Republic of Namibia

Office of the Prime Minister
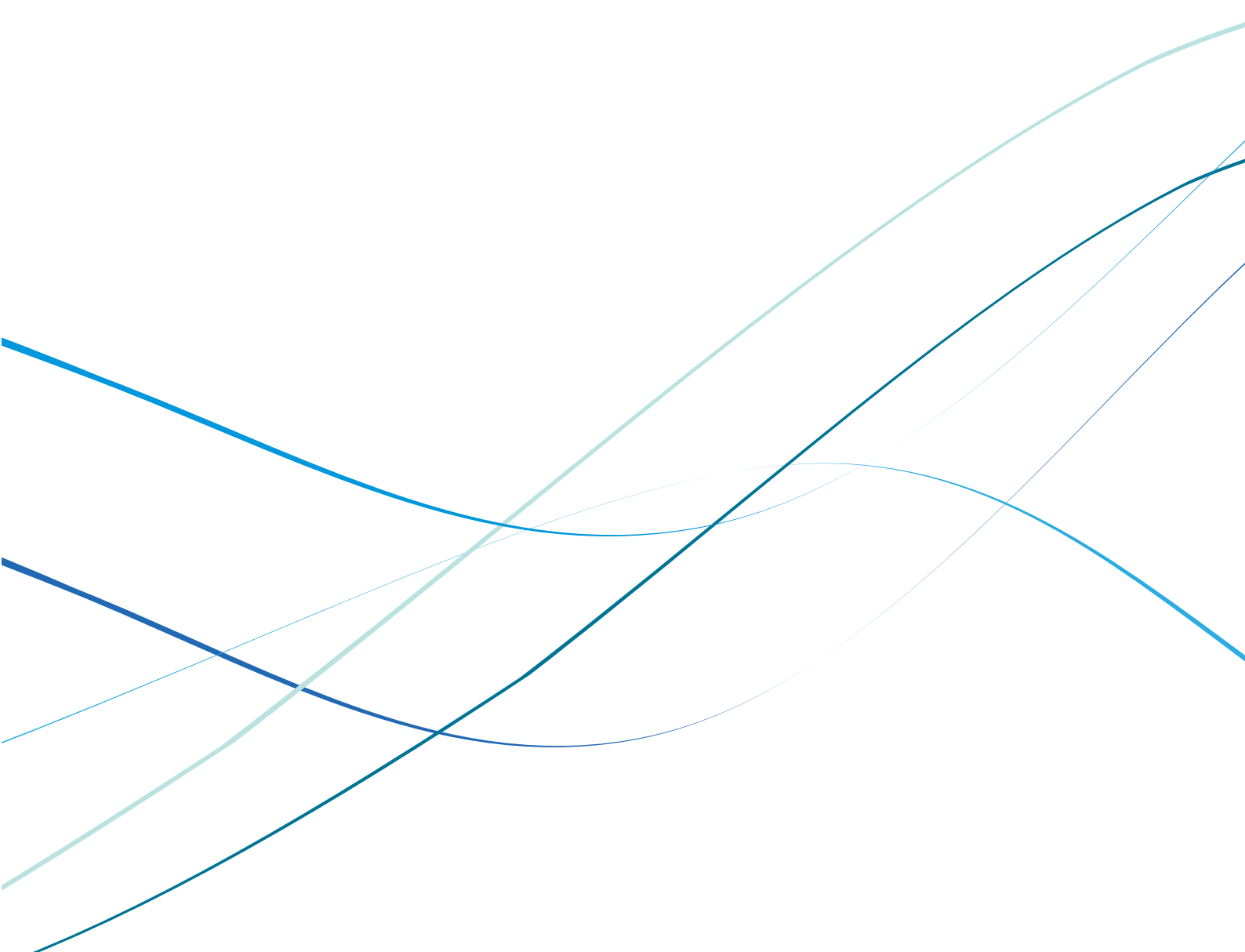
Republic of Namibia

Office of the Prime Minister

Annual Report 2019-2020

TABLE OF CONTENTS

1. CONTACT INFORMATION

Physical Address:	**Office of the Prime Minister**
	Love Street
	Parliamentary Gardens
	Windhoek, Namibia
Postal Address:	**Office of the Prime Minister**
	Private Bag 13338
	Windhoek, Namibia
Telephone Number:	+264 61 287 9111
Fax Number:	+264-61-23 4296
Website:	www.opm.gov.na
Twitter:	@OpmNamibia
Facebook:	OpmNamibia
Email:	info@opm.gov.na

2. LIST OF ABBREVIATIONS / ACRONYMS

APSD	Africa Public Service Day
BPR	Business Process Re-engineering
DBIR	Directorate Benefits and Industrial Relations
CCLSI	Cabinet Committee on Land and Social Issues
CCPEs	Cabinet Committee on Public Enterprises
CCTED	Cabinet Committee on Trade and Economic Development
CCT	Cabinet Committee on Treasury
CCOPP	Cabinet Committee on Defence, Security and International Relations
CLS	Children of the Liberation Struggle
CRO	Chief Regional Officer
CSC	Customer Service Charter
CSS	Citizen Satisfaction Survey
DAITM	Department for Administration and Information Technology Management
DPSIR	Department Public Service Innovation and Renovation
DPSITM	Department Public Service Information Technology Management
ED	Executive Director
EDRMS	Electronic Documents and Records Management System
GBV	Gender Based Violence
GRN	Government of the Republic of Namibia
H.E	His Excellency
HON	Honourable
HCMS	Human Capital Management System
HPP	Harambee Prosperity Plan
HR	Human Resources
HRD	Human Resource Development
HRIS	Human Resource Information Systems
HRP	Human Resource Practitioner
HRPD	Human Resource Practitioner Development
ICT	Information and Communication Technology
IPM	Institute for Public Management
I&O	Induction and Orientation
IT	Information Technology
ITSM	IT Service Management
ITU	International Telecommunications Unions
IUM	International University of Management
MAWF	Ministry of Agriculture, Water and Forestry

MBA	Masters of Business Administration
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MGECW	Ministry of Gender Equality and Child Welfare
MoF	Ministry of Finance
MoJ	Ministry of Justice
MTEF	Medium-Term Expenditure Framework
MURD	Ministry of Urban and Rural Development
NAMSACCO	Namibia Public Service Savings and Credit Co-operative
NDP	National Development Plan
NEEEF	National Equitable Economic Empowerment Framework
NEEEB	National Equitable Economic Empowerment Bill
NIPAM	Namibia Institute of Public Administration and Management
NUST	Namibia University of Science and Technology
OMAs	Offices, Ministries and Agencies
OPM	Office of the Prime Minister
PM	Prime Minister
PMB	Prime Minister's Bureau
PMS	Performance Management System
PPAT	Public Policy Analysis Toolkit
PSC	Public Service Commission
PSEMAS	Public Service Employee Medical Aid Scheme
PSM	Public Service Management
PSIP	Public Sector Innovation Policy
PSSR	Public Service Staff Rules
RCs	Regional Councils
SACCO	Savings and Credit Co-operative
SADC	Southern African Development Agency
SME	Small to Middle Enterprises
SO	Strategic Objectives
T&D	Training and Development
UNAM	University of Namibia
UNPAN	United Nations Public Administration Network Portal

3. OUR TOP LEADERS

Hon. Dr. Saara Kuugongelwa-Amadhila

Prime Minister

Hon. Netumbo Nandi-Ndaitwah

Deputy Prime Minister

Hon. Samuel Chief Ankama

Deputy Minister

Dr. George Simataa

Sectretary to Cabinet

Mr. I-Ben Natangwe Nashandi

Executive Director

4. MESSAGE FROM THE RIGHT HONOURABLE PRIME MINISTER

This Annual Report offers an insight into the activities carried out by the Office of the Prime Minister during the 2019/2020 Financial Year.

Hon. Dr. Saara Kuugongelwa-Amadhila
Prime Minister

The Office of the Prime Minister is mandated to manage the Public Service to ensure a result-driven service delivering quality services to citizens. The Prime Minister is also charged to lead Government business in Parliament and coordinate the work of Cabinet.

The activities of the Office during the 2019/2020 Financial Year were geared towards achieving the mandate of the Office.
The Office continued with the implementation of the e-governance project with the aim to improve public administration and the efficiency and effectiveness of public service.

Thus far, a number of services have been and continue to be automated. Amongst them is the automation of the Gender Based Violence system which is being piloted in Windhoek and will soon be extended to the rest of the country. The aim of this system is to improve the quality of GBV case management services, coordination, reporting and relationships with stakeholders.

This is particularly important because of recent, there has been an increase in the number of GBV cases reported in the country, and Government other stakeholders can only effectively manage the process when there is an appropriate system to provide the necessary GBV data in the country. This system was developed with inputs from the Ministry of Home Affairs, Immigration and Safety and Security's Department of the Namibian Police and the Ministry of Health and Social Services, as well as other development partners as Key Users.

All Key Users will be provided with the necessary training as a way of ensuring optimal use of this important system which will provide crucial data regarding Gender Based Violence and enable Government to come up with informed interventions to curb this scourge.

Another important intervention carried out during the 2019/2020 Financial Year is the development of the Social Registry System to integrate and improve the management and reporting on social grants the Government is offering to the vulnerable members of our society. Government spend a substantial amount of the national budget towards Social Safety Nets. The Social Registry System will integrate different social grants such as pensions, veterans', OVCs and disability grants and others provided by the Government in order to establish a comprehensive database, eliminate duplication and ensure proper identification of beneficiaries.

We appreciate that improvement in public service can only be realized when we have a system in place to measure, monitor and evaluate the performance of those entrusted with the task of public service delivery. The implementation of the Performance Management System, therefore, continues to be prioritized through the roll out of the system and capacity building for its implementation through training.
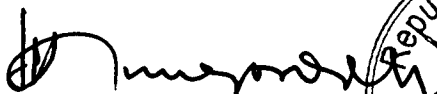
Offices/Ministries and Agencies are required to have in place Strategic Plans that should be cascaded into Annual Plans and into the Performance Agreement to serve as a strategic roadmap in the execution of daily responsibilities by all Public

servants. We will continue to refine the system by streamlining Performance Management Policies for the Public Office Bearers and Public Servants, with the aim to achieve synergy.

We have also continued with the important function of payroll verification, which we started during the 2018/2019 financial year.

Tied to this, is the Public Service Innovation Policy that promotes innovation and inculcates a culture and practice of innovation in all spheres of the Government, and Public Service Reform Policy that will charter the way forward for public service reform in the country.

Furthermore, the completion of the revision of the third edition of the Cabinet Handbook was an important milestone as it provides a systematic approach to the work of Cabinet by specifying responsibilities and articulating the procedures for the conduct of Cabinet business. This book serves an indispensable guide of ensuring effective and efficient performance within Government.

Hon. Dr. Saara Kuugongelwa-Amadhila
Prime Minister

5. EXECUTIVE SUMMARY BY THE EXECUTIVE DIRECTOR

I-Ben N. Nashandi
Executive Director

As a convention, the main purpose of an Annual Report is to review specific actions undertaken by various Departments, Directorates and Divisions of an organisation to address specific strategic issues and to achieve associated strategic objectives.

Hence, the Office of the Prime Minister is delighted to present the OPM Annual Report for the financial year 2019-2020, mainly highlighting such actions, achievements and challenges that the Office faced in executing its mandate.

To start with, let me hasten to outline the Strategic Objectives (OS) which the OPM has selected for itself for the period under review:

SO2. Ensure effective leadership and good governance
SO3. Accelerate performance improvement in the Public Service
SO4. Leverage e-Governance and ICT infrastructure
SO5. Promote responsiveness and accountability to citizens
SO7. Enhance organisational performance culture

The key output effective leadership and good governance was; improved policy coordination. In this regard, OPM through Cabinet Secretariat facilitated 81 discussions on policy issues and Cabinet further considered and endorsed 28 policies. It is also delighting to report that the quarterly reports on effectiveness of the implementation of the nine (9) strategies aimed at containing the Wage Bill, indicates a huge impact of the strategies on containing the wage bill.
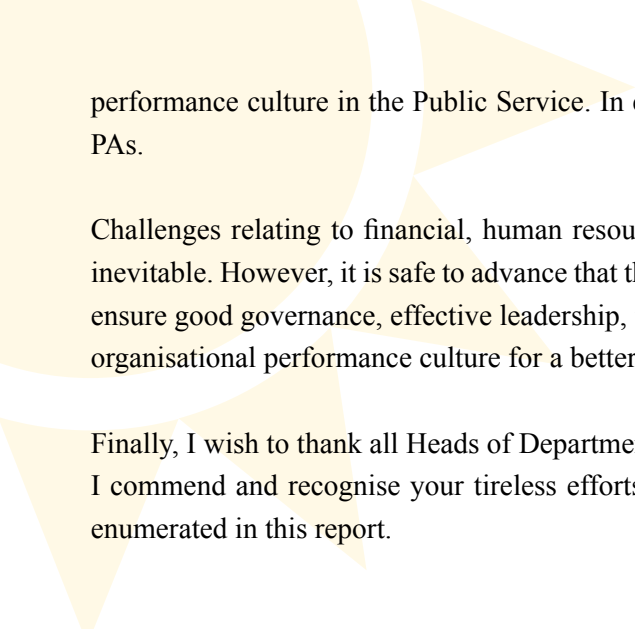
In an effort to accelerate performance improvement in the public service, and promoting ethics and integrity, OPM has ensured that the revised Code of Conduct, Ethics and Integrity policy has been fully implemented and is operationalised in all OMAs and RCs.

Under the Public Service Wellness and Occupational Health Safety, OPM has championed the implementation and operationalisation of the Wellness, Occupational Health and Safety policy. There are also great strides underway in the implementation of planned PSEMAS reform initiatives. So far, a temporary structure for PSEMAS reform has been approved by PSC.

Great achievements have also been observed in terms of leveraging e-Governance and ICT infrastructure services with key outputs, *inter-alia*, including; internet services provided to OMAs/RCs, Government websites developed and improved, services and processes automated, cyber security programs implemented and IT Policy implemented within the Public Service.

During the period under review OPM also finalised and approved the Public Service Innovation Policy, progressed with the development of the Public Service Reform Policy and conducted a Pilot Staff Satisfaction Survey in the Khomas Region which formed the basis for the Staff Satisfaction Survey to be conducted for the Namibian Government in the 2020/21 financial year. An online One-Stop Service Centre Framework has been developed for the Namibian Government.

As a custodian of the Public Service, we are responsible for an enhanced organisational performance culture in the Public Service. In this regard, we have observed good record of PAs signing, enhanced accountability and inculcated a

performance culture in the Public Service. In effort to lead by example, 85% of all staff members in OPM signed their PAs.

Challenges relating to financial, human resources, administrative inefficiencies and lack of the required expertise are inevitable. However, it is safe to advance that this was indeed a successful financial year. Let us keep up the good work to ensure good governance, effective leadership, improved infrastructure, promoting responsiveness and develop a revered organisational performance culture for a better Namibia.

Finally, I wish to thank all Heads of Departments and their teams for their commitment in serving the Namibian people. I commend and recognise your tireless efforts which despite a number of challenges resulted in all the achievements enumerated in this report.

6. HIGH LEVEL STATEMENTS

(a) Mandate

To coordinate the Executive Function in Parliament, the work of Cabinet, and the Public Service for result-driven service delivery to citizens.

(b) Vision

A better Namibia that is driven by innovative and citizen-centric Public Service.

(c) Mission

To act as centre of expertise that transforms, facilitates, coordinates and capacitates Pubic Service for effective service delivery.

(d) Core Values

Accountability	Taking responsibility for our actions
Integrity	Being honest and ensuring systems and procedures are rules compliant
Accessibility	Making ourselves available at all times to meet customer expectations
Transparency	Our decisions are overt and not open to criticism
Responsiveness	Providing services when they are needed
Innovative thinking	Always looking for solutions to our challenges
Diversity and equality	Treat others with respect and in a manner that we would want to be treated

7. PRIME MINISTER'S BUREAU (PMB)

The Prime Minister Bureau assists the Prime Minister in carrying out the constitutional and political responsibilities of the portfolio and to provide administrative, logistical and technical support to the Prime Minister.

Amongst others, the Bureau performs the following functions;
- Serves the Prime Minister as Strategic Aide/Assistants
- Provide support to the Prime Minister to fulfil her role in the National Assembly, Cabinet and to achieve other National objectives entrusted to the Office of the Prime Minister.
- Facilitate the Prime Minister's public engagement with various stakeholders of OPM,
- Communicate the Prime Minister's messages to the public.

Saima Shaanika
Deputy Executive Director
Prime Minister's Bureau

7.1 Internal engagement

1. The Prime Minister was delegated by H.E. the President to officially launch the first ever Namibian Annual Sport Expo 2019 which took place on 14 March 2019. This initiative represents Namibia's high regard for the entire sports community and demonstrates Government's commitment to the promotion and development of different sport codes in the country.

2. **Consultation with Executive Directors**
This is an annual event on the Prime Minister's calendar. It provides an opportunity for the Prime Minister to engage on matters pertinent public service delivery and how to improve performance.

At this engage, the Prime Minister addressed focused on the Public Service Amendment bill, *Coordination and interface, encouraging a sound relationship* between public officer bearers and administrative structures of OMAs as paramount in the effective administration of OMAs, accountability and procurement of public goods and services, reduction of the wage bill and the importance of ethics and high level of professionalism in the public sector.

3. **The Meeting With Public Enterprises**
This annual occasion brings the Prime Minister together with the Chief Executive Officer of the Public Enterprises to share views and ideas on issues concerning the Public Enterprises in the country.

4. **Visit to the Pot of Hopes**
The Prime Minister visited Pots of Hopes, a community based organisation in Kamanjab, Kunene Region, whose aim is to promote opportunities for the communities through social mobilisation and thereby uplifting the living standard of the community of Kamanjab and its surrounding areas. The organisation produces hand made products as a way of creating employment and provides socio-psycho support to the community of Kamanjab.

7.2 International engagements

During the reporting period, the Prime Minister attended the following international meetings.

1. **Namibia's humanitarian assistance to Mozambique**

The Prime Minister was delegated by H.E Dr. Hage Geingob, President of the Republic of Namibia. and Chairman of the Southern Africa Development Community – SADC, to deliver Namibia's humanitarian assistance to Mozambique in May 2019. This was in response to the plight of the people of Mozambique following the devastating impact of tropical Cyclone Idai and Cyclone Kenneth, both of which have caused devastating damage including the loss of many lives of the people of Mozambique.

Namibia's donation comprised of 250 thousand Water Purification Powder sachet and 184,100 trays of canned fish (2,209,200) cans of fish to assist the affected communities. The consignments were worth over N$36 million.

2. **Global Summit of Women, Switzerland**

The Prime Minister attended and participated in the Global Summit of Women which took place in Basel, Switzerland under the theme, *"Women: Redefining success"*, redefining the role women occupy in the political, social and economic space. The event brought women leaders from the public and private sectors together to discuss issues effecting women.

Prime Minister, Dr. Saara Kuugongelwa- Amadhila (seated: centre) speaking at the
2019 Global Summit of Women in Basel, Switzerland from 4 – 06 July 2019. The summit further
focused on expanding women's economic opportunities globally through exchanges of working
solutions and creative strategies forged by women leaders in different parts of the world.

8. CABINET SECRETARIAT

The Cabinet Secretariat is the central Policy unit of Government and is entrusted with the provision of efficient professional, technical, and administrative support to Cabinet. The Secretariat is headed by the Secretary to Cabinet who is also the administrative Head of the Public Service as provided for in the Public Service Act, 1995 (Act No. 13 of 1995).

The Secretariat is also responsible for ensuring effective and timely implementation of Cabinet Decisions through the following pillars:

a)   Provision of technical and professional services to Cabinet and Cabinet Committees;
b)   Inter-Governmental Coordination;
c)   Monitoring and Evaluation of the Implementation of Cabinet Decisions; and
d)   Ensuring effective policy consultation through the Coordination of the activities of Cabinet Committees.

Lawrence Kaimu
Director Cabinet Secretariat

The Cabinet Secretariat has made tremendous strides during the 2019/2020 Financial Year. The following are its most significant achievements:

a)   Stakeholder consultation, development of Terms of Reference and benchmarking exercise to Estonia (11-13 November 2019) on the e-Cabinet System in collaboration with the Department Public Service Information Technology Management;

b)   Hosting of a PPAT workshop with Cabinet Liaison Officers (CLOs) from 19-23 August 2019 in collaboration with the consultant who developed the application;

c)   Completion of the revision of the third edition of the Cabinet Handbook, printing and distribution to Cabinet Members and other stakeholders;

d)   Compilation and submission of two (2) Bi-Annual Feedback Reports on the implementation of Cabinet Decisions to Cabinet (1 April - 30 September 2018 & 1 October 2018 – 31 March 2019). The Report for the period: 1 April 2019 - 30 September 2019 was also developed to be submitted to Cabinet during the first quarter of the 2020/2021 Financial Year; and

e)   Standardisation of the operations of an additional three (3) Standing Cabinet Committees Standardised as per the Standardisation Framework for Cabinet Committee Operations (Cabinet Committee on the Treasury (CCT), Cabinet Committee on Public Enterprises (CCPE), and the Cabinet Committee on Trade and Economic Development (CCTED).

The paragraphs below highlight the performance of the Department Cabinet Secretariat, Policy Analysis and Coordination during the 2019/2020 Financial Year, per Directorate:

8.1   Directorate Policy Research and Analysis

The Directorate provided professional and technical support to Cabinet on a weekly basis. The Directorate performed its function very well during the period under review, as the Cabinet Secretariat was applauded for consistently flawless Records of proceedings.

The table below reflects the total number of ordinary (Deliberative and Decision Making) and Extra-Ordinary (Special) Cabinet Sessions held during the 2019/2020 Financial Year. It further highlights the number of agenda items discussed and the total number of Cabinet Decisions taken during the period under review.

Cabinet Business	2019/2020
Ordinary Cabinet Sessions	21
Extraordinary (Special) Cabinet Session(s)	5
Agenda Items Discussed	286
Cabinet Decisions taken	284

See Annex A for the key policy decisions taken by Cabinet during the period under review.

8.2 Directorate Cabinet Committees Coordination

The core function of this Directorate is to provide professional administrative and secretarial support services to Cabinet Standing Committees and Ad-hoc Committees. The summary of meetings covered by the Directorate during the 2019/2020 Financial Year is contained in the table below:

Cabinet Committee on Overall Policy and Priorities (CCOPP)	Three (3)
Cabinet Committee on Defence, Security and International Relations (CCDSIR)	Three (3)
Cabinet Committee on Treasury (CCT)	Eight (8)
Cabinet Committee on Trade and Economic Development (CCTED)	Five (5)
Cabinet Committee on Land and Social issues (CCLSI)	Four (4)

See Annex B for the list of major policy issues that were considered and endorsed by the Committees during the reporting period.

The Directorate also continued with the roll out of the Standardised Framework for Cabinet Committee operations. Full implementation thereof would enable Cabinet Committees to operate in a similar manner as Cabinet.

8.3 Directorate Policy Implementation Monitoring and Evaluation

The Directorate is responsible for monitoring the implementation of Cabinet Decisions to keep Cabinet abreast with the implementation of its decisions. The Directorate submit Feedback Reports on the Implementation of Cabinet Decisions to Cabinet bi-annually.

During the 2019/2020 Financial Year, the Directorate successfully submitted two (2) Feedback Reports on the Implementation of Cabinet Decisions. i.e. (1 April - 30 September 2018 & 1 October 2018 – 31 March 2019). The Report for the period: 1 April 2019 -30 September 2019 was also developed and submitted to Cabinet during the first quarter of the 2020/2021 Financial Year.

In addition, the Directorate enforced the operationalisation of the Implementation Monitoring Instrument which is used to monitor and evaluate the implementation of Cabinet decisions by all O/M/As.

8.4 Directorate Inter-Governmental Coordination

The Directorate is responsible for the coordination of programmes and harmonisation of functions amongst Offices/Ministries/Agencies (O/M/As) in pursuit of implementation of Cabinet decisions and directives; coordination of National Events, and provision of administrative services and advice to the Senior Government Officials'/ Executive Directors' Meeting chaired by the Secretary to Cabinet.

The Directorate has during the 2019/2020 Financial Year, amongst others, carried out the following functions:

a) Offered policy Research and Analysis services to the Prime Minister and Secretary to Cabinet;

b) Organised twelve (12) Senior Government Officials'/ Executive Directors' Meetings;

c) Successfully coordinated the commemoration of Heroes day on 26 August 2019, and Independence celebrations on 21 March 2020; and

d) Facilitated the training and employment of Children of the Liberation Struggle (CLS).

Planned activities for the 2020-2021 Annual Plan

With the view to deliver improved services, the Cabinet Secretariat has planned the following up-scaled interventions for 2020-2021 Financial Year:

i) Development of Framework and IT specifications of the e-Cabinet ("Paperless") Cabinet System;

ii) Improvement of Inter-Governmental Coordination and the Cabinet Governance System through the induction and training of Cabinet Members, Executive Directors, Cabinet Liaison Officers (CLOs) (focal persons in O/M/As) on the Cabinet Handbook, security awareness and other measures;

iii) Standardisation of the operations of two (2) more Standing Cabinet Committees; and

iv) Development and submission of bi-annual Feedback Reports on the Implementation of Cabinet Decisions to Cabinet, as per Cabinet Decision Number 19th/23.08.05/003.

9. DEPARTMENT: PUBLIC SERVICE INFORMATION TECHNOLOGY MANAGEMENT (DPSITM)

Erastus Amutenya
*Deputy Executive Director
- DPSITM*

1. Introduction

The Department Public Service Information Technology Management (DPSITM) is mandated to spearhead the implementation of the eGovernment reform iniatives and coordinate ICT related activities in the Public Service of Namibia.

2. Strategic pillar and objective

Strategic Pillar: Open Government

Strategic Objective: Leverage e-Governance and ICT infrastructure services

3. Projects

3.1   Internet services provision
3.2   Government websites development
3.3   Services and Processes Automation
3.4   Electronic Documents and Records Management System (EDRMS)
3.5   ICT infrastructure improvement
3.6   Cyber Security Programme
3.7   Public Service IT Policy
3.8   Service Desk

4. Outputs

4.1 Internet services provided to OMAs/RCs

4.2 Government websites development and improved

4.3 Services and processes automated

4.4 Electronic Documents and Records Management System (EDRMS) rolled out

4.5 ICT infrastructure improved

4.6 Cyber security programs implemented

4.7 Public Service IT Policy implemented within the Public Service

4.8 Service Desk implemented and rolled out

5. Achievements

5.1 Internet services provided to OMAs/RCs

The Department Public Service Information Technology Management (DPSITM) is tasked with the provision of internet and email services to all government Offices, Ministries and Agencies (OMAs) and Regional Councils (RCs). DPSITM is the Internet Service Provider (ISP) for the Government of the Republic of Namibia (GRN) and continuously render such services to all OMAs and RCs.

5.2 Government websites developed and improved

The online presence of OMAs/RCs were further improved and extended.

Achievements:

The following website were created or improved:

5.2.1 New Websites
1. Kavango East Regional Council
2. National Archives of Namibia
3. Ministry of Higher Education, Training & Innovation
4. Omusati Regional Council

5.2.2 Improved website
1. MURD
2. NAMPOL
3. MGECW
4. Khomas Regional Council

5.3 Services and processes automated

To improve the operations of O/M/As and RCs, the following systems were developed:

5.3.1 Gender Based Violence System (GBVS)

The aim of the system is to improve the quality of GBV case management services, coordination, reporting and relationships with stakeholders.

Achievements:

The system development process was completed based on the requirements of the Namibian Police, Ministry of Health and Social Services and development partners. Two training and user acceptance sessions was held to identify shortcomings and to capacitate key users. The system is to be piloted in Windhoek in the next financial year.

5.3.2 Social Registry System

The aim of the system is to integrate and improve the management and reporting on social pensions, child and disability maintenance grants. Functional testing of the registration system was undertaken.

Achievements:

The registration part of the system was completed for the enrolment and management of beneficiaries.

5.4 Electronic Documents and Records Management System (EDRMS)

The aim of the system is to sustainably and securely ensure the proper usage and application of Public Service documents and records management in an electronic environment by Office/Ministries/Agencies (OMAs).

Achievements:

The EDRMS was operationalised within the following OMA/RCs:

1. Ministry of Higher Education, Training & Innovation Development
2. Ministry of Fisheries and Marine Resources
3. Omusati Regional Council

5.5 Service Desk implemented

A centralised government service desk was established to improve the technical and network support services provided to OMA/RCs users.

Achievements:

The following OMA/RCs were implemented onto the service desk:
1. Ministry of Higher Education, Training and Innovation
2. Parliament of Namibia
3. Ministry of Urban and Rural Development
4. Ohangwena Regional Council
5. Zambezi Regional Council
6. Otjozondjupa Regional Council
7. Omusati Regional Council
8. Erongo Regional Council
9. Ministry Works and Transport

5.6 ICT infrastructure improved

During the period under review, OPM had upgraded the international bandwidth to 1Gig bits per second. This was done to enable fast access to internet, email and e-governance services.

5.7 Cyber security programs implemented

Security devices and software were installed to give us visibility of what is happening on the network. Security Information and Event Management (SIEM) was set up for security analysis and providing reports on security breaches based on real time event log. Disaster recovery procedures intended to guide us in the event of disaster was drafted. Security awareness programs were conducted to raise awareness among internet and email users.

5.8 Public Service IT Policy implemented within the Public Service

5.8.1 Public Service IT Policy

The implementation includes the development of operational procedures and guidelines for the implementation of the policy. Train and certify Internal IT Audit Team, create awareness on the Revised IT Policy, review current IT structures of OMAs/RCs and align roles to ITSM Framework, train and certify IT Staff in OMAs to the required levels of competency to perform ITSM roles. Implement relevant ITSM process in OMAs and carry out Audit Compliance Assessments in OMAs.

Achievements

The Standards and Guidelines necessary for the implementation of the Revised IT Policy for the Public service have been developed and shared with OMAs.

5.8.2 e-Governance Policy for the Public Service:

The policy was revised after consultations were held with MICT and the ITU and harmonised with other IT related policies.

6. Challenges

6.1 The Department is struggling to effectively implement its mandates, which includes system development to bring about online services, due to high staff turnover.

6.2 Skilled staff are leaving for better paid jobs in the market.

6.3 Vacancies are still unfilled.

6.4 Inadequate budget for development and/or implementation of systems. Support and commitment challenges by OMAs/RCs in the implementation of projects.

7. Conclusion and recommendations

To address the challenges which are hampering progress, strategic initiatives as well as practical solutions will need to be developed to address the problems, these will include budget allocations, filling of vacant posts, and foster synergies among stakeholders.

10. DEPARTMENT: PUBLIC SERVICE MANAGEMENT (DPSM)

Tuyakula Haipinge
Deputy Executive Director - DPSM

The Department Public Service Management comprise of 76 staff members and with 4 Directorates that are responsible for:

• Providing technical assistance to Government Institutions with frameworks for strengthening Human Resources policies, strategies, systems and competencies for good governance in areas of conditions of employment, remuneration, benefits and employee relations and Wellness of staff member;
• Developing, reviewing and advising on Human Resources Policies
• Coordinating the implementation of performance improvement initiatives (PMS, BPR and Charters);
• Spearheading the implementation of HRPD Policy framework and Human Capital Management System;
• Giving technical assistance and advising in the areas of Organisational Development, sourcing-in, Farming-out, temporary employment, job grading and job categories;
• Facilitating the development of a capable, competent and committed workforce.

Below are the Directorates reporting on their functions and duties:

10.1 Directorate: Human Resource Planning and Development

The Directorate's Mandate
• Overall responsibility for HR Planning and Development policies strategic initiatives and interventions in the Public Service;
• Coordination of training and development activities;
• Coordination of HR planning activities;
• Review, formulation and oversight of the implementation of the HR Development and Planning policies;
• Provision of technical advise to OMAs and RCs on the interpretation of HR Planning and Development delivered by service providers;
• Issue HR Planning and Development guidelines and procedures approved by the Prime Minister;
• Build capacity of HRD and HR Practitioners in OMAs and RCs; and
• Implementation of the Human Capital Management System.

The Directorate consists of three (3) Divisions, namely;

1. Division: Human Capital Management System (HCMS)
2. Division: Human Resource Development (HRD)
3. Division: Human Resource Planning (HRP)

10.1.1 Division Human Capital Management System

1. Introduction

The Public Service of Namibia is still using a manual Human Resource (HR) System. The situation has rendered in-effective the monitoring and evaluation of HR activities, as well as in-efficient response whenever key critical HR data is required for planning decision making.

It is on this basis that a strategic decision was taken to acquire a reliable, sustainable and modern HR information management system for implementation in the Public Service. Hence the Payroll verification exercise which was undertaken had to be conducted and verified through a manual process.

2. Government Payroll Verification

The Payroll verification exercise is a key activity, the division undertook as an urgent deliverable. The Namibian Public Service has been encountering possible resource wastage and wasteful expenditure for many years based on unethical conduct of some Public Servants. The problem of ghost workers within the Public Service does exist and has been a thorn in the flesh towards efficient and ethical public service delivery. This could be due to administrative inefficiencies.

The need to streamline and tighten financial control and expenditures was reinforced as a result of the current economic challenges the country has been going through since 2016. In view of this, His Excellency the President of the Republic of Namibia, Dr. Hage Godfried Geingob, during his 11 April 2018 State of the Nation Address, directed all Ministers to conduct payroll audits of their respective ministries to eliminate, amongst others, wastage and ghost workers.

The Public Service Management (PSM) Circular No. 11 of 2018 dated 14 May 2018 was issued to all Offices, Ministries and Agencies (OMAs) as well as Regional Councils (RCs) to conduct a payroll audit according to the prescribed methodology and provide the report to the Office of the Prime Minister by 30 September 2018.

The approved establishment and April 2018 payroll served as the primary verification instruments. Public Servants/ Staff members had to sign on both documents after the Verification Team confirmed their identity by means of an official identity document/passport or work permit.

3. Progress

In total there were forty seven (47) OMAs/RCs in the Republic of Namibia. Forty Three (43) OMAs/RCs reports were analysed and all these OMAs complied with the directive. The Ministries of Education, Arts and Culture and Defence did not comply with the directive and discrepancies at the Ministries of Works and Transport and Agriculture, Water and Forestry could not be resolved.

A total of 79,832 posts were on the approved establishments of the OMAs/RCs as at 30 April 2018. From this number, a total number of 42,521 posts were filled on the approved establishment, while 37,311 posts were vacant.

Furthermore, there were 3,298 staff members on an additional establishment and 302 staff members were employed on a temporary basis.

A total of 280 Public and Other Office-bearers and 643 Traditional Leaders and 42 Drivers for Traditional Leaders were recorded.

The total number of salary recipients on the Government/RCs payroll for April 2018 amounts to 115,032. Of this number, 45,509 staff members were verified and 1,605 were not verified with reasons ranging from leave of absence and missions abroad. Twenty Four (24) ghost workers were found at two (2) OMAs, the Ministry of Finance (MoF) with one (1) and Ministry of Urban and Rural Development with twenty four (24) involving an amount of N$1,148,255.79, which is being recovered.

4. Challenges

The directives regarding the use of the April 2018 payroll and the signing of both the payroll and organisational structure by the verified staff members were not followed by some OMAs and RCs.

Some OMAs and RCs did not use the updated approved organisational structures, hence incomplete reports were provided. Some OMAs and RCs did not complete verification in the allocated period of three (3) months. The discrepancies found between the payroll of OMAs and total positions filled proved difficult to resolve.

5. Recommendations

• In order to embed payroll audit as a culture in the Public Service and to deal with it systematically, the following is recommended:
• The Public Service wide Payroll Audit be conducted every 2nd year to ensure efficiency and effectiveness.
• The Office of the Auditor General as a competent body for this type of activities be mandated and empowered to conduct payroll audit together with the Department Public Service Commission Secretariat.

10.1.2 Division Human Resources Development (HRD)

1. Introduction

The Division Human Resources Development (HRD) contributes to the desired objective of the Office of the Prime Minister of ensuring that "by 2022, Namibia is the most transparent and accountable nation in Africa" through the Strategic Pillar (P2) of "Public Service Delivery" and the Strategic Objective of "Accelerate Performance Improvement in the Public Service" (SO3).

The Strategic Objective (SO3) under which the division has projects is "Accelerate Performance Improvement in the Public Service". The Division is responsible for two projects, namely; Human Resources Development and Africa Public Service Day (APSD) Celebrations.

2. Output

The project on Human Resources Development has three (3) outputs, namely;

• Public Service Human Resource Development Plan developed;
• HRD Policy Reviewed; and
• Africa Public Service Day Celebration (APSD).

3. Progress on Human Resources Development Plan developed 2019/2020

3.1 OMAs/RCs were requested to submit T&D Plans and Training Statistics 2019/2020 as per Routine Framework Compliance Checklist.

3.1.1 Achievements

The HRD Plans received from OMAs and RCs were analysed and consolidated.

Organisations	Number	Staff Trained	Expenditure (N$)
Offices	1	110	261,000.00
Ministries	8	1,166	8,559,088.29
Agencies	2	183	355,680.00
RCs	7	443	1,957,380.00
GRAND TOTAL	**18**	**1,902**	**11,133,148.29**

3.1.2 Challenges

The Office only received a few responses OMAs and RCs.

Organisations	Number	Respondents	Non-respondents
Offices	3	2	1
Ministries	19	11	8
Agencies	7	5	2
RCs	14	7	7
GRAND TOTAL	**43**	**25**	**18**

3.1.3 Recommendations/Way forward

O/M/As and RCs should take ownership for developing their training plans.

Learning and Development Officers should do regular Training Needs Assessments to ensure that staff members get the training they need in order to improve performance.

Human Resource Training & Development interventions should be monitored and evaluated regularly to ensure that they remain adequate, relevant, and effective.

Training Plans from OMAs/RCs consolidated into Public Service Training Plan and submitted to NIPAM.

3.2 Training Statistics for 2019/2020

Organisations	Number	# of staff trained	Amount Spend (N$)
Offices	2	157	872,361.45
Ministries	18	1,000	3, 632,972.63
Agencies	4	427	1,370,08.47
RCs	10	469	1, 475,227.44
GRAND TOTAL	**34**	**2,053**	**7,351,269.99**

Induction and Orientation:

Organisation	Number	# of Staff Inducted and Oriented	Expenditure (N$)
Offices	1	15	0.00
Ministries	4	61	0.00
Agencies	4	34	0.00
RCs	3	9	0.00
GRAND TOTAL	**12**	**119**	**0.00**

Internship Programmes:

Organisation	Number	# of Staff Inducted	Expenditure (N$)
Offices	1	20	118,332.00
Ministries	1	0	0.00
Agencies	2	2	0.00
RCs	3	5	6,228.00
GRAND TOTAL	**7**	**27**	**124, 560.00**

3.2.1 Achievements

OMAs/RCs quarterly T&D statistics, Induction and Orientation (I&O) and Internship reports were analysed and consolidated.

3.2.2 Challenges

OMAs and RCs do not respond to requests in providing information, only a few responded.

3.2.3 Recommendations/Way forward

LDOs should set up a Training & Development data base and maintain it for easy access and retrieval when such information is required.

3.3 HRD Policy Reviewed

At Independence the Public Service Act, 1980 (No. 2 of 1980) was one of the legal instruments that guided the Human Resource Training and Development. This act was amended by the Public Service Amendment Act, 1990 (No. 24 of 1990), and followed by the enactment of the Public Service Act, 1995 (No. 13 of 1995). The policies before the Public Service Staff Rules on Training and Development (PSSR on T&D) were:

- The Training Policy of the Public Service of Namibia of 1990;
- The Training Policy of the Public Service of Namibia of 1999; and
- Human Resources Development Policy Framework 2012.

In terms of Section 35 of the Public Service Act, 1995 (Act 13 of 1995) any directive by the Prime Minister to elucidate or supplement any regulation, and which is not contrary to the Public Service Act, may be included in rules called the Public Service Staff Rules. The implication hereof is that the integration of the HRD Policy into PSSR means that the Policy is now a binding document upon any O/M/A and that it requires action. The PSSR on T&D under review were divided into the following sub-indexes on the main index of the Public Service Staff Rules of the Public Service of Namibia.

Progress

The draft PSSR's on T&D were forwarded to management for input, namely;

C.I/I	General,
C.I/II	Training and Development Planning Human Resource Development (HRD) Planning,
C.I/III	Funding for Training and Development
C.I/IV	Procedures to attend Training and Development Programmes, and
C.I/V	Induction and Orientation (I&O)

3.3.1 Achievements

The Human Resources Development Policy Framework of 2012 were converted to the format of the Public Service Staff Rules called the PSSR on T&D. The Staff Rules are aligned with the government policies (Staff Rules)

3.3.2 Challenges

Administrative and Bureaucratic delays.

3.3.3 Recommendations/Way forward

Arrange meetings with DED and ED to present the Staff Rules on T&D.

Seek approval of the Policy and issue a circular for uploading on Eservice.

Ensure that monitoring and reporting systems are in place to ensure that the PSSR on T&D is implemented and to assess usage and responses.

4. Africa Public Service Day (APSD) coordination

The APSD is celebrated by African Union member countries every year to recognise the institutional contribution made by public servants to enhance the role, professionalism, image and visibility of the public service, and to recognise the value and virtue of public service to the community.

4.1 Achievements

The Draft APSD framework to guide Regional Councils to stage the APSD Celebration has been prepared and the next step would be to solicit input from OPM management.

4.2 Challenges

Administrative and Bureaucratic delays.

4.3 Recommendations/Way forward

Briefing note outlining the proposed framework to be presented to Senior Management for resolution to proceed with the finalisation of the framework.

• Review and revise Draft Framework based on internal comments.
• The final framework to be submitted to the Prime Minister for endorsement.
• Obtain approval of the Framework and issue for implementation.
• Capacitate regional councils to host future APSD Celebrations.

10.1.3 Division Human Resource Planning

Introduction

1. Human Resources Planning

Human Resource Planning is an inclusive and dynamic process that involves the identification of both current and future resource needs as well as potential challenges for the department to consistently achieve its objectives as indicated in its Strategic plan. It is also the two-way operational link between high-level strategy and action-orientated implementation that can be regularly monitored and evaluated.

HR Planning aims to ensure that every Office/ Ministry/ Agency (OMA) has the right people, with the right skills, at the right place at the right time. Moreover, the Public Service needs to know what type of HR it has, what it will

need in the future, how it should be utilised optimally as well as how to get what it doesn't have and where to get it from and at what cost.

2. Affirmative Action

Affirmative Action (Employment) Act, 1998 (Act No. 29 of 1998) was passed by the Namibia Parliament to redress imbalances at the workplace, arising from the discriminatory of the socio-economic dispensation which had previously existed in Namibia.

The legislation is intended to foster fair employment practices about matters such as recruitment, selection, appointment, training, promotion, and equitable remuneration for previously disadvantaged people, more particularly, previously racially disadvantaged people, women, and persons with disabilities.

The Act is very specific about requirements that must be met by employers to whom its provision applies. The three-year Affirmative Action plan is drafted in close consultation with employees, which is submitted in the form of an Affirmative Action Report to the Employment Equity Commission at prescribed reporting periods and submission dates.

The Office of the Prime Minister is mandated by the Act as a focal point of the coordination of the Affirmative Action plans and reports, to ensure that each Office/Ministry/Agency and Regional Councils prepares its own Affirmative Action Plan and reports and submit the office of the Prime Minister for onward submission to the Public Service Commission and Employment Equity Commission respectively.

3. Progress

3.1 Human Resource Profiling

The Division Human Resource Planning submitted the templates on Human Resource Profile to the Department Public Service Information Technology Management to be included in the HRIS that was to be developed by the DPSITM. The meeting that was scheduled on 28 January 2020 for discussion on the System was cancelled by the Department due to technical issues on the system. Not much progress has been done since the cancelation of the meeting. No reason has been given for why the discussions could not proceed.

3.2 Public Service HRP Statistics reports produced

The Cabinet approved measures to contain the Public Service Wage Bill. One such measure is with regard to the filling of vacancies in the public service during the 2018/2019 Financial Year. PSM Circular No. 32 of 2017 was issued to all OMAs to submit statistical information to the Office of the Prime Minister to fill vacancies during 2019/2020 Financial Year. In this respect, OMAs were requested to provide the following statistics:

3.2.1.1 Total number of staff members in the establishment of Wage Bill as at 31 March 2020 compared to 31 March 2019;

3.2.1.2 Existing and anticipated vacancies during 2019/2020 Financial Year, total cost to fill all vacancies; and total cost of saving on vacancies that will not be filled in the during the Financial Year.

3.2.1.3 Staff movement during the period 2019/2020 Financial Year , that include new appointment, retirement, resignations, and death

3.2.1.4 Additional to the establishment during 2019/2020.

3.3 Prime Minister's delegations

Prime Minister's delegation cases received and finalised. The total number of cases is indicated below underachievement.

3.4 Affirmative Action

To ensure compliance with the Act, the following were implemented-

3.4.1   OMAs/RCs Affirmative Action Committee members trained;

3.4.2   OMAs/RCs submitted new three-year Affirmative Action Plan cycle to OPM; and

3.4.3   Affirmative Action reports quality assurance conducted.

4.   Achievements

4.1 Public Service HRP Statistics reports produced

4.1.1   **Total number of staff members in the establishment on Wage Bill as at 31 March 2020 compared to 31 March 2019**

The data obtained from the payroll in the Ministry of Finance showed that the Wage Bill for March 2020 amounted to N$ 2, 736,544,865.00 for 110,960 staff members, compared to March 2019 stood at N$2,599,300, 772.00 for 112,431 staff members, however, the figures indicate a 5% increase in the Wage Bill. The statistics further showed that the number of staff members decreased in the Public Service with 1,471 by March 2020.

4.1.2   **Existing and anticipated vacancies during 2019/2020 Financial Year cost per vacancy and for all vacancies**

Out of the thirty three (33) OMAs and fourteen (14) RCs, a total of twenty five (25) OMAs and four (4) RCs submitted vacancies to be filled during 2019/2020 Financial Year. Two (2) OMAs did not have vacancies (Ministry of Labour, Industrial Relation and Employment Creation and Ministry of Safety and Security), while four (4) OMAs and ten (10) RCs did not submit their vacancy plan.

 A total of 6,257 vacancies that were submitted for approval to the Secretary to the Cabinet with the cost of N$ 2,038,369,885.24 for 29 OMAs and RCs. A total of 5,527 vacancies were approved by the Secretary to the Cabinet with the total cost of N$1,546,205,628.32 for the twenty five (25) OMAs and four (4) RCs while 702 posts were not approved at the cost of N$562,977,775.65 some from Ministry of Education, Arts and Culture, Ministry of Fisheries and Marine Resources and Office of the Vice-President. Therefore, the total cost saving for the said period on the vacancies that were not approved is N$562, 9775,775.65.

4.1.3   **Staff movement during the period 2019/2020 Financial Year**

 As per the Ministry of Finance Wage Bill, a total of 110,960 workforces was recorded as of 31 March 2020. OMAs submitted monthly statistics on the staff movement and as of March 2020 a total of 6,470 new appointments, 2,124 resignations, 2,041 retirements, and 409 deaths are recorded.

4.1.4 Additional to the establishment during 2019/2020

As of December 2018, a total of 3,614 staff additional to the establishment was recorded. A total of 18 percent (648) staff were absorbed into the approved structure, however, 361 new staff were added on the list during 2019, mostly interns from the Ministry of Health and Social Services. As of 31 March 2020, the list of additional to the establishment is at 3,327.

4.1.5 Prime Minister's delegations

Prime Minister's delegation cases received and finalised.

#	SUBJECT	TOTAL
1.	Misconduct and Appeals	46
2.	Appointment in Acting capacity	67
3.	Secondments	103
4.	Remunerative work outside Public Service	34
5.	Filling of advertised posts	16
6.	Reinstatements	3
7.	Appointment with relaxation of appointment requirements	23
8.	Sitting allowance	2
9.	Transfer in rank	8
10.	Cross transfer	1
11.	Appointment by way of nomination	1
TOTAL CASES RECEIVED		**304**

4.2 Affirmative Action

Number of Affirmative Action Committee members trained per institution

NO.	OMAs/RCs	No. of people trained
1	Office the Auditor General	8
2	National Planning Commission	6
3	Omaheke Regional Council	10
4	Kunene Regional Council	8
5	Ministry of International Relations and Cooperation	6
6	Kharas Regional Council	13
TOTAL		**48**

a) Thirty-three (33) OMAs and thirteen (13) RCs submitted and complied with the Affirmative Action Act. The Zambezi Regional Council failed to submit their Affirmative Action report.
b) Affirmative Action quality assurance conducted for thirty-three (33) OMAs and thirteen (13) and feedback was provided to OMAs/RCs.
c) Twenty-six (26) OMAs/RCs submitted a new three-year Affirmative Action Plan cycle to OPM. Twenty-six (26) Affirmative Action plans were analysed.

5. Challenges

a) There has been a delay from the Developer (DPSITM) in developing the HRIS System;

b) The limited financial resources has made it difficult for the Department Public Service Management to hire consultant to develop a Database on HR Profiling.

c) Slow response from OMAs/ RCs in submitting the required statistics;

d) The lock down as a result of Covid-19, resulted in the non-submission of fifteen (15) Affirmative Action plans and presentation to PSC.

6. Recommendations and way forward

a) Source technical support to develop the Human Resource Profile and Plan;

b) Continue reminding OMA to submit their monthly statistical reports on the vacancies, retirements, additional to establishment and any other;

c) Monitoring the compliance of OMAs/RCs to the Affirmative Action Act with regard to the implementation of Affirmative Action Plan.

d) Formal guidelines may need to be developed to support the implementation of the PSSR on T&D and the Framework, depending on the issue being addressed.

7. Conclusion

It is worth mentioning that the Directorate did not have any output on the OPM Annual Plan of 2019/20. The period under review have recorded progress on the delivery of the output planned. However, some of the outputs were not achieved due to some of the challenges and limitations related to financial, human resources and the lack of required expertise.

Nevertheless, the directorate could execute some of its planned activities within the limitation and scope. The Directorate is gradually learning and adopting the culture and mindset of doing more with less resources.

10.2   Directorate Benefits and Industrial Relations (DBIR)

1.   Introduction

The Directorate is responsible for providing human resource regulatory framework in the Public Service on conditions of employment, remuneration, benefits and industrial relations and the wellbeing of staff members.

2.   Strategic Pillar: Public Service Delivery
Strategic Objective: SO2: Ensure effective leadership and good governance

2.1   **Project:**   Conditions of Employment
Output: Public Service Regulatory framework developed
Activities: Public Service Bill reviewed

Achievement:

The Draft Public Service Bill was workshoped with all EDs and CROs and other stakeholders. Valuable comments and input have been incorporated. Clearance of key policy issues with OPM top management is ongoing.

	2.2	**Project:**	Wage bill containment strategy
		Output:	Public Service Wage bill contained
		Activities:	Quarterly reports on effectiveness of the implementation of the 9 strategies to contain the wage bill

Achievement:

Quarterly report produced indicating the impact of the strategies on containing the wage bill as 44% of total budget.

Strategic Objective: SO3: Accelerate performance improvement in the public service

	2.3	**Projects:**	Integrity
		Output:	Integrity policy fully implemented and operationalised
		Activity:	Operationalising of the integrity policy

Achievement: Revised Code of Conduct, Ethics and Integrity policy has been fully implemented and is operationalised in all OMAs and RCs.

| | 2.4 | **Project:** | Public Service Wellness, Occupational Health Safety. |
| | | **Output:** | Wellness, Occupational Health and Safety policy fully implemented and operationalised. |

2.4.1   **Activity:** Wellness, Occupational Health and Safety policy fully operational in all OMAs/RCs.

Achievement:
- The Division visited and Assisted OMAs to establish or strengthen Wellness, Occupational Health and Safety functional Units with annual plans in 18 OMAs/RCs.
- Draft Wellness Occupational Health and Safety Policy available for submission to the PSC.

2.4.2   **Activity:** Implementation of planned PSEMAS reform initiatives

Achievement:
- Temporary structure for PSEMAS reform approved by Public Service Commission (PSC). Regular meetings held by the PSEMAS steering committee.
- The RH Prime Minister was briefed on the progress of the PSEMAS Reform

3.   **Challenges:**
- Delayed response from OMAs/RCs on the submission of written comments and inputs on the Draft Public Service Bill.
- Recruitment of the Project Manager and secondment of competent staff members to the PSEMAS Unit is a challenge.
- Due to the cumbersome procurement system the outsourcing of the Administration of PSEMAS, Biometric Systems and other identifies services could not be completed.
- Due to competing equally important ad-hoc projects and activities some of the projects could not be attend to timeously.
- The recruitment of the Director for DBIR is ongoing.

4. Conclusion and Recommendation:

1. Fasttrack the policy clearance on comments/inputs emanating from the EDs Consultative Workshop on the Draft Public Service Bill.
2. The Final Annual Wage Bill Report was to be submitted in April 2020.
3. Develop guidelines and reporting templates for Integrity Committees.
4. Fasttrack PSEMAS Review Process.
5. Fasttrack the recruitment of the Director DBIR.

10.3 Directorate Performance Improvement

1. Introduction

Namibia is currently implementing its fifth year National Development Plan (NDP5) within the framework of Vision 2030 and the Harambee Prosperity Plan (HPP). The Directorate Performance Improvement under the Department Public Service Management in OPM has the responsibility to facilitate and coordinate the implementation of the following three (3) Public Service Reform Initiatives: Performance Management System (PMS), Customer Service Charters (CSC) and Business Process Re-Engineering (BPR) in Offices/Ministries/Agencies and Regional Councils. The overall aim of these Reform Initiatives is to continuously improve Public Service delivery.

According to the Citizen Satisfaction Survey (CSS 2017, OPM), the satisfaction rate stands at 54% which is not proportionate to the HPP standard of above 80%. Therefore, as far as performance and service delivery are concerned, the rollout of these reform initiatives needs urgent perfection. As per the HPP annual CSS will be carried out in the public and private sectors, to measure among others, turnaround times and accessibility.

2. Summary of the implementation the three reforms

- **Strategic Pillar:** Public Service Delivery
- **Strategic Objective:** Accelerate Performance Improvement in the Public Service

2.1 PMS Implementation

PMS is said to be one of the most challenging components of human resource management and is at times viewed as a futile bureaucratic exercise, yet it plays an important role in providing the basis for making planning decisions and providing feedback between supervisors and employees. It instills particular principles, norms and values that underpin the successful implementation of the government agenda.

The Performance Management System (PMS) rollout in the Public Service has picked momentum with the signing of Performance Agreements (PAs) by the Public Office Bearers (POBs) with His. Excellency, the Executive Directors (EDs) with the Secretary to the Cabinet (SC), as well as staff members with their immediate supervisors. In general, Performance Agreements signing enhanced accountability and inculcated a performance culture in the Public Service.

Signing and review of PAs at Executive and staff levels have improved significantly although more still needs to be done to attain full implementation. Full implementation entails; developing a 5 years Strategic Plan that is aligned to the National Development Plans (NDPs) and other national agendas; cascading that into yearly annual business plan; signing of performance agreements and conducting reviews.

Achievements:

(a) To date, all OMAs have Strategic Plans that are cascaded into Annual Plans. The mentioned documents provides strategic direction and enhance transparency. One big challenge is the skepticism and fear of exposure when it comes to the conducting of performance reviews and appraisals.

(b) Refresher Training on mindset development and change management; and on strategic, annual plans, PAs development and review skills is continuous. The aim is to empower Ministerial Implementation Teams (MITs) who were specially appointed to help Executive Directors in the management of PMS in their respective OMAs and RCs.

(c) Currently, the process of synchronising both Performance Management Policies (for PoBs and public servants) has started. The aim is to integrate them in order to ensure synergy. That was preceded by a PMS Survey of which the objective was to measure the extent to which the implementation has unfolded. The latter is still being analysed with the assistance of the Namibia Statistics Agency (NSA).

Table 1: PMS Statistics

MILESTONE	FY 2018/19	FY 2019/20
Strategic Plan	100%	100%
Annual Plans	100%	100%
% of Ministers' PAs signed	100%	100%
% of Ministers' PAs reviews submitted	100%	95%
% of EDs' PAs signed	100%	100%
% of EDs' PAs reviewed (one-on-one)	100%	95%
% of staff with' PAs signed out of staff complement	46%	31%
% of staff with PAs reviewed out of those who signed	28%	54%
% of staff with appraised PAs out of those signed	48%	83%
% of OMAs with full PMS rollout	9%	9%

2.2 BPR Implementation

BPR is a systematic, disciplined improvement approach that critically examines, rethinks, redesigns, and implements the redesigned processes of an organisation. Its goal is to achieve dramatic improvements in performance in the deliverance of important services to the citizens.

There are a total of 33 ongoing processes 23 OMAs. Re-engineering of such is at various stages with the majority having mapped the desired processes and currently busy with the implementation of the re-engineered initiatives. However, improvement in the process is attained once the identified change initiatives are actioned and this is an area that requires attention to achieve the expected results of efficient services to the citizens.

Achievements:

(a) During the reporting period, follow ups were made to assess progress on the ongoing processes. Little progress was made in this regard due to inadequate resources (finance and skills) to action required change initiatives. Process ownership and management support is key in realising the change needed.

(b) OPM undertook an exercise to capacitate RCs on BPR framework through cluster workshop trainings that was well attended. All 14 RCs were covered and it was expected of them to identify processes with major bottlenecks for re-engineering. For a BPR initiative to succeed, it is important to have an adequate clarity on the ongoing process and practices.

2.3 Customer Service Charters (CSC) Implementation

A customer service charter is a code of practice which aims to improve access to an organisation's services and endorse quality to the general public. In recent years some kind of dissatisfaction began to emerge that despite the good policies and plans, people wanted to know the real change that has happened as a result of the policies and strategies.

To promote the effective and efficient image of the government, as a public organisation in the eyes of citizens and inhabitants, customer service charter implementation became a key threshold of the commitment towards ensuring an apt service delivery mechanism. In order to improve service delivery in government, key determinants were customer service charter awareness amongst the staff and their adherence to the customer service charter commitments.

Achievements:

(a) Continuous technical support provided to OMAs and RCs to finalise the development of their CSC, as well as orientation on how to live the charter. The Charter framework was presented to OMAs management as well as to all RCs through cluster workshop trainings.

(b) Commenced with assessment (auditing) of how far the OMA have gone in implementing the CSC framework. A total of 18 OMAs were assessed during the reporting period and the overall compliance score of that is 34.3% which indicates that the majority of OMAs have developed CSC and little was done in popularising and living to the standards set.

2.4 Lessons Learnt

The key lessons learnt during the PMS, BPR and CSC implementation are:

- For a Public Service to succeed it must have the support of both political and administrative leadership at all levels, i.e. reform is leadership driven; Change agents (in OPM, OMAs and RCs) driving the transformation process must be skilled,
- Creative, resilient and have the fortitude to withstand the pressure of their responsibilities;
- Reforms also require strong partnership among the reforming entities for purposes of developing and sharing new ideas, especially those with overlapping functions/activities;
- The right systems must be in place – e.g. automated M&E and Reporting system; and
- The planning and budgeting processes need to be in synergy (adequately accommodating the cost related to the programming of the reforms).

2.5. Recommendations

The following is recommended:

- Establishment of a Reforms Progress Assessment/Review Committee that reports to Cabinet annually (composed of experts);
- Annual Ministers One-on-one or Clusters Performance Review;
- Ministers' Feedback mechanism on performance;
- Annual Performance Reward System for individuals/teams and OMAs and RCs;
- Identify process which immensely inhibit delivery of key services to the citizenry and for re-engineering;
- Accelerate the establishment of the One-Stop Service Shop/Window as that has bearing on CSC promises;

- Adopt a culture of processes and procedures improvement (as aimed through BPR) and continuously improving the performance management system at the OMAs/RCs as a key strategy in the implementation of the service charters; and
- Monitor and evaluate progress on the implementation of the Customer Service (CSS 2017 Report) recommendations via unannounced visits.

3. Conclusion

The aim of the government remains that of entrenching and nurturing certain norms and values and commensurate ethical standards in all its efforts in ensuring effective and efficient service delivery to the people. Government performance is judged in terms of the delivery of goods and services to the public. It is important that we all share the same dream which informs our vision as a public entity.

We need to conceptualise our institutions as companies which need proper management and adhere to best practices in corporate governance. Corporate governance enhances efficiency which may translate into optimal utilisation of available public resources.

Government must be a performing public organisation and, therefore, it is essential that we have the necessary mechanisms and instruments in place to track and measure our performance.

Hence, managing performance in the Public Service. By managing performance in the public service effectively we would enhance our delivery capability with regard to the provision of public goods and services to our citizens. Ministers and EDs thus have the most profound, ultimate responsibilities for ensuring the design, implementation and administration of policies on behalf of the citizens.

Finally, as a continuation of our ongoing efforts to obtain feedback on the service delivery different efforts are being undertaken. These are but not limited to: quarterly performance reviews, audit reports on the implementation of the frameworks and guidelines and ongoing training interventions on the milestones of all initiatives. Further opportunities to obtain effective feedback from citizens are presently being investigated.

10.4 Directorate: Organisation Development and Grading

1. Introduction:

The Director of Organisational Development and Grading is mandated to advise on the resource needs of the Public Service, to review/analyse/report and recommend on policies and practises relating to organisational development and job evaluation and grading for the benefit of the most efficient, effective and economic system of operation in support of the mandates and business aims of OMA and RC.

During the reporting period, the Directorate worked on various project from different Ministries in order to ensure that organisations and functional areas have the right mix of staff members and are organised to work efficiently and effectively towards achieving their specific vision, mission and goals (through their Strategic Plan) that in turn contributes to the overall NDP.

2. Strategic Pillar And Objective
- Strategic Pillar: Public Service Deliver
- Strategic Objective: Accelerate Public Service Delivery

3. Cases Received as per OMAs for 2019/2020:

Table 2. Organisation and Establishment

Type of project	No received	No completed	Financial Implication
Farming Out	13	12	16,137,446.00
Organisation and Establishment	14	13	1,677,059,015.00
Temporary Employment	9	9	43,233,445.48
Policy review	0	0	-
Job Category	2	1	-
Form Design	2	2	-
GRAND TOTAL	**40**	**37**	**1,736,429,906.48**

4. Outputs

4.1. Organisation and Establishment

4.1.1 Posts Created Sine 10 April 2019 to 31 March 2020:

As from **1 April 2019** to **31 March 2020**, a total of **5 600** new posts were created at various OMAS's compared to **286 posts** created during the previous reporting period, caused the creation of new posts during the current reporting period to increase by **5 314**.

Posts abolished for compensatory reduction amounted to a total of 144 compared to 80 posts abolished during the previous reporting period, a sharp increase in posts abolition by 64 posts during the current reporting period. Actual expenditure in terms of the new posts during the current period amounted to **N$1,677,915,639.00**.

Table 3. Below highlights the posts abolished, created and the financial implication for 2019/20 financial year:

O/M/A	Post abolished	Post created	Expenditure / Savings
MHSS	122	4735	10,291,561.00
OAG	13	8	-908,825.00
MFMR	1	1	0.00
MSS	0	838	92,003,796.00
MET	0	10	1,543,690.00
MOE	2	2	0.00
MAWF	6	6	0.00
TOTAL	**144**	**10300**	**1,677,059,015.00**

It is evident from the figures above that the OMAs are adhering to the compensatory reduction and are willing to get rid of noncritical posts in order to create new posts which are more mission critical. The only figures that made alarming posts creation is the Ministry of Health and Social Service, however that

was a Cabinet decision and the former Ministry of Safety and Security that the Directorate can only create posts on the unified structures and are based on the standard norms. Against these two cases the Directorate did not have any control over the creations.

4.1.2 Challenges
- Even though most of OMAs adhered to the principle of compensatory reduction, as per Public Service Management Circular No. 11 of 2017 some are not ready to abolish in order to create other critical posts.
- Ministry of Safety and Security posts are created based on the Namibian Correctional Service Act, 2012 (Act No. 9 of 2012) and this Directorate can only create the Unified posts. In order to create unified posts are: a standard norm is followed.

4.1.3 Recommendation
- That requests for re-structuring and the creation of posts be limited to the five year review of the strategic plans of OMAs.
- That requests for urgent ad-hoc cases of creation and abolition of posts be reviewed within the limits of the personnel budget allocation.
- That the policy of compensation reductions be enforced. (OMAs should be instructed to firstly abolish the vacant posts on their respective structures in order to create new posts and must be referred to the Public Service Management Circular No. 11 of 2017).
- That the practice of having unfunded posts on the organisation and establishments of OMAs to be discontinued.
- That the continued existence of vacant posts in general be evaluated every six months.
- That capacity building strategies be developed and implemented to ensure that Human Resources Divisions in OMAs are adequately skilled to take on board the new responsibilities.
- Change management training is required to embrace the use of technology. The automation of processes will result in abolishing of positions of staff members who leave the Public Service.
- Ministry of Safety and Security should be inform that for any new posts on the structure they must first consult with the Department to ensure whether it is possible to create the Unified posts on its structure.

4.2 Farming Out

During 2019/2020 an amount of 16,042,946.00 was spent on farming out projects compared to the 2018/2019 financial year where an amount of N$49 731 034.00 was spent. This shows a decrease of N$33 688 088.00 on expenditure.

Table 4: Farming Out Request: 2019/2020

O/M/A's	Expenditure
Office of the President	454,500.00
Office of the Vice President	3,888,000.00
Office of the Prime Minister	2,840,446.00
Office of the Prime Minister	2,000,000.00
Ministry of Health and Social Services	2,500,000.00
Ministry of Health and Social Services	960,000.00
Ministry of Land and Resettlement	1,200,000.00
Ministry of Gender Equality and Child Welfare	700,000.00
Ministry of International Relations and Cooperation	1,500,000.00
TOTAL	**16,042,946.00**

Table 5: Farming Out Requests: From 2018/2019 FY

O/M/A's	Expenditure
Office of the President	2 210 859
Ministry of Industrialisation, Trade and SME Development	35 000 000
Ministry of Land and Resettlement	600 000
Ministry of Health and Social Services	3 998 037
Ministry of Finance	900 000
Ministry of Health and Social Services	225 000
Office of the Prime Minister	4 000 000
Ministry of Education, Arts and Culture	37 797 138
TOTAL	**49,731,034**

4.2.1 Progress

Graph 1. Money spent over the past three years on farming out:

• There is a decrease in the farming out request from O/M/As since the implementation of Circular No. 12 of 2017.

4.2.2 Challenges

• In all the requests from OMAs lack of capacity and capability was stated.
• Lack of in-house resources therefore difficult to avoid farming out to a certain extent.

4.2.3 Recommendation

• OMA should have the right structures that are specifically responsive to its mandate to avoid too much farming out.
• Trainings should be given to the HR Practitioners in the OMAs in order to build skills.
• In-house resources should be given enough budgets in support for the current structure.

4.3 Temporary Employment:

During the **2019/20** financial year, temporary employment **of N$1 926 units** resulted in government spending **N$43,233,445.48** compared to temporary employment of **315** temporary units which resulted in **N$29,296,660-00** expenditure during the **2018/19** financial year. The Temporary Employment increase by **1 611** appointments of Temporary units, during current financial year.

Table 6: Temporary Employment (2019/2020)

O/M/A's	No of Temporary Units	Expenditure
Education, Arts and Culture	60	2,958,320.00
Land Reform	89	14,251,139.00
Gender Equality and Child Welfare	6	1,083,030.00
Industrialisation, Trade and SME Development	19	10,743,534.48
Office of the Prime Minister	1	2,840,446.00
Agriculture, Water and Forestry	1750	10,308,740.00
Higher Education, Training and Innovation	1	1,048,236.00
TOTAL	**1926**	**43,233,445.48**

Table 7: Temporary Employment (2018/2019)

O/M/A's	No of Temporary Units	Expenditure
Education, Arts and Culture	221	819,317.00
Land Reform	78	14,246,273.00
Environment and Tourism	10	13,148,040.00
Gender Equality and Child Welfare	6	1,083,030.00
TOTAL	**315**	**29,296,660.00**

4.3 1 Progress Made

Graph 1. Temporary Unit for the past three (3) years
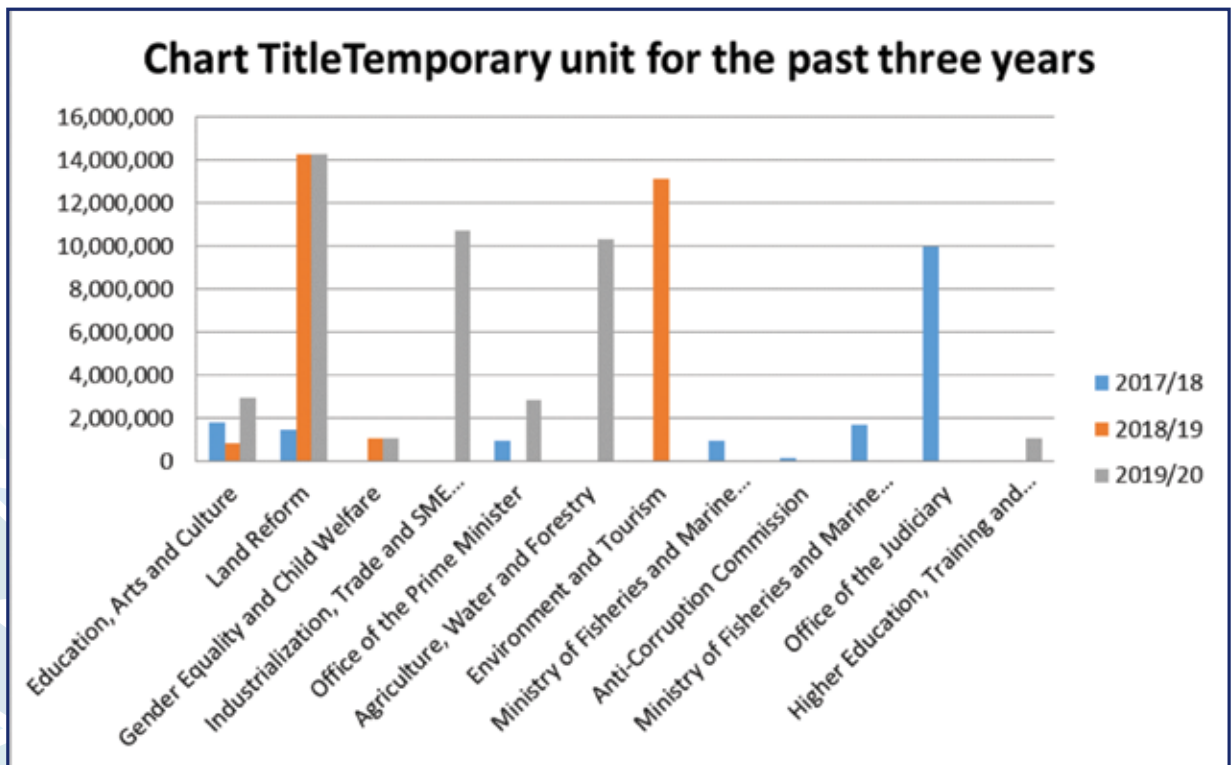
- Less OMAs request for temporary employment during last financial year
- Public Service Management Circular No. 11 of 2017 was adhere to in most of the OMA in the reporting year

4.3.2 Challenges

- There is an increase in the payment of temporary units
- It became unavoidable in some OMA to request for temporary employment depending to the nature of work of that specific OMAs
- Additional Workload that can be done by the current staff are been given to temporary employee.

4.3.3 Recommendation

- Executive Directors should ensure thorough investigation and analysis are carried out and that most of the work is done by permanent staff.
- OMA should provide progress report on the work performed by Temporary Units.
- Structures should be regularly revisited to determine any possible staffing need on time.
- OMAs/RCs through the ED and the Department Public Service Management need to determine the structural need of the organisation.
- An Audit of temporary units need to be carried to determine whether there is a need to re-assign the responsibility/function to permanent staff members.

5. Conclusion and Recommendation

The major reason OMAs appoint consultants and temporary workers is the lack of internal capacity.

Capacity must be built to reduce dependence on external assistance as the appointments of consultants come at a very higher cost. There is a need to standardise the consultancy agreements, especially on the remuneration of consultants to prevent unnecessary high costs involved.

11. DEPARTMENT FOR ADMINISTRATION AND IT MANAGEMENT (DAITM)

11.1 Directorate: Administration, HR and Finance

Shivute Indongo
*Deputy Executive Director - DAITM*

11.1.1 Division: Human Resources Management

During the financial year under review, the establishment of the Office of the Prime Minister was 393 members of which 137 are males and 256 females. The Office had 51 staff members at management level of which 30 were males and 21 females. The Office had 342 staff members at non-management level of which 107 males and 235 females.

The Affirmative Action Report was submitted to the Employment Equity Commission and the Office of the Prime Minister has not yet received any feedback at the time of reporting.

The following tables, charts and graphs indicate the summary of activities in the Division HR Management during the period in review.

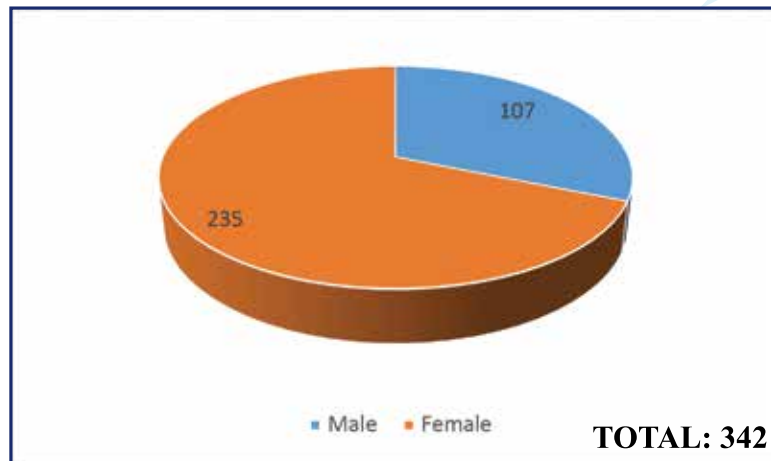**PIE CHART 1: BREAKDOWN OF THE STAFF MEMBERS IN THE OFFICE OF THE PRIME MINISTER**

137

256

■ Male ■ Female

TOTAL: 393
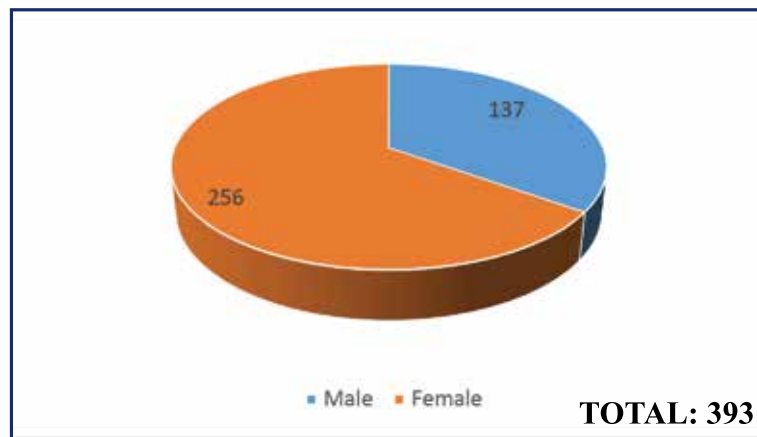
PIE CHART 2: BALANCED STRUCTURING: MANAGEMENT CADRE (GENDER: MALE/FEMALE)

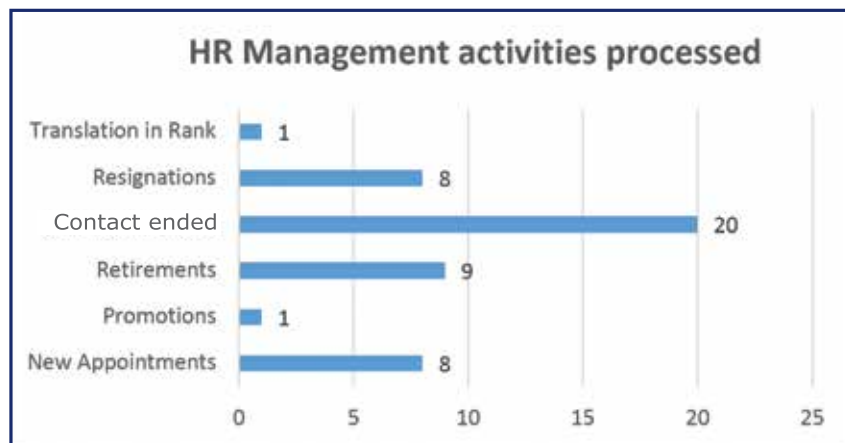21

30

■ Male ■ Female

TOTAL: 51
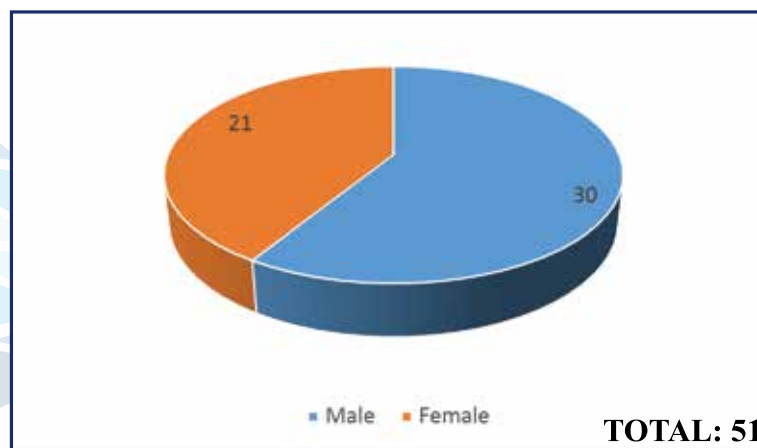
PIE CHART 3: BALANCED STRUCTURING: NON-MANAGEMENT CADRE (GENDER: MALE/FEMALE)

a) Section: Human Resources

Graph 2. HR Management activities processed

Human Resources Management section processed the following activities: 8 new appointments, 1 promotion, 9 retirements, 9 transfer out, 4 transfer in, 8 resignations, 1 translation in rank, end of contract 20 and 0 dismissal (abscondment).

b) Section: Learning and Development

During the financial year 2019/20, the Human Resources Development Subdivision coordinated various training interventions in the Office. About 122 OPM staff members including 10 student interns from various institution have benefited from different training and development programmes coordinated by OPM.

Gender Planning and Budgeting workshop became an annual event in OPM. Last year about 41 staff members mainly Managers and Supervisors attended this workshop in November 2019 at Otjiwarongo. Other workshops attended are Learning and Development Officer forum two (2) delegates, Woman Summit four (4) delegates, Wellness Conference six (6) delegates, Performance Management nine (9) delegates, IPM five (5) delegates and OPM Private Secretaries Workshop sixteen (16) delegates.

Other qualifying and non-qualifying training are recorded as indicated in the tables below.

1. Training and Development

Table 8. Non-Qualifying Training

Non-qualifying Courses	No. of staff attended training
Workshops & Conferences	
Gender Planning and Budgeting	41
Learning and Development Officer Forum	2
Woman Summit	4
Wellness Conference	6
Performance Management	9
IPM	5
OPM Private Secretaries Workshop	16
Short Courses	
Emotional Intelligence	1
Behavioral Management	7
EDRMS-ES	3
MMDP	7
Excel Training	1
A+ N+	1
Business Processing Management	7
TOTAL	**110**

Table 9. Qualifying Training

1.2 Qualifying Courses	No. of staff financially assisted
Number of financially assisted staff members 2019/20	**2**
Programme	
MBA – NUST	1
Hons. Degree in HR Management – IUM	1
TOTAL	**4**

Table 10. Interships

1.3 Internship	No. of students
Number of students admitted for interns 2018/19	
Institution	
IUM	2
SBS	1
Lingua	1
NUST	5
UNAM	1
TOTAL	**10**

2. Declaration of Interest

Table 11. Declarations of interest

Declaration forms	Management	Below Management	Total
Engaged into Businesses	17	31	48
Without Business	13	202	215
TOTALS	**30 of 51**	**233 of 342**	**263 of 393**

We hereby report that 33% of management cadre were engaged into businesses outside their employment during the period under review, while 25% of management are without businesses.

Results also indicate that 9% of non-management were involved into remunerative work outside their employment while about 59% of them had no businesses.

3. Performance Agreements (PAs)

Table 12. Performance Agreements

	Management	Below Management	Total
PAs Signed	**41 of 51**	**253 of 342**	**294 of 393**

This means that 80% of management cadres has signed Performance Agreement (PAs) while 74% of non-management signed Performance Agreements, while 85% of all staff members in OPM signed their PAs.

11.1.2 Division: Finance

This Division is responsible to maintain Prudent Financial Management within the Office of the Prime Minister, which includes amongst others the preparation of the Budget and Budget execution in line with Laws and Regulations governing the State Finances.

During 2019/20 financial year, an amount of N$508,799,000.00 was allocated to this Vote to carry out operational and developmental activities and out of this amount, N$480,676,444.40 (94.47%) was executed.

During the period under review, the Finance Division managed financial resources in line with the State Finance Act and Treasury instructions.

Table 13. Expenditure by Standard Items

Year Breakdown	2019/20	
	Estimate	**Actual**
Personnel Expenditure	177,814,201.00	173,415,036.23
Goods and Other Services	82,290,993.00	67,099,757.68
Subsidies and Other Current Transfers	239,386,806.00	239,360,760.24
Acquisition of Capital Assets(Operational)	1,500,000.00	729,220.41
Capital Transfers (Operational)		
Operational Budget	**500,992,000.00**	**480,604,774.56**
Operational Capital	0.00	0.00
Acquisition of Capital Assets (Development)	7,807,000.00	71,669.84
Capital Transfers (Development)	0.00	0.00
Development Budget	**7,807,000.00**	**71,669.84**
Total State Revenue Fund Appropriation	508,799,000.00	480,676,444.40
Development Partners		
GRAND TOTAL	**508,799,000.00**	**480,676,444.40**

PIE CHART 4: Expenditures per programme in percentages

Table 14. Overall Vote Actual Performance

Year Breakdown	2019/20	
	N$	
	Estimate	**Actual**
Operational Budget	500,992,000.00	480,604,774.56
Development Budget	7,807,000.00	71,669.84
Development Partners	-	-
TOTAL	**508,799,000.00**	**480,676,444.40**

12. DIRECTORATE DISASTER RISK MANAGEMENT

1. Introduction and Background

Jafet Iitenge
Director DDRM

The Directorate Disaster Risk Management (DDRM) was established in terms of Section 11 of the Disaster Risk Management Act No.10 of 2012 to coordinate disaster risk management in Namibia and execute the decision of the National Disaster Risk Management Committee (NDRMC).

In that regard, the directorate must facilitate the establishment of an integrated and coordinated system of the disaster risk management in Namibia by all government Organisations, Ministries and Agencies (OMAs), relevant statutory bodies, the private sector, other none state players involved in disaster risk management (DRM) as well as the communities.

Its objectives are among others, to apply innovative approaches and technologies to enhance community resilience to disaster risks through effective coordination and facilitation of all disaster risk reduction initiatives in Namibia.

2. Activities Conducted

2.1 Drought Relief operation for June 2019 to March 2020

Namibia experienced extensive drought that has severely impacted on food security and livelihoods in rural communities in all 14 regions country wide. The situation led to a declared of Drought Emergency on 06 May 2019 by the Head of State.

Cabinet directives and decision No. 7/30.04.19/003 initiated drought response measures for drought relief program 2019/20 in all affected regions. The response measure included Food provision, Livelihood (livestock market intensive, lease of grazing, fodder and licks and water provisions) Health and Nutrition.

Government provided food assistance to an estimated number of 179 455 households equivalent to 908 018 beneficiaries for the period June 2019 to March 2020.

DDRM coordinated the implementation of the drought food relief country-wide during the same period as follows;

- Maize meal   1 158 762 of 12.5 kg bags
- Tinned fish   2 175 737 of   400 grams
- Cooking oil   1 366 882 bottles (324 984 of 1liter and 1 041 898 of 750ml)
- Mahangu   105 797 of 20 kg bags
- Rice   104 950 of 10kg
- Flour   647 of 5kgs bags
- White sugar   250 of 50 Kg bags
- Dry meat   5 000 packs of 1 kg each
- Salt   68 868 units of 500 grams

The cost implications for the implementation of the drought relief programme is indicated below:

1)	Procurement and distribution of food commodities	N$ 112,385 702.40
2)	Water provision	N$ 249,786 609.00
3)	Livestock marketing incentives and crop support	N$ 52,717 245.00
4)	Hydroponic and fodder production	N$ 10,445 828.71

2.2 Vulnerability Assessment and Analysis

- The Vulnerability Assessment and Analysis (VAA) that informed the above drought intervention was conducted during May/June and Sept/October of 2019.

- Incorporation of Integrated Food Security Phase Classification (IPC) in the VAA. IPC is a set of protocols for consolidating and summarising a **situation analysis**, a stage of the food security analysis response continuum. Situation analysis is a foundation stage where the fundamental aspects (severity, causes, magnitude etc) of a situation are identified

2.3 Mainstreaming DRR into curriculum

- Started discussion with the MEAC, MHETI and NIPAM on the inclusion of DRR modules as indicated in the training manual into the curriculum. MHETI perused the manual and gave feedback on suitability, discussion ongoing.

- Developed a concept note for the development of volunteer unit that is being discussed with Public Service Management.

2.4 SADC Meetings

a) DDRM Chaired the SADC disaster risk reduction (DRR) workshop hosted by Namibia on the 26-28 June 2019.

b) Namibia also hosted the SADC RVAA Annual Organizational Meeting on the 1-5 July 2019, chaired by DDRM.

c) Attended the RVAA Communication and Advocacy workshop on 24-25 June 2019

d) Attended the SADC Peer review workshop in January 2020 resulting in Namibia being part of the first two Member States undergoing a process of peer review with Malawi.

Peer review is a governance tool whereby the performance of disaster risk management of one country is examined on an equal basis by experts from other countries. The process is based on exchange of experience resulting in non-binding recommendations, aimed at improving policy in the areas of disaster risk management.

e) Sendai framework monitor workshop, September 2019
The workshop aimed at increasing understanding of data collection needs and reporting requirements as agreed by Members States.

Participants were taken through the indicators to be monitored and shared country experiences on the implementation

f) Attended the SADC Annual Organizational Meeting in March 2020.

The main objective of the Annual Organisational Meeting (AOM) was to provide National Vulnerability Assessment Committees (NVACs), the Regional Vulnerability Assessment Committee (RVAC) and International Cooperating Partners (ICPs) an opportunity to share lessons learnt, collectively find solutions to challenges and advance good practices among Vulnerability Assessment and Analysis (VAA) practitioners in the region. The meeting also offered an opportunity for NVACs and the RVAC to review their progress over the past year and plan for the year ahead.

2.5 Information Management System Reviewed

Ongoing consultations with NSA and DPSITM on the draft disaster risk reduction portal and Information Management System respectively.

2.6 Budget execution

During the period under review the directorate was able to manage funds allocated under the National Emergency Disaster Fund with a total expenditure of N$425,335 384.62

Delegates at the 2018/19 SADC Seasonal Preparedness Planning Workshop in Windhoek,
Namibia from 17-19 December 2019.

13. DIRECTORATE PUCBLIC SERVICE INNOVATION AND REFORM (DPSIR)

Steven Isaacks
Director DPSIR

1. Introduction

The Directorate Public Service Innovation and Reform is mandated to:

- Coordinate public sector innovation to enhance continuous Public Service improvement;
- Initiate a programme of public sector reform interventions to enhance public service delivery;
- Facilitate citizen engagement to enhance trust in Government.

2. Strategic pillars and objectives

The projects and programmes that are in the ambit of DPSIR's mandate resort under the following Strategic Objectives:

- **Strategic Objective 1**: Champion and institutionalise innovation;
- **Strategic Objective 3**: Accelerate performance improvement in the public service - P2.1
- **Strategic Objective 5**: Promote Responsiveness and Accountability to Citizens

3. Projects and programmes

The DPSIR is tasked with the following projects and programmes:

a) To institutionalise **Public Service Innovation** in the Namibian Public Service. In order for the Namibian Government to achieve its objectives of economic growth, among other things, innovation should be at the forefront to make Namibia more globally competitive.

b) To have an approved **Public Service Reform Policy** based on lessons learnt from public service reform initiatives implemented since Independence in 1990.

c) To carry out a **Staff Satisfaction Survey** for the Public Service to gauge levels of employee satisfaction with a view to institute remedial actions that will enhance staff satisfaction leading to greater improvement in service delivery and productivity.

d) To institutionalise the **Government Communication System**, which is made up of a manual Suggestion Boxes and an Online Platform. The latter are aimed at soliciting ideas and areas of improvement in terms of service delivery on the part of Government.

e) To compile a **One-Stop-Service Centre Framework** which will lead to the effective and efficient implementation of the e-Government Policy Framework.

4. Outputs

a) A **Public Service Innovation Policy** that promotes innovation and inculcates the culture and practice of public service innovation in all spheres of the Government.

b) A **Public Service Reform Policy** that will charter the way forward for public service reform.

c) A **Staff Satisfaction Survey Report** that will lead to programmes and projects that will enhance employee satisfaction and boost staff morale.

d) A fully functional **Government Communication System** leading to constructive interface between Government and the recipients of public services; citizens and visitors to Namibia.

e) A **One-Stop-Service Centre Framework** which will lay the foundation for Government services to be available on-line to enhance accessibility of public services.

5. Activities

a) Public Service Innovation:
- To sensitise stakeholders on the innovation policy; and inculcate the culture and practice of public service innovation.
- To facilitate the establishment of innovation champions in various institutions, and
- To have an annual Innovation Conference and Awards; amongst others.

b) Public Service Reform:
- To develop the Public Service Reform Policy on the basis of lessons learnt from public service reforms implemented since Independence in 1990.

c) Staff Satisfaction Survey:
- To carry out the survey and compile a report; and
- To analyse the findings and come up with ways of addressing identified issues that are hampering proper service delivery by public servants.

d) Government Communication System (GCS):
- To institutionalise the GCS by training PRO's to respond to queries, compile reports and to sensitise staff members on identified issues, in order to improve service delivery.

e) One-Stop Service Centre:
- To finalise the One-Stop-Service Centre Framework;
- To sensitise Government institutions on it; and
- To have pilot projects in order to launch the service portal.

6. Achievements

During the 2019/20 financial year, the DPSIR achieved the following 5 milestones:

a) The **Public Service Innovation Policy** has been finalised and approved by OPM Management.

b) The **Public Service Reform Policy** has been developed to 35%. Input is still awaited from OMAs in terms of the reforms that have taken place in their respective institution since independence.

c) A **pilot Staff Satisfaction Survey** has been conducted in the Khomas Region. A report was submitted to management, which was approved. This will form the basis of a Staff Satisfaction Survey to be conducted for the Namibian Government in the 2020/21 financial year.

d) A **One-Stop Service Centre Framework** has been developed for the Namibian Government. This is an initiative that forms part of the e-Governance Strategy and will ensure that Government Services through Government Institutions are available on-line. This will give Citizens quicker and easier access to government services. The next phase of the project is to implement the strategy, which will be done in the 2020/21 financial year.

7. Challenges

Here are some of the challenges that the DPSIR is experiencing in the carrying out of its mandate:

- Lack of funding for some projects and programmes;
- Skeletal establishment due to frozen posts;
- Limited uptake from OMAs and RCs to implement projects and programmes;
- Slow decision-making at administrative and political levels, respectively that hampers project and programme implementation; and
- Limited administrative and political support within OPM for projects and programmes to take off.

8. Conclusions and recommendations

Since the projects and programmes of the DPSIR are of strategic nature, we need to:

- Find innovative ways of increasing the output and outcomes of the projects and programmes amidst the multiple challenges;
- Seek greater appreciation and understanding from the administrative and political leadership of the Office to get their support and buy-in;
- Solicit technical and financial support from external development partners for some projects and programmes;
- Boost staff morale through team-building and related activities;
- Device strategies to get greater cooperation from OMAs, RCs and other stakeholders to enhance uptake and implementation of projects and programmes.

14. DIVISION: SPECIAL PROJECTS AND PROGRAMMES

1. Introduction

Fulgentia Mayira
Deputy Director Special Projects

The Division Special Projects and Programme is mandated to Coordinate Special Projects and Programmes as per the Cabinet Directives.

During the reporting period, the Division coordinated the finalisation of drafting the National Equitable Economic empowerment Bill, the revised National Food and Nutrition Security Policy, Implementation Action Plan, and Coordination Structure. In addition, facilitated that the Namibia Public Service Savings Cooperative obtain a deduction code from the Ministry of Finance and staff complement to assist with the setting up of NAMSACCO activities.

2. Strategic Pillar and Objective
Strategic Pillar: Public Service Delivery
Strategic Objective: Ensure effective leadership and good governance

3. Projects
3.1. National Equitable Economic Empowerment Framework/Bill
3.2. National Food and Nutrition Security
3.3. Namibia Public Service Savings and Credit Cooperatives

4. Outputs (Listing all Departmental Outputs for the period under review)
4.1. Facilitated submission of the final draft Bill to Cabinet Committee on Legislation and Cabinet Committee on Policy and Priorities. The outcome from this processes were submitted to Ministry of Justice to finalise the Bill.
4.2. Facilitated the establishment of a steering committee to finalise the drafting of the revised National Food and Nutrition Security, Implementation Action Plan and Coordination Structure.
4.3. Facilitated the meetings between Ministry of Finance and NAMSACCO Board to reach consensus on approving the deduction code.

5. Activities

5.1 NEEEB
The conversation on NEEEB has been ongoing for a considerable period of time and has consisted of various rounds of consultations. The Office of the Prime Minister constituted the Working Committee as per Cabinet directive, consisting of Office of the Prime Minister, the Ministries of Labour, Industrial Relations and Employment Creation, Finance, Industrialisation, Trade and SME Development, Mines and Energy, Fisheries and Marine Resources, Office of the President. The team developed an Action Plan to fast-track the processes of finalising the Bill. The Office of the Prime Minister ensured that minutes of discussion were shared with the Legal Drafters to enable them to finalise the Bill.

The Office of the Prime Minister also ensured that the final draft Bill is presented to Cabinet Committee on Overall Policy and Priorities (CCOPP) and Cabinet Committee on Legislation (CCL). The Decisions from these Cabinet Committees were communicated to MoJ with a task to facilitate and include the Decisions in the draft Bill for finalisation of the draft Bill.

5.2 National Food and Nutrition Security

Cabinet by Decision no: 1st/14.02.17/004 Cabinet resolved that Office of the Prime Minister:

- Appoint an Inter-Agency Steering Committee with the task to finalise the National Food Security and Nutrition Policy
- Revive the National Food Security and Nutrition Council to be chaired by the Office of the Prime Minister.
- Endorse the National Alliance for Improved Nutrition (NAFIN) to serve as a technical partner to advocate for nutrition specific interventions.

The process of review and finalising the documents was initiated by the Office of the Prime Minister (OPM) in collaboration with technical support from Development Partners. Extensive stake-holder consultations meetings were held for the review process, this consultations involved line Ministries, United Nations agencies, NGOs, Academic Institutions and the Private Sectors.

Thematic/technical groups were formed comprising of experts in Food and Nutrition Security to provide information that needed to update the documents. Consultations were conducted to stakeholders mostly to understand the importance and the rational why the Policy, Implementation Action Plan and Coordination needed revision and befit in the existing coordination committees at the national, regional and constituency level.

5.3 NAMSACCO

Government identified the SACCO model as a good platform where public servants could save and borrow the mobilised funds at affordable terms with a view to ease their financial burden. The SACCO is targeting public servants in ministries, departments, public enterprises and Regional Councils. In view of the fact that the formation of the SACCO was an initiative of the government on behalf of public servants, Cabinet by decision number 3rd/27.03.18/001, supported the establishment of the SACCO by Public Servants in Namibia under the Cooperatives Act, 1996 (Act No. 23 of 1996). Cabinet granted approval that the Government avail existing staff members to assist with the setting up of the SACCO for Public Servants".

The Office of the Prime Minister made budgetary provision to assist with the setting up of SACCO. The Division Special Projects and Programmes assisted the interim board to ensure that Namibia Public Service Savings and Credit Co-operative (NAMSACCO) Ltd is registered under Section 16 (1) (c) (ii) of the Co-operatives Act, 1996 (Act 23 of 1996).

The Division also facilitated the platforms for the Ministry of Finance and NAMSACCO Board to reach consensus on approving the deduction code. In addition, internal correspondences were spearheaded by the Division to ensure that NAMSACCO have an office space, a manager, and interns to assist the NAMSACCO Board in implementing the desired goal.

6. Achievements

NAMSACCO made regular follow ups with stakeholders to ensure that the targets are Met. Some of the target that were met, inter-alia, include:

- Appointment of NAMSACCO's Board Members;
- Fist Renewal Provisional Registration issued on 13 March 2019;
- NAMSACCO Information Brochure content developed;
- NAMSACCO Manager Assigned from OPM;
- Assignment of Interns to NAMSACCO; and
- Renewal of the deduction code.

7. Challenges

7.1. National Food and Nutrition Security

Stakeholders were not adhering to deadlines and in consistency from OMAs with the focal persons were observed.

7.2 On NAMSACCO Ltd.

- The discussion between MOF and NAMSACCO Board took a longer period. The process of finalising the marketing and mobilisation materials were hampered due to Bidders who failed to submit the procurement mandatory documents.

- Having Board members from the regions posed problems to meeting regularly with the quorum as required.

8. Conclusion and Recommendations

It is recommended that the Division be fully staffed to be able to run effectively.

ANNEX A

Policy issues discussed during the period under review

The following are some of the key policy decisions taken by Cabinet during the period under review, which require continuous monitoring and evaluation by the Department Cabinet Secretariat, Policy Analysis and Coordination, with the view to assess the socio-economic and political impacts:

• Update on the Challenges Experienced in the Poultry Industry due to the Influx of Imported Poultry Products;
• Deployment of August 26 (Pty) Ltd to assist with Rapid Infrastructure Development for the Ministry of Education Arts and Culture and the Ministry of Safety and Security;
• Public Sector Innovation Policy (PSIP);
• Namibia School Feeding Policy, 2018-2023;
• Emergency Preparedness in the Wake of the Coronavirus (2019-NCOV) Outbreak;
• Update on the Drought Relief Programme;
• State Reports on the African Charter on Human and People`s Rights (ACHPR); The Convention on the Rights of Persons with Disabilities (CRPD); and the International Convention on the Elimination of all Forms of Racial Discrimination (ICERD) Pursuant to Reporting Obligations under the said Conventions;
• International Pressure against Trophy Hunting;
• Final Report with Recommendations of the High-Level Panel on the Namibian Economy (HLPNE);
• Report of the Independent Audit on the National Oil Storage Facility Contracts against Payments;
• Approval of Sale of the Houses Build under the Mass Housing Development Programme (MHDP) on Discounted Prices, Karasburg;
• Report on the Outbreak of Pests Affecting Crops in Namibia;
• Update Report on the Status of the Renovation of Abattoirs in the Northern Communal Areas (NCAs);
• Request for Approval for Namibia's Membership's to the Global Partnership to End Violence against Children (VAC);
• Granting of Fishing Rights to New and Expired Right Holders and Allocation of Quarter to all Right Holders of the remaining Two Thirds;
• Scorecard for Allocation of Fish Quotas in the Marine Resources Sub-Sector;
• Briefing on the Special Economic Zone (SEZ) Policy Framework;
• National Anti-Corruption Strategy and Action Plan 2016 – 2019;
• Public Private Partnership (PPP) Pilot Project Development for Affordable Housing;
• Proposed National Micro, Small and Medium Enterprises (MSME) Policy;
• Negotiations between the Government Negotiating Team (GNT) and the Recognised Trade Unions on Salary and Benefit Improvements;
• Establishment of an International Peace Centre in Namibia;
• Commencement of the Pilot Project to issue Visas upon Arrival for Nationals of certain Countries at Some Namibian Ports of Entry;
• Report on the 37th Meeting of the Southern Africa Customs Union (SACU) Council of Ministers held on 25 April 2019, in Maseru Lesotho;
• Renaming of the Wenela Border Post to Katima Mulilo Border Post and Kamenga Border Post to Singalamwe Border Post;

- Report on the State Visit to the Republic of Namibia by H.E Dr. John Pombe Joseph Magufuli, President of the Republic of Tanzania, held from 27-28 May 2019;

- Request to Increase the Validity Period for Three (3) Categories of Namibian Passports which are National, Diplomatic and Official Passports;

- Transfer of Namibia Communication Commission's (NCC) Assets and Liabilities to the Communication Regulatory Authority of Namibia (CRAN);

- Report on the Implementation of the Environmental Management Act, 2007 (Act No. 7 of 2007) during the 2018/19 Financial Year;

- Detained Second Hand Vehicles Diverted into the Namibian Market without Proper Customs Clearance;

- Skills-Based Lending Facility for the Youth;

- Allocation of Unoccupied Mass Housing Programme Houses;

- Update of the Implementation of the Drought Relief Interventions 2019;

- Report on the Livelihoods and Vulnerability Assessment April-May 2019;

- Report on the 2019 Economic Growth Summit held from 31 July to 1 August 2019, Windhoek, Namibia;

- Establishment of the National Sport Museum;

- Decentralisation (delegation) of the Arts and Culture Functions of the Ministry of Education, Arts and Culture to Regional Councils;

- Total Allowable Catch (TAC) for Seals for the 2019 Harvesting Season, 1 July 2019 to 15 November 2019;

- Compliance of Offices/Ministries/Agencies to the Provisions of the Environmental Management Act, 2007 (Act No. 7 of 2007);

- Decentralisation (delegation) of the Arts and Culture Functions of the Ministry of Education, Arts and Culture to Regional Councils;

- 9th Session of the Namibia-Zimbabwe Joint Commission of Cooperation held in Windhoek, Namibia from 22-24 July 2019;

- Report on the State Visit to the Republic of Namibia by H.E. Emmerson D. Mnangagwa, President of the Republic of Zimbabwe, from 22-24 July 2019;

- 5th Session of the Namibia-Angola Joint Commission of Cooperation held in Windhoek, Namibia from 10-14 July 2019;

- Namibia's Membership Application to the Sanitation and Water for All (SWA) Network;

- Production of Fodder under Hydroponic Fodder Production Systems;

- Report on the Establishment of the Africa Peer Review Mechanism (APRM) National Structures in Namibia;

- Progress Report on the Upgrade of Hosea Kutako International Airport (HKIA);

- Outcome of the 2019/2020 Mid-Year Budget Review and Medium Term Budget Policy Statement for the Financial Years 2020/2021-2022/2023 Medium Term Expenditure Framework (MTEF);

- Modalities for Non-Mechanised Small Scale Hydroponics Fodder Production System;

- Submission of the 6th Country Report on the United Nations Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) for the 2013/2014-2018/2019 Financial Years;

- Request for Namibia to Sign a Working Agreement with Identified Contracting States in Terms of The Hague Convention on the Protection of Children and Cooperation in Respect to the Inter-Country Adoption;

- Update on the Development of the Baynes Hydro Power Project;

- Transfer of Funds from the Namibia Human Resources Endowment (NHRED) Fund to the Namibia Students Financial Assistance Fund (NSFAF);

- Additional Water Supply Requirements from National Emergency Disaster Fund (NEDF) under the National Drought Relief Programme 2019-2020;

- Status of Water Resources and Supply Security in Namibia;

- Total Allowable Catch (TAC) for Hake for the 2019/2020 Fishing Season, 1 November 2019 to 30 September 202;

- Proposal to Introduce an Incentive Programme for Registration as an Electronic-Filer (e-Filer) on the Integrated Tax Administration System (ITAS);

- Feedback Report on the Implementation of Cabinet Decisions for the Period 1st October 2018-31st March 2019;
- Request for Approval of the Namibia Agricultural Mechanisation and Seed Improvement Project (NAMSIP) Implementation Modalities;
- Resource Mobilisation efforts of the Ministry of Environment and Tourism;
- Report on the High Level Meeting of the 74th Session of the United Nations General Assembly (UNGA74), Held from 20-29 September 2019 in New York, United States of America;
- Naming of the Office Block housing the Ministries of International Relations and Cooperation and Information and Communication Technology;
- National Automotive Assembly Development Policy (NAADP) Framework, 2019-2021;
- Action Plan for Construction and Upgrading the Boundary Fence for Etosha National Park 2019/2020- 2021/2022;
- Report on China-Aided Social Housing Project in Namibia;
- Report on the Signalling Conference of African Continental Free Trade Area (AFCFTA) Negotiations on Trade in Services;
- The National Environmental Education and Education Sustainable Development Policy;
- Signing of the Agreement to Host the Cuvelai Watercourse Commission (CUVECOM) Secretariat Headquarter in Oshakati, Namibia;
- Disposal/Marketing of Harvested Timber in Kavango East, Kavango West and Zambezi Regions;
- Ratification of the Bilateral Agreements on Extradition and Mutual Legal Assistance in Criminal Matters between the Republic of Namibia and the Republic of Botswana;
- Signing and Ratification of the Treaty Establishing the African Medicines Agency (AMA);
- Ratification of the Arms Trade Treaty;
- Ratification of the Southern Africa Development Community (SADC) Protocol on Trade in Services;
- Ratification of the Republic of Namibia's Membership to the Africa Finance Corporation (AFC);
- Child Justice Bill, 2020;
- Public Passenger Road Transport Bill, 2019;
- Value Added Tax Amendment Bill, 2019;
- Income Tax Amendment Bill, 2019;
- Abolition of Payment by Cheque Bill, 2019;
- The Draft Research, Science, Technology and Innovation (RSTI) Bill, 2019;
- Roads Bill, 2019; and
- Animal Protection Bill, 2019

ANNEX B.

Major policy issues that were considered and endorsed by the Committees during the reporting period:

- Proposed strategies for broader Beneficiation of Regions through fishing quotas as a means to enhance Regional Economic Development;
- New Green Economy 2030 (NGE 2030) Program for Namibia;
- National Equitable Economic Empowerment Bill, 2020;
- Sustainability of Air Namibia;
- Memorandum of Understanding on the Takeover of the Onandjokwe Hospital by the Government;
- Status of the Implementation of the Flexible Land Tenure Act, Act No. 4 of 2012);
- Review of the Fifth National Development Plans; and
- Organisational Realignment for August 26 Holding Group
- Purchase of Mobile Telecommunication Limited (MTC) Shares
- Air Namibia on Its Integrated Strategic Business Plan (ISBP).
- Roads Contractor Company (RCC) Rescue Business Plan (2019-2020)
- Presentation on NSFAF Sustainability Model and Debt Recovery Policy and Procedures
- Establishment of the Constituency Development Fund and Amendment to the Regional Councils Act, 1992 (Act No. 22 Of 1992)
- Private Sector Support for the Grading and Maintenance of Tourist Roads in Etosha National Park
- Namibia Oriental Tobacco CC Lease of Land for Tobacco and Maize Plantation in Zambezi Region
- Development of an Economic Growth and Transformation Strategy
- Namibia Participation in Expo 2020 to Be Held From 20th October 2020 to 10th April 2021 in Dubai, United Arab Emirates
- Briefing on the Special Economic Zone (SEZ) Policy Framework
- Evaluation of New Fishing Rights
- Redressing the Employment of Namibian Fishermen Who Lost Their Jobs as a Result of the NAMSOV Retrenchment and Industrial Action
- Appraisal of Cabinet on the implementability of recommendations of the High-Level Panel on the Namibian Economy (HLPNE) – Natural Resources Utilisation
- Report on the Status of the Youth in the Republic of Namibia (Sport, Youth and National Service)
- Establishment of the National Sports Museum
- Identification and Approval of Contracting States to Sign Working Agreements with Namibia in Terms of The Hague Convention on The Protection of Children And Cooperation in Respect of Inter-Country Adoption
- Progress Report on the Completion and Allocation of Houses Under the Mass Housing Development Programme
- Namibia Agricultural Mechanisation and Seed Improvement Project (NAMSIP) Implementation Modalities
- Report of the National Consultation on the on the 1969 OAU Convention Governing Specific Aspects of Refugee Problems and the 2009 AU Kampala Convention for the Protection and Assistance of Internally Displaced Persons In Africa.

NOTES

NOTES

NOTES