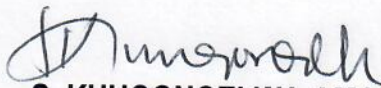

General Notices

Office of the Prime Minister

Administrative Directives No. 1 of 2018

ADMINISTRATIVE DIRECTIVE ISSUED UNDER THE PUBLIC SERVICE ACT, 1995 (ACT NO. 13 OF 1995)

In my capacity as Prime Minister, and under the powers vested in me by virtue of section 5(2)(n) of the Public Service Act, 1995 (Act 13 of 1995), I hereby issue the Directive on the promotion of efficiency in the administration of offices, ministries and agencies (OMAs), which Directive shall become effective on 1 February 2018


S. KUUGONGELWA-AMADHILA
PRIME MINISTER



27 February 2018
Windhoek, [Date]

Republic of Namibia
Office of the Prime Minister

Administrative Directive: Policy measures and procedures to be implemented to control personnel and other expenditure in the Public Service of Namibia and to enhance efficiency in the management and use of public resources.

No. 1/2017: 01 February 2018

1. PURPOSE

This Administrative Directive ("this Directive") is issued as part of the powers of the Prime Minister to direct the Public Service to promote efficiency in Offices/Ministries/Agencies as provided in Section 5(2) (n) of the Public Service Act, 1995 (Act 13 of 1995), and in line with the Cabinet Directives to contain and stabilise the total personnel expenditure in the Government of the Republic of Namibia (Cabinet Action Letter 1st/14.02.17/003). This Directive defines and outlines various policy measures and procedures pertaining to the control of personnel and other expenditure in the Public Service of Namibia and to enhance efficiency in the management and use of public resources.

2. OBJECTIVES

There is a critical need to proactively control the escalating personnel and related expenses in the Public Service toward the achievement of the following main objectives:

- (i) Establish adequate expenditure control system(s).
- (ii) Gradually reduce personnel and related expenses.
- (iii) Encourage the reduction of daily subsistence and travel allowances and overtime expenses over the next 3 financial years.
- (iv) Reduce telephone expenses over the next 3 financial years.



- (v) Reduce transport expenses over the next 3 financial years.
- (vi) Encourage OMAs to collaborate with each other to streamline processes and to avoid unnecessary duplication of activities and expenses.

3. SCOPE

This Directive applies to all OMAs.

4. ENFORCEMENT AND COMPLIANCE

The enforcement of this Directive shall be compulsory on all OMAs. It shall further be implemented, subject to the provisions of the Public Service Act, 1995 (Act No. 13 of 1995), the regulations, staff rules, policy directives and other relevant measures issued thereunder. Equally, the State Finance Act, 1991 (Act 31 of 1991), and the Treasury Instructions apply in cases of fiscal compliance set out in this Directive. Failure to comply with this Directive may result in disciplinary action in accordance with the measures governing discipline in the Public Service.

5. COMMUNICATION

It is the responsibility of the Permanent Secretaries/Accounting Officers to bring the content of this Directive to the attention of all staff members and members of the services.

6. MONITORING AND EVALUATION

The implementation of this Directive shall be assessed on a quarterly basis by the Secretary to Cabinet as part of the performance review of Permanent Secretaries/Accounting Officers.

7. EXECUTION



All Permanent Secretaries/Accounting Officers are expected to implement this Directive with effect from the date of issuance as follows:

7.1. TRAVELLING

The mechanisms for administering travel on official business must be conducted in the following manner;

7.1.1. Official Travelling

- (i) Official air travel in business class to qualifying staff members is limited to long-haul flights.
- (ii) Travel by road over long distances of 500 km and more should be limited to cases where there is no other option.
- (iii) The Permanent Secretaries/Accounting Officers shall determine the mode of travel for larger groups, including management, to curb the expenses on the use of many cars going to one destination for the same purpose.
- (iv) Travel of Permanent Secretaries/Accounting Officers shall be approved by the Secretary to Cabinet after consultations with the relevant Minister.
- (v) Travel abroad by a delegation should not exceed 2 staff members. Any delegation with more than 2 staff members requires special consideration by the Secretary to Cabinet in consultation with the Minister.
- (vi) If applicable, local and international travel by an individual staff member shall be capped, and shall not exceed two trips outside the country per year and three trips within the country. Exceptions shall be considered and approved by the Permanent Secretaries/Accounting Officers on merit.
- (vii) There must be close monitoring to achieve a reduction of the number of trips by individual staff members who travel more than twice a year.

7.1.2. Official transport/Usage of government cars



- (i) No OMA may buy new vehicles unless approved by the Secretary to Cabinet.
- (ii) GRN Vehicles shall not be used for personal purposes.
- (iii) GRN vehicles must be parked at 17h00 at the office or officially designated parking place.
- (iv) Assigning of vehicles for official use after hours to individual staff members shall only be done for essential services.

7.1.3. Daily Subsistence Allowance (DSA)

- (i) All sponsorship or co-sponsorship must be declared and must be deducted from payable DSA and travel allowance or recovered from the staff members.
- (ii) Permanent Secretaries/Accounting Officers have discretionary powers to determine the most suitable and economic rate of DSA for each official travel.
- (iii) Permanent Secretaries/Accounting Officers shall decide on whether to pay directly to the accommodation establishment or to the staff member, whichever is most economical option.
- (iv) Funds shall not be viremented from or within any vote from other activities or projects to the DSA and travel allowance budgetary subdivision. It can only be done in exceptional situations on account of emergencies to avert calamities.

7.1.4. Attendance of Trade Fairs

- (i) The participation by OMAs at various trade fairs should be restricted and limited to trade fairs adding significant value to the performance of the respective institution.
- (ii) Participation in trade fairs should be limited to staff members where the OMA has offices in those regions.



7.2. PHASING OUT OF MANUAL MANAGEMENT SYSTEMS

7.2.1. Information Communication Technology (ICT)

OMAs shall:

- (i) Implement the human capital management system (HCMS), establish a project team and develop an implementation plan with a timeline.
- (ii) Conduct regular HR Audits to root out the possibility of employing ghost-workers. An annual report on such Audits shall be submitted to Secretary to Cabinet.
- (iii) Conduct meetings, where possible, through video or telephone conferencing to reduce travelling and loss of production time.
- (iv) Institute paperless meetings to protect the environment and reduce cost.
- (v) Make use of email facilities to reduce printing of letters, memoranda and photocopying and delivery of documents.

7.2.2. Acquisition and Allocation of Electronic Devices and Newspapers

- (i) Existing circulars on the allocation of tablets and mobile phones must be reviewed to ensure the allocation of one item to a qualifying staff member. A choice should also be made between a laptop or desktop.
- (ii) A 4G device may be given to a staff member where it is essential due to the nature of the work.
- (iii) A policy for the effective disposal of electronic devices to prevent depreciation, loss and theft should be developed.
- (iv) Purchasing of Newspapers for staff members at the expense of Government should stop with effect from 01 April 2018.

7.3. AUXILIARY (support and shared services)



All OMAs shall ensure that support services are executed according to the following premises;

7.3.1. Printing and photocopying

Permanent Secretaries/Accounting Officers shall put strict measures in place to control printing and photocopying of documents.

7.3.2. Acquisition and Disposal of Furniture

- (i) OMAs must collaborate in the acquisition, exchange and disposal of furniture to avoid wastage.
- (ii) Old office furniture should only be replaced if it is assessed and found not to be usable.
- (iii) Broken furniture should be repaired for re-use. However, if the repair cost is higher than the acquisition of new furniture of the same quality, new furniture may be acquired.
- (iv) The cost of damage to furniture on account of negligence must be recovered from the responsible staff member.

7.3.3. Asset Register

All OMAs shall establish and maintain an Asset Register for all movable and immovable state property on an annual basis.

7.3.4. Maintenance

- (i) Permanent Secretaries/Accounting Officers must ensure the full implementation of Cabinet Decision No. 1st/22.01.08/002 and 22nd/11.12.07/006 on the creation of maintenance units in all OMAs.
- (ii) OMAs must establish a maintenance schedule for all movable and immovable state property including plumbing and energy to ensure that there is no water and electricity wastage with effect from 1 March 2018.



- (iii) OMAs must employ qualified staff to conduct routine maintenance, plumbing, fixing of fixtures and office equipment. This should be done within the existing organisational structure and approved funded posts.

7.3.5. Annual stock taking

Staff members in regional offices of OMAs must be trained to conduct stock control in their respective regions. Staff members should not travel from the head-office or from one region to another, to conduct stock control at regional level.

7.4. OTHER MANAGEMENT ISSUES

7.4.1. Creation of posts and filling of vacancies

- (i) The review of staff establishments may be considered only after every five years and supported by a strategic plan review and other empirical evidence.
- (ii) The Minister of Finance will issue guidelines for capping personnel expenditure in consultation with the Office of the Prime Minister.
- (iii) The creation of new posts shall not be allowed unless it is on account of compensatory reductions and based on a workload assessment.
- (iv) Posts that remain vacant for more than 6 months should be abolished and/or may be given up for compensatory reductions. Filling of vacancies should only be done with the approval of Secretary to Cabinet and will only be approved when it is critical for the performance of the OMA.
- (v) The farming out of work, appointment of staff members additional to establishment and temporary employment is not allowed except under special circumstances as the concomitant costs thereof is prohibitively high. In such cases, requests should be critically analysed to determine the reasons for the absence of expertise and or capacity in OMAs and measures be identified to address the capacity gaps.



7.4.2. Performance Management

- (i) The implementation of performance management throughout OMAs is compulsory.
- (ii) Each OMAs must submit an implementation plan to fully roll out Performance Management Systems within one year with clear performance standards and key performance indicators.
- (iii) Quarterly performance reviews for each individual staff member must be carried out. Performance indicators should be based on strategies and deliverables contained in the Annual Plans of OMAs.
- (iv) Continuous performance results below average must result in remedial and disciplinary actions.
- (v) Staff members on probation must be closely supervised and assessed before confirmation. No confirmation should be done without an assessment report.

7.4.3. Human Resources Development Plan (HRDP)

- (i) Each OMA must conduct a compulsory skills gap survey as input into the Public Service Human Resources Development Plan (HRDP) for implementation with effect from April 2019.
- (ii) All staff training and development interventions must be conducted in accordance with the HRD Plan.
- (iii) It is compulsory to induct and orient all new and promoted or transferred staff members.
- (iv) The Permanent Secretary /Account Officers of each OMA must institute a robust mentoring and coaching system with effect from 01 March 2018.
- (v) All training must have direct relevance to the job and the work of the OMA and must be done in the most cost efficient manner.



7.4.4. Overtime

- i. Lack of productivity during the normal working hours must be investigated and dealt with. It must not be used to motivate overtime work.
- ii. Overtime work must be subject to prior approval by supervisors and there must be measurable output to be realised during the period of overtime work.
- iii. Overtime work must be done in the most cost efficient manner, such as the use of flexi time, avoiding Sundays and public holidays and limiting overtime to ordinary hours as opposed to hours falling in the category of nightshift.

7.4.5. Disciplinary Action

- (i) Permanent Secretaries/Accounting Officers must enforce disciplinary measures as provided for in the Public Service Act and Public Service Staff Rules.
- (ii) Non-adherence to the laid down procedures and timelines in instituting disciplinary action or failure to act resulting in financial loss and/or reputational damage to the State due to negligence, must be investigated and disciplinary action taken against the responsible staff member/s.
- (iii) Permanent Secretaries/Accounting Officers must recover state monies, assets or properties lost, on account of negligence by the responsible staff member/s.
- (iv) Disciplinary measures in regard to non-performance should be enforced.

7.4.6. Management of leave days

- i. Vacation leave is compulsory for staff members and staff members cannot opt to forfeit it in order to demand encashment of leave days.

- ii. To ensure effective management of leave, the compulsory taking of annual vacation leave in terms of the Labour Act and the vacation leave measures, must be enforced to prevent the accumulation and subsequent encashment of leave days.
- iii. Leave days must also be appropriately managed in terms of applicable policies and rules in order to mitigate against negative impact on the work of the Office and to contain cost. All leave requests should be supported by evidence to ensure they comply with the provisions of the policies and legal framework.
- iv. Staff members going on leave should make arrangements for work not to be stagnant while on leave. Delays in work performance as a result of leave taken should be dealt with by concerned staff without demanding for overtime payment.

7.5. CUSTOMER SERVICE DELIVERY

7.5.1. Customer Service Charters

- (i) Permanent Secretaries/Accounting Officers must develop customer service charters for each of its functional activities and services.
- (ii) The charters must be displayed at all points of entry and on OMAs' websites.
- (iii) Staff members must adhere to the undertakings given in the customer service charters.

7.5.2. Feedback to the public

Public questions posted on various platforms must receive answers as per the timelines set out in the published customer service charters.

