(805,267)	328,688	(206,273)	1,608,236
Motor vehicles	486,484	-	-	-	(245,354)	241,130
Office equipment	497,143	352,949	(742,730)	343,415	(114,105)	336,672
IT equipment	1,000,719	372,639	(536,555)	606,263	(522,760)	920,306
Other Fixed Assets	5,987,246	1,154,801	(147,497)	11,037	(450,309)	6,555,278
Capital work in progress	12,842,529	-	-	-	-	12,842,529
	22,570,525	**14,315,073**	**(2,232,048)**	**1,289,402**	**(1,555,676)**	**34,387,276**

*Land and Building. The Authority received a donation of a property at a certain Erf no. 8681 (A portion of Erf 1575), Windhoek, Registered Government title No. T.3063/2020. The property was valued by Pierewiet Property valuator on 8 December 2021. Land valued at N$ 10,775,000 and building at N$ 1,125,000

Reconciliation of property, plant and equipment - 2020

	Opening balance	Other adjustments	Additions	Disposals	Depreciation	Total
Furniture and fixtures	1,669,378	-	313,660	-	(226,634)	1,756,404
Motor vehicles	731,836	2	-	-	(245,354)	486,484
Office equipment	76,038	1	527,891	-	(106,787)	497,143
IT equipment	647,645	(1)	880,554	-	(527,479)	1,000,719
Other Fixed Assets	4,644,171	1	1,715,260	-	(372,186)	5,987,246
Capital work in progress	12,842,529	-	-	-	-	12,842,529
	20,611,597	**3.00**	**3,437,365**	**-**	**(1,478,440)**	**22,570,525**

5. INTANGIBLE ASSETS

	2021			2020		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Computer Software	6,912,512	(1,503,440)	5,409,071	4,418,614	(285,810)	4,132,804
	6,912,512	**(1,503,440)**	**5,409,071**	**4,418,614**	**(285,810)**	**4,132,804**

Reconciliation of intangible assets - 2021

	Opening balance	Additions	Disposals	Amortisation	Total
Computer Software	4,132,804	2,493,898	-	(1,217,630)	5,409,071
	4,132,804	**2,493,898**	**-**	**(1,217,630)**	**5,409,071**

Reconciliation of intangible assets - 2020

	Opening balance	Additions	Disposals	Amortisation	Total
Computer Software	-	4,418,614	-	(285,810)	4,132,804
	-	**4,418,614**	**-**	**(285,810)**	**4,132,804**

	2021 N$	2020 N$
6. TRADE AND OTHER RECEIVABLES		
Current assets		
Trade receivables	30,595	-
Deposits	300,756	403,522
Staff Advances	378,749	293,440
Accrued income - African Regional Intellectual Property Organisation	1,997,132	2,721,448
Accrued income - World Intellectual Property Organisation	2,721,417	3,656,271
Other receivables - Ministry of Industrialization and Trade	-	7,865
Less: Loss allowance (**see note 7**.(iii))	(12,663)	(6,811)
	5,415,986	**7,075,735**

(i) CLASSIFICATION OF TRADE RECEIVABLES

Trade receivables are amounts due from customers for services performed during the course of the business. They are generally due within 30 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing conditions, when they are recognised at fair value. The Authority holds trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. Details about the Authority's impairment policies and the calculation of the loss allowance are provided in n**ote 1.5.5**.

(ii) FAIR VALUE OF TRADE RECEIVABLES

Due to the short-term nature of the current receivables, their carrying amount is considered to be the same as their fair value.

(iii) IMPAIRMENT AND RISK EXPOSURE

Information about impairment of trade receivables and the Authority's exposure to credit risk, foreign currency risk and interest rate risk can found in **note 1.9, 3.2.2, 3.2.3, 3.2.4.**

Exposure to credit risk

Trade receivables inherently expose the Authority to credit risk, being the risk that the Authority will incur financial loss if customers fail to make payments as they fall due.

The Authority's historical credit loss experience does not show significantly different loss patterns for different customer segments. The provision for credit losses is therefore based on past due status without disaggregating into further risk profiles. The loss allowance provision is determined as follows:

	2021 Estimated gross carrying amount at default	2021 Loss allowance (Lifetime expected credit loss)	2020 Estimated gross carrying amount at default	2020 Loss allowance (Lifetime expected credit loss)
Not past due: 0.25% (2020: 0.1%)	5,049,900	12,625	6,781,242	6,781
Less than 30 days past due: 0.01% (2020:0.01%)	378,749	38	301,305	30
31 - 60 days past due: 1% (2020:1%)	-	-	-	-
61 - 90 days past due: 1% (2020:1%)	-	-	-	-
91 - 120 days past due: 1% (2020:1%)	-	-	-	-
	5,428,649	**12,663**	**7,082,546**	**6,811**

7. OTHER FINANCIAL ASSETS				
Fair value through profit or loss (FVTPL)				
Unit trusts				
• Opening balance			26,917,589	15,273,714
Movements for the year				

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
7. OTHER FINANCIAL ASSETS (CONTINUED)		
• Money invested	11,500,000	20,300,000
• Money withdrawn	(9,291,627)	(10,000,000)
• Dividend received and reinvested	1,292,238	1,343,875
Total movement	**3,500,611**	**11,643,875**
Carrying value	**30,418,200**	**26,917,589**
Fair value	**30,418,200**	**26,917,589**

(i) CREDIT QUALITY OF OTHER FINANCIAL ASSETS

The credit quality of cash at bank and short-term deposits excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:

CREDIT RATING:		
Capricorn Asset Management (Pty) Limited (A1+ Moody's credit rating)	30,418,200	26,917,589
8. CASH AND CASH EQUIVALENTS		
Current assets		
Cash in hand	3,136	1,703
Cash at bank	1,412,797	(1,009,342)
Deposits at call	16,891,228	5,566,186
	18,307,161	**4,558,548**
(i) RECONCILIATION TO CASH FLOW STATEMENT		
The above figures reconcile to the amount of cash shown in the statement of cash flows at the end of the financial year as follows:		
Balances as above	18,307,161	4,558,548
Balances statement of cash flows	**18,307,161**	**4,558,548**

(ii) CREDIT QUALITY OF CASH AT BANK AND SHORT-TERM DEPOSITS EXCLUDING CASH IN HAND

The credit quality of cash at bank and short-term deposits excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or historical information about counterparty default rates:

CREDIT RATING:		
Bank Windhoek Limited (A1+ Moody's credit rating)	3,477,085	(11,421)
CREDIT RATING:		
First National Bank Namibia (ba3 Moody's credit rating)	2,386,022	4,084,341
CREDIT RATING:		
Nedbank Namibia (zaA-1+ Moody's credit rating)	12,440,918	483,925
9. TRADE AND OTHER PAYABLES		
Trade creditors	5,138,684	2,212,660
Other Payables - Namibia Training Authority	181,874	181,874
Sundry creditors	6,375	1,565,130
Provision for salary bonus	5,698,202	3,939,000
Provision for leave pay	5,997,220	3,986,452
	17,022,355	**11,885,116**

Due to the short nature of trade and other payables the fair value approximate the carrying amount.

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
10. CONTRIBUTION	**34,491,766**	**34,491,766**
The BIPA established under the BIPA Act, 2016 (Act No. 8 of 2016) took over all the assets and liabilities of the BIPA established under section 21 of the Companies Act.		
RECONCILIATION		
Opening balance	34,491,766	34,491,766
Contributions during the year	-	-
Balance as at year end	**34,491,766**	**34,491,766**
11. DEFERRED INCOME		
Opening balance	3,247,039	3,247,039
Depreciation charge for the year	(231,931)	-
	3,015,108	**3,247,039**

12. REVENUE FROM CONTRACTS WITH CUSTOMERS

12.1 Disaggregation of revenue from contract with customers

	Timing of revenue recognition - Over time	Timing of revenue recognition - At point in time	Revenue from external customers - 2021	Revenue from external customers - 2020
Income from Registrations of Companies, Close Corporation and Defensive names	-	4,865,802	4,865,802	4,839,232
Income from Amendments of Companies and Close Corporation	-	502,728	502,728	840,476
Registration of Trademarks, Patents and Copyrights	-	4,729,740	4,729,740	4,370,079
Other income - file request and copies	-	110,988	110,988	73,429
Total	**-**	**10,209,258**	**10,209,258**	**10,123,216**

12.2. Disaggregation of revenue from non-exchange transactions

	Revenue from external customers - 2021	Revenue from external customers - 2020
Income from Annual Duties and Returns	64,018,118	46,152,840
Total	**64,018,118**	**46,152,840**

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
13. OTHER INCOME		
Share of fees - African Regional Intellectual Property Organisation (ARIPO)	4,253,800	2,766,991
Sundry Income	2,005	13,100
Share of fees - World Intellectual Property Organisation (WIPO)	2,850,214	3,092,114
Government Grants - Ministry of Industrialization and Trade ("MIT")	5,800,200	21,500,000
Profit on sale of property, plant and equipment	1,496	-
Grant received (Cash) - Deutsche Gesellschaft fur Internationale Zusammenarbeit	722,169	1,282,584
Donation received (Deferred income) - Deutsche Gesellschaft fur Internationale Zusammenarbeit	231,931	231,931
Exchange (gain)/loss	-	1,417,815
Donation received - Land and Building (MIT) (refer to note 4:PPE)	11,900,000	-
	25,761,815	**30,304,535**
14. OPERATING SURPLUS / (DEFICIT)		
Operating Surplus / (Deficit) for the year is stated after accounting for the following:		
Operating lease charges		
Premises		
• Contractual amounts - Head office (Short-term lease)	59,195	1,522,837
Equipment		
• Contractual amounts (Low value lease)	278,464	521,393
Depreciation on property, plant and equipment (note 4,5 & 20)	3,986,766	4,063,436
Employee costs	**54,982,924**	**48,178,151**
15. EMPLOYEE COSTS		
Basic Salaries	40,274,442	34,593,780
Pay As You Earn (PAYE)	7,803,038	7,256,554
Medical Aid	1,625,148	1,352,335
Nedloans Contributions	-	72,738
Namibia Public Workers Union (NAPWU)	143,489	120,546
Defined Pension Fund	4,882,734	4,510,359
Social Security Contribution	254,073	271,839
	54,982,924	**48,178,151**

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
16. TAXATION		
The Authority is exempt from income tax in terms of section 16(1) of the Income Tax Act of Namibia, as amended.		
17. FINANCE INCOME AND COSTS		
Finance income		
Bank	94,298	165,775
Interest on short term Investments	1,292,238	1,343,875
	1,386,536	**1,509,650**
Finance costs		
Finance charges for lease liabilities	(286,561)	(512,585)
Net finance income	1,099,975	997,065
18. AUDITOR'S REMUNERATION		
Auditor's fees	333,324	148,586
19. CASH USED IN OPERATIONS		
Surplus for the year	24,972,972	17,015,434
Adjustments for:		
Depreciation and amortisation	3,986,766	4,063,436
Loss (gain) on foreign exchange	835,382	(1,417,815)
Loss on sale of Non-Current Assets	635,525	-
Profit on sale of non-current assets	(1,496)	-
IFRS 16 Finance cost	286,561	-
Finance Income	(1,386,536)	-
Provision for expected credit losses	12,663	-
Non-cash investing and financing activities		
• Balancing figure	-	24,829
• Donation received - Land and Buildings	(11,900,000)	-
• Adjustment to opening balance	(38,476)	-
• Deferred income release to income statement	(231,931)	-
• Other non-cash items	1,496	-
Changes in working capital:		
Decrease / (Increase) in trade and other receivables	1,647,086	(2,184,730)
(Decrease) / Increase in trade and other payables	4,301,857	4,160,109
	23,121,869	**21,661,263**

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
20. LEASES		
20.1. Amounts recognised in the statement of financial position		
The statement of financial position shows the followings relating to leases:		
Right-of-use assets		
Opening balance	3,640,379	5,939,565
Depreciation	(1,213,459)	(2,299,186)
	2,426,920	**3,640,379**
Lease liabilities		
Current	1,620,887	2,370,781
Non-Current	-	1,620,877
	1,620,887	**3,991,658**
20.2. Amounts recognised in the statement of surplus or deficit		
The statement of comprehensive income shows the following amounts relating to leases:		
Depreciation charge-of-right of use		
Buildings	1,213,459	2,299,186
	1,213,459	**2,299,186**
20.3. Operating lease - as leasee (expense)		
Interest expense (included in finance costs)	286,561	512,585
Expense relating to short-term leases (included in cost of goods sold and administrative expenses)	59,195	1,522,837
Expense relating to variable lease payments not included in lease liabilities (included in administrative expenses)	**278,464**	**521,393**

The Authority leases various equipment and office buildings. All have a fixed term lease periods of three years. The lease terms are negotiated differently and have different terms of conditions. Extensions and termination are explicitly included.

Right-of-use leases asset are depreciated at the shorter of asset's useful life and the lease term on a straight line basis.

	2021 N$	2020 N$

21. RELATED PARTIES

21.1. RELATIONSHIP

Related party relationship exists between the Authority and:

Entity / Organisation	Relationship
Key Management	
Ministry of Public Enterprises	State Enterprise Governance / Government
Ministry of Industrialization and Trade ("MIT")	Line Ministry / Government
Ministry of Finance	Treasury / Government
African Regional Intellectual Property Organisation (ARIPO)	Member State
World Intellectual Property Organisation (WIPO)	Member State
Corporate Registers Forum (CRF)	Member State

21.2. TRANSACTIONS

Related party transactions:

	2021 N$	2020 N$
21.2.1. Key Management		
• Chief Executive Officer and Executives	3,046,831	2,970,646
Key management comprises of the Chief Executive Officer, four (4) Executives, and two (2) Acting Executives		
21.2.2. Other Income		
• Share of fees - African Regional Intellectual Property Organisation (ARIPO)	4,253,800	2,766,991
• Share of fees - World Intellectual Property Organisation (WIPO)	2,850,214	3,092,114
21.2.3. Government Grants		
• Ministry of Industrialization and Trade ("MIT") - Grant received	5,800,200	21,500,000
21.2.4. Other income		
• Donation received - Land and Building	11,900,000	-
21.2.5. Operating expenses		
• ARIPO Specific Membership Contribution	482,094	461,913
• WIPO Membership Contribution	47,234	41,216
• CRF Membership Contribution	6,356	6,028
• State-Owned Enterprise CEO Forum Membership Contribution	20,000	20,000
	555,684	**529,157**

Notes to the Annual Financial Statements (Continued)

	2021 N$	2020 N$
21. RELATED PARTIES (Continued)		
21.3. BALANCES		
Related party balances:		
21.3.1. Trade and other receivables		
• African Regional Intellectual Property Organisation (ARIPO)	1,997,132	2,721,448
• World Intellectual Property Organisation (WIPO)	2,721,417	3,656,271
• Ministry of Industrialization and Trade ("MIT")	-	7,865
22. BOARD MEMBERS EMOLUMENTS		
Non-Executive Directors emoluments consists of:		
• Sitting and retainer allowances	393,933	229,178
• Travelling expenses (Daily Subsistence & Travel Allowance)	110,971	178,420
	504,904	**407,598**
23. EXPENSE BY NATURE		
• Bar-coding retrieval file	1,349,800	1,365,779
• Consulting fees	3,337,893	2,457,887
• Depreciation and amortization	3,986,766	4,063,436
• Salaries and wages	54,982,924	48,178,151
• Loss on sale of Non-Current Assets	635,525	-
• Silnam Support Services	1,932,000	1,932,000
• Telephone & fax	1,521,488	1,265,067
• Other operating expenses	8,656,360	11,812,488
	76,402,755	**71,074,807**

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Detailed Statement of Surplus or Deficit and Other Comprehensive Income

	2021 N$	2020 N$
Revenue		
Income from Registrations of Companies, Close Corporation and Defensive names	4,865,802	4,839,232
Income from Amendments of Companies and Close Corporation	502,728	840,476
Income from Annual Duties and Returns	64,018,118	46,152,840
Registration of Trademarks, Patents and Copyrights	4,729,740	4,370,079
Other income - file request and copies	110,988	73,429
	74,227,376	**56,276,056**
Other income		
Share of fees - Africa Regional Intellectual Property Organisation (ARIPO)	4,253,800	2,766,991
Sundry income	2,005	13,100
Share of fees - World Intellectual Property Organisation (WIPO)	2,850,214	3,092,114
Government Grants - Ministry of Industrialization and Trade ("MIT")	5,800,200	21,500,000
Grant received (Cash) - Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ)	722,169	1,282,584
Interest received	1,386,536	1,509,650
Profit on sale of property, plant and equipment	1,496	-
Donation received (Deferred income) - Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ)	231,931	231,931
Donation received - Land and Building	11,900,000	-
Exchange (gain)/loss	-	1,417,815
	27,148,351	**31,814,185**
Expenses (Refer to page 108 & 109)	**(76,402,755)**	**(71,074,807)**
Surplus for the year	**24,972,972**	**17,015,434**

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Detailed Statement of Surplus or Deficit and Other Comprehensive Income (Continued)

	Note(s)	2021 N$	2020 N$
Operating expenses			
ARIPO Specific contribution		482,094	461,913
Advertising		269,707	343,949
Auditors remuneration	**18**	333,324	148,586
Bank charges		199,060	245,546
Bar-coding retrieval file		1,349,800	1,365,779
Books, Journals and Manuals		6,147	20,904
Cleaning		114,725	99,687
Computer expenses		683,969	853,800
Consulting fees		3,337,893	2,457,887
Courier & Postage		458,206	472,814
Covid - 19 expenses		592,164	300,643
Depreciation and amortisation	**4,5 & 20**	3,986,766	4,063,436
Directors fees		393,933	229,178
Electricity & Water		470,749	557,934
Employee costs	**15**	54,982,924	48,178,151
Finance costs		286,561	512,585
Flowers & Gifts		46,175	-
Loose tools and equipment		5,135	16,560
Loss allowance		12,663	6,811
Loss on sale of Non-Current Assets		635,525	-
Insurance		113,355	123,013
Lease of machinery		278,464	521,393
Legal expenses		-	-
Loss on exchange difference		835,382	-
Motor vehicle expenses		95,036	173,403
Membership fees		42,209	54,205
NTA - VET Levy		469,900	505,782
Parking fees and fines		-	1,000
Printing & Stationery		739,047	947,486
Promotions		41,915	23,696
Rent Paid		59,195	1,522,837
Recruitment expenses		-	43,706
Refreshments		71,625	69,881
Repairs & Maintenance		163,865	684,997

ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2021

Detailed Statement of Surplus or Deficit and Other Comprehensive Income (Continued)

	Note(s)	2021	2020
		N$	N$
Retreats, Conferences and Team Building		120,063	98,889
Rewards & recognition		1,250	-
Security		490,520	864,264
Silnam Support Services		1,932,000	1,932,000
Telephone & fax		1,521,488	1,265,067
Training/Capacity Building		254,482	360,283
Travelling costs		476,093	1,459,116
WIPO Contribution		47,234	41,216
WIPO Day		-	24,848
Wellness event		2,110	21,562
		76,402,755	**71,074,807**

NOTES

bipa

BUSINESS AND INTELLECTUAL PROPERTY AUTHORITY

Protecting Entrepreneurship and Innovation

HEAD OFFICE

PZN Building, 3 Ruhr Street
Northern Industrial Area
Windhoek, Namibia
P O Box 185, Windhoek
Tel: 061 299 4400

KATUTURA OFFICE

Erf No: 2780 Shire street
Wanaheda
Extension 2
Tel: 061 299 4452

BIPA REGIONAL OFFICE – ERONGO

Sam Nujoma Avenue
Erf No: 3147
Walvis Bay
Tel: 064 220170