



# Being a Public Servant in Namibia

The Pocket Guide 2.0

# **Pocket Guide Overview**

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# Foreword

The Public Service of Namibia exists to serve its customers, the people of Namibia, tourists, visiting business persons, colleagues in the Public Service and Political Office Bearers. As such, it is one of the most important stakeholders in the future of the Nation.

In the past few years, the Public Service of Namibia introduced the Performance Management System (PMS) as a strategic approach towards monitoring performance and ensuring effective and efficient service delivery. The core of the PMS is that it is aligned to the O/M/A's planning process of Vision 2030 and the national development goals and objectives, and cascading the goals and objectives down through unit plans to the lowest level in the organisation. This is a demonstration by the government of its commitment to improve the quality of Public Services and to enhance public service delivery for all its citizens. The digital revolution, which is being embraced in our public service at a very rapid pace is aimed to revolutionise our service delivery mind-set and adopt new and better ways of doing things as envisioned in our long-term perspective plan - Vision 2030. Vision 2030 states that Namibia aims to become "a prosperous and industrialised nation, developed by her human resources, enjoying peace, harmony and political stability", and envisions herself being a "knowledge-based economy" and a "technology-driven nation" by 2030.

The performance of staff should be recognised in a fair, relevant and equitable manner, and should facilitate improved performance. The informal recognition of performance forms part of the continuous monitoring and feedback process between staff and supervisors/managers. Monitoring and feedback is a continuous, regular, formal, and informal communication process between staff and supervisors/managers regarding performance. Monitoring and feedback is effective when it is timely, specific, covers both positive and negative criticism, focuses on continuous improvement and is a two-way communication process between the staff member and his/her supervisor/manager. Coaching and development are cornerstones of this process. The formal performance assessment process cannot replace this usual and ongoing management of staff.

Furthermore, to ensure that all public servants have concise information on areas such as the Government structure, Public Service reform, conditions of employment, service benefits, human resource development, information and communications technology, and finance, the Office of the Prime Minister has issued this updated Third Edition of Being a Public Servant in Namibia: A Pocket Guide. Having this information in a handy guide empowers public servants to carry out their duties, and this helps to strengthen professionalism and ethics in the Public Service. The usefulness of the guide is that it complements and augments the information which is also contained on the Government of Namibia and Ministerial Websites. A Pocket Guide complements and advances the provisions of the Harambee Prosperity Plan II and NDP5 with a strong emphasis on sustainable development at all levels.

I urge all Executive Directors/Chief Regional Officers to ensure that each staff member has a copy of this booklet. This will help them to render the specific service they offer in a courteous, friendly, timely, impartial, and accessible manner. Only then can we be confident of an effective, efficient, professional, and accountable Public Service.



**Rt. Hon. Saara Kuugongelwa-Amadhila**

**Saara Kuugongelwa-Amadhila**  
PRIME MINISTER



# Executive Summary



**Dr George Simataa**

Namibia is part of the global village and it is highly influenced by the Public Service developments and initiatives that are taking place at regional and global levels. Globalisation, rapid technological advancements and rising client awareness and rights all demand that governments modernise and improve their service delivery. Governments are looking inwards for ways to reduce expenditure and for new models of service delivery. Information and Communication Technology (ICT) has become an indispensable tool and key vehicle to deliver services in a manner that meets public expectations.

Government activities have become more focused, which means reorganising some Offices, Ministries and Agencies (O/M/As), including the creation of new O/M/As. These changes aim to enhance the Government's ability to deliver effective and efficient services to the public.

As part of Public Service Management Reform and New Public Service Management initiatives, efforts have been made to undertake activities to rationalise and restructure government ministries/departments, Regional Authorities, and all other public organisations in the Public Sector of Namibia. This was meant to enable Accounting Officers to concentrate the available resources, both financial and human, on the core functions and roles of the Government to enhance effective and efficient Public Service delivery.

Some of these reforms include:

- Ministerial/departmental rationalisation and strategic plans;
- Public Financial Management Reforms;
- Rationalisation of State Corporations and Public Enterprises;
- Development of Service Charters;
- Development and implementation of Performance Agreements for all staff and performance contracts for Executive Directors/Chief Regional Officers;
- Installation of integrated Payroll and Personnel Database (HCMS); and
- Development and implementation of e-government strategy.

The government is committed to enhance the integrity, transparency and accountability of the Public Service at all levels. The practical impact of the performance improvement theories on behaviour adaptation are aimed at improving things like attitudes, values, and personal qualities of individuals and the public service. The Public Service of Namibia has embraced the essence of the Performance Management System which enables the government to become a "learning organisation" through an integrated and systematic approach towards improving organisational performance to achieve corporate strategic aims and promote its mission and values. Instilling Performance Management in the Public Service of Namibia entails creating and supporting the "achievement culture" and thus ensuring that efforts are generated that result in performance which in turn results in real achievements and the emergence of an "achievement culture", which means a combination of performance orientation and professional excellence.





Namibia has acceded to align herself to the public service reform initiatives and efficient services delivery at the continental level through the African Charter on Values and Principles of Public Administration which aim at adhering to quality service provisions at the required standards at continental level.

The principles underlying the various Public Service Charters remain the pillars upholding a professional and ethical Public Service. These principles guide the Public Service as it continues to reform itself in order to improve service delivery and to focus more on impact than outcomes. Reforms reflected in this publication include strategic planning and management, progress reporting and monitoring, business process re-engineering, and the electronic management of documents and records. All Public Service reforms aim at improved effectiveness, efficiency and accountability in pursuit of Vision 2030.

Other new developments with regards to conditions of employment and service benefits have also been incorporated into the Third Edition of this Pocket Guide. These developments will equip both in-service and newly employed public servants with the required information about most aspects of the Public Service. Other ongoing developments that impact on the staff rules, regulations, circulars and legislation related to human resources are available on the Intranet via the Public Service Information Online platform (<http://www.eservice.net.local>), which is accessible to all public servants.

Another key development in the Public Service is the establishment of the Namibia Institute for Public Administration and Management (NIPAM). NIPAM aims to respond comprehensively in an integrated and professional manner to the capacity-building needs of the Namibian Public Service. NIPAM also acts as a catalyst in terms of evolving a new culture of public service by way of training. NIPAM's Policy Framework calls for capacity management and professional competencies development, and for inculcating amongst public servants a sense of purpose, values and traditions of the public service in order to effectively serve the people of Namibia in an effective and transparent manner.

The Government is committed to using information and communication technology as a means to ensure sufficient and effective service delivery to all citizens. For this reason, the Government continues to implement the e-Governance Policy, and efforts are being undertaken to make public services available online, thus making services available to the public 24 hours a day and 7 days a week.

We are all expected to redouble our efforts to make sure that efficient, effective and accountable services are provided to everyone in the country. Therefore, I urge all public servants to familiarise themselves and internalise the contents of this publication and to put it to good use. It is my humble and sincere request that all public servants will make use of this booklet in a practical manner and use its content as the number one reference guide on public service operations and management.

**George Simataa (Ph.D.)**  
SECRETARY TO THE CABINET



# Message from UNDP Namibia

I am delighted to note that we are embarking on an exciting journey of institutional strengthening and capacity development through the implementation of "The Pocket Guide 2.0." As the Resident Representative of UNDP Namibia, I am honoured to emphasise the significance of this transformative project in advancing our collective efforts towards sustainable development, particularly in the context of SDG 16 - Peace, Justice, and Strong Institutions.

The Pocket Guide represents a vital tool in our ongoing mission to foster strong and effective institutions within the public service of Namibia. It goes beyond a mere digital resource; it is a catalyst for change, empowering you, Namibia's esteemed public servants, with the knowledge and information necessary to drive forward the nation's development agenda.

At UNDP, we firmly believe that sustainable development rests upon the foundation of inclusive and accountable governance. The Pocket Guide aligns perfectly with this vision by enhancing transparency, promoting ethical practices, and strengthening the principles of professionalism within the public service. By equipping yourselves with this comprehensive guide and related tools, you will be better positioned to navigate the complexities of your roles and responsibilities, delivering quality services to the Namibian people.

The UNDP Accelerator Lab, whose innovative methods and human-centered approaches have played a crucial role in the development and utilization of this advanced and digital version of The Pocket Guide has illustrated that by harnessing the power of digitalization and innovation, this resource will meet the evolving needs of Namibia's dynamic public service. By incorporating human-centered design principles, we have prioritized the needs and perspectives of the end-users - public servants - to ensure a user-friendly and intuitive experience. The result is a comprehensive digital resource that reflects the best practices and emerging trends in the public service sector.

It is our collective responsibility to embrace this transformative initiative and seize the opportunities it presents. I encourage you to leverage the power of The Pocket Guide 2.0 to enhance your capacity, streamline processes, and foster a culture of continuous learning and improvement. By doing so, we will contribute not only to the achievement of SDG 16 but also to the overall progress towards the sustainable development goals.

I extend my deepest appreciation to all the dedicated public servants who have contributed to this milestone achievement. Your commitment to advancing the public service of Namibia is truly commendable. Together, let us embrace innovation, enhance our institutions, and build a prosperous future for all.



**Alka Bhatia, Resident Representative  
UNDP Namibia**

**Alka Bhatia**

**RESIDENT REPRESENTATIVE  
UNDP NAMIBIA**



# Welcome to the Pocket Guide 2.0!

Welcome to the Pocket Guide 2.0, a dynamic and innovative resource designed to revolutionize how we engage with information, foster continuous learning, and promote a deeper understanding of the Public Service.

The Pocket Guide 2.0 comprises three powerful components:

- 1. The Digital Version:** This downloadable version provides a comprehensive reference, offering valuable insights and essential information at your fingertips.
- 2. Microlearning Modules:** We understand that learning is most effective when it's bite-sized and easily digestible. Our microlearning modules break down complex topics into manageable, engaging segments, encouraging you to explore and expand your knowledge.
- 3. The Pocket Bot:** Meet your AI-powered companion, the Pocket Bot. It is not just a virtual assistant; it is a repository of knowledge, continuously updated with the latest public service staff rules, regulations, and relevant information about Namibia. The Pocket Bot is here to answer your questions, guide you through intricate processes, and inspire you to learn and grow.

What sets the Pocket Guide 2.0 apart is not just the availability of these components but the way they seamlessly interact to create a holistic learning experience. We encourage you not only to use this guide but also to delve into the microlearning modules, consult the Pocket Bot, and let your curiosity lead the way.

Together, let us embark on a journey of discovery, empowerment, and enriched understanding of the public service. The Pocket Guide 2.0 is not just an information resource; it is an invitation to explore, learn, and thrive. Together we can make a difference!

If you are a currently serving member of the Public Service of Namibia or are already well informed of its workings, the Pocket Guide 2.0 may contain a few items that are new to you or that may refresh your memory.

As a new member of the Public Service, you now own this handy guide to the way the Public Service of Namibia works. It will help you to:

- identify the common core knowledge and understanding for being a public servant;
- ensure a good understanding of the values and standards of the Public Service;
- know what is expected in terms of the Code of Conduct;
- learn about the high standard of service and behaviour;
- know the Public Service in general and its functions;
- know the service benefits;
- improve your access to information about the Public Service; and
- strengthen the process of delivering effective and efficient services to the public.

Every new public servant will receive this Pocket Guide as a useful tool for learning and development in the Public Service.



*As a new member of the Public Service, you now have access to the way the Public Service of Namibia works.*



# List of Acronyms

Acronym	Description
AU	African Union
BPR	Business Process Reengineering
DEI	Diversity, Equity and Inclusion
DHRPD	Directorate of Human Resources Planning and Development
DPSITM	Department of Public Service Information and Technology Management
DPSIR	Directorate Public Service Innovation and Reforms
ERDMS	Electronic Records and Documents Management System
GIPF	Government Institutions Pension Fund
HOSSM	Home Owner's Scheme for Staff Members
HPP	Harambee Prosperity Plan
ICT	Information and Communication Technology
IT	Information Technology
ITAS	Integrated Tax Administration System
LA	Local Authority
MTEF	Medium Term Expenditure Framework
NAMRA	Namibia Revenue Agency
NDP	National Development Plan
NIPAM	Namibia Institute of Public Administration and Management
O/M/A	Office/Ministry/Agency
OPM	Office of The Prime Minister
PSC	Public Service Commission
PSSR	Public Service Staff Rules
PSEMAS	Public Service Medical Aid Scheme
RC	Regional Council
SDGs	Sustainable Development Goals
s/he	she or he



## Useful Links

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Scan Me

Government of Namibia Portal

Office of The Prime Minister





# Notes




# PART 1

Delivering a Service



# What is a Public Service?

The term “Public Service” can be used to refer to services that are considered as “public” or for “common” good. A “Public Service” can be understood as a service that is provided to the general public.

“Public Service” can be based on the understanding that a service is provided by a public entity, either by the government itself (regardless at what level), by a governmental agency or by a public enterprise.

In today’s world, a central body like this forms the administrative arm of the political system of a country, and this is called the Public Service. By way of the Public Service, all kinds of economic development, social progress and educational upliftment for the nation can become a reality.

These essential administrative activities include:

- putting the necessary laws in place;
- making the community a safe place to live in by establishing a police force, prison services and a defence force;
- giving citizens basic health and medical care;
- creating a framework in which education and training can take place; and
- building roads, railways and airports, so that the economy can be developed.

Of course, any Public Service needs money to achieve all these goals – and this is where paying our taxes comes in. Revenue that is collected from various taxes is used to develop and maintain the organisational and physical infrastructure that is needed to deliver the important services mentioned above.

The private sector, on the other hand, delivers goods and services that are not always essential. Also, their goal is to make a profit. In this sector, supply and demand determine how much a product or service costs. You, as a buyer, can then choose whether or not to spend your money on those goods or services.



## ***What exactly is the Public Service of the Republic of Namibia? What does the law say?***

***“... a Public Service for the Republic of Namibia ... shall be impartial and professional in its effective and efficient service to the Government in policy formulation and evaluation and in the prompt execution of Government policy and directives so as to serve the people of the Republic of Namibia and promote their welfare and lawful interests”.***

***Public Service Act, 1995 (No. 13 of 1995), Part I, Section 2***

# What is a Public Servant?

## Public Servant

A public servant is someone who serves the public. The public is made up of:

- all the country's citizens, and
- anyone else who lives in the country.

### But what does that mean, exactly?

Servant – devoted (loyal – someone who invests him/herself, his/her time and energy) helper. The word “servant” comes from the word “Serve” A public servant is thus a man or a woman who is employed in the public service (Offices / Ministries or Agencies) to serve all the citizens of Namibia and anyone else who transacts with the Government.

In the Namibian context, the title public servant refers to any person employed in any Office / Ministry / Agency (O/M/A) of the Public Service of the Republic of Namibia. For the sake of simplicity in this Pocket Guide, the term public servant includes a civil servant, employee, and staff member, although the latter terms slightly differ in meaning from each other.

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## Employee

Employee refers to an individual, other than an independent contractor, who works for another person and who receives, or is entitled to receive, remuneration for that work, or in any manner assists in carrying on or conducting the business of an employer (Labour Act, 2007 (No. 11 of 2007)).

## Staff member

Staff member means any person employed in a post on or additional to the establishment as contemplated in section 4 of the Public Service Act, 1995 (No. 13 of 1995), and includes the Secretary to the Cabinet and the Secretary to the President.

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Very importantly, as a public servant, you are neutral in respect of the Government of the day. This means that, no matter what political party won the general elections, you will serve the public without fear or favour and you are responsible for executing all the policies of the Government of the day.



# Customer Service

As you know, Public Service is a public trust. As public servants, we will be open, ethical, responsible, and accountable and dedicated to the public we serve. You have been employed to serve the public – your ‘customer’. Every member of the public you serve pays for your service by means of his/her taxes, e.g., income tax and value-added tax (VAT) (see Part 12).

As a public servant, you are part of a Government O/M/A that offers a service to the public. Because the public demands and pays for your service, every customer you serve – directly or indirectly – is entitled to service that is:

- *polite and helpful;*
- *without discrimination of any kind;*
- *professional and competent (that is, you are able to do your job properly); and*
- *open (that is, you will offer him/her any information they have a right to know).*

The role of customer service in the government is to maximize the welfare of ALL citizens as a collective group. To do that, the government regulates and provides services for ALL, and it has extensive policies and procedures in place to ensure that people are treated equally and beneficially under the law.

## What is openness as practiced in the Public Service?

Openness refers to giving information on how public services are managed, what specific services cost, and how they perform (“Public Service Charter Principles”; OPM 2012).

In being open, you need to strike a balance between confidentiality and transparency. These definitions may help:

- **Confidential:** secret, trusted with secret matters
- **Transparent:** easily seen through, obvious, easily understood, open

To give an example of confidential information, think about the President deciding to appoint new Ministers. Even though you may know exactly who the new Ministers are going to be, you must treat the information as secret. The public is not permitted to have this confidential information before the President gives his/her permission to release it.

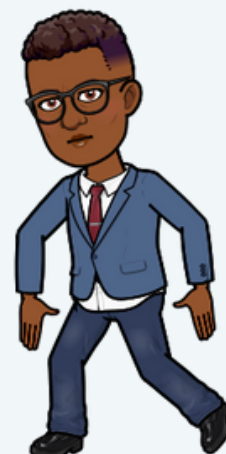
An example of how the Public Service must be transparent is in the way that it conducts the nation’s finances. There may be nothing strange or hidden about this, and every member of the public has the right to know exactly what his/her tax money was used for.

An easy way to decide whether information is confidential is to know whether the public has a Constitutional or other legal right to have that information.

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***You have three main customers to serve:  
The public (Namibian citizens, tourists,  
and visiting business persons);  
Your colleagues in the Public Service; and  
Political office-bearers who will need your  
services from time to time.***

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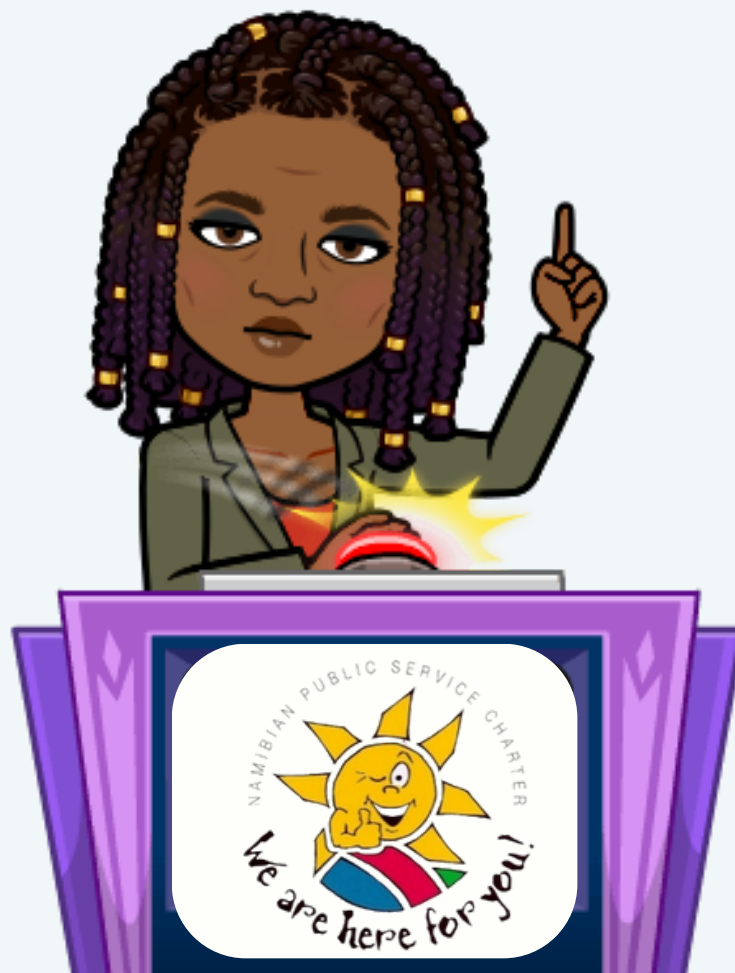


# The Charters

The Constitution of the Republic of Namibia through the Office of the Prime Minister assists the President in carrying out the Executive responsibilities as part of the mandate of the Presidency; to spearhead government business in the Legislature; and to head and oversee the efficient, effective and economic service delivery of government to the Namibian people. Thus, the public service is central in achieving set national goals as articulated in high-level statements such as Vision 2030, the National Development Plans (NDPs), and the Institutional Strategic Plans (O/M/As' & RCs' Plans).

The mandate to govern boils down to a 'Social Contract' entered into between the citizenry and the government of the day. In this context, we recognize the importance of having positive and respectful relationships with all our valued customers whether individuals, corporate entrepreneurial bodies, governmental agencies or civil society organisations.

The importance of customer care in the Public Service has resulted in the development of customer service charters which describe, in writing, the services offered and the standards thereof that an O/M/A aims to achieve. Furthermore, Namibia reviewed the **Public Service Charter**, which is in line with the **African Charter on the Values and Principles of Public Service and Administration (African Charter)**. Namibia was signatory to the African Charter which affirms our political commitment to strengthening professionalism and ethics in public service in Africa. The Charter contributes to the achievement of the aspirations expressed in the Agenda 2063 for a concerted effort to revitalize, professionalize, and strengthen the capacity of the public service and administration in consolidating the democratic gains that Member States have achieved through enhanced public service delivery and socio-economic development. It also serves to improve public service delivery, combat corruption, protect the rights of citizens as users of public services as well as to promote good governance and sustainable development.





# The Public Service Charter



Principle	How we define the principle	Some examples
<b>Standards</b>	Setting, checking and publishing clear standards of service that the customer can reasonably expect.	You abide by standards when you answer the phone in three rings, or respond to all emails on the same day you receive them
<b>Information</b>	Providing information about public services in a straightforward and open way that is easy to understand.	You provide details on the What, Where, When, Who to contact and the How of accessing services.
<b>Courtesy and helpfulness</b>	Providing a polite and helpful service to customers who have a right to such a service, run by public servants who can be identified by a name badge.	You answer the phone stating your full name and Division / Unit and wear your name tag visibly.
<b>Consultation and choice</b>	Making sure that the customer is consulted and communicated with regularly, and giving him/her a choice wherever possible.	You provide an update to the customer on when to expect the service via telephone, email, SMS or mail if possible.
<b>Accountability</b>	Providing details of how everyone performs according to set targets, and identifying who is responsible for reaching those targets.	You sign and commit to your performance agreement, which includes your objectives and goals.
<b>Openness</b>	Letting the customer know how public services are managed, how much they cost, and how well they are being delivered.	You display visible signage on how services are provided, the duration as well as the costs (if any).
<b>Non - discrimination</b>	Ensuring that services are available and offered equally to all customers.	You make sure that your services are inclusive regardless of gender, age, race, religion, ability or language.
<b>Quality of service</b>	Informing customers what to do if they have a complaint, and providing them with an apology, full explanation and early correction if a mistake has been made.	Make sure that you give timely feedback to your customers and find ways for them to track the status of the service they are expecting.
<b>Value for money</b>	Providing efficient and economical public services within the limits of what can be afforded with public money.	You publicly display an updated list of how much each of the services will cost.
<b>Accessibility</b>	Ensuring accessibility to public service by accommodating the service needs of our service users.	You find ways of providing inclusive services - using braille, screen-reading devices and translation services where possible.



# Customer Service Charters



A Customer Service Charter is a document that outlines how an organization promises to work with its customers and how it operates. This document sets out the specific standards of service each O/M/A and RC promises to deliver to their customers.

- Outlines the service we provide (what we do);
- Defines who our Customers are;
- Reflects our commitment;
- Sets standards of service that you can expect from us at all times;
- States what we will do if you contact us;
- Commits to take into account customers' views;
- Articulates what is expected from customers
- Explains how to provide us with feedback and how to make a complaint, if you are not satisfied with our service
- The Customer Service Charters draw on the ten General Principles of the Public Service Charter of Namibia.

## Managing Expectations

Successful Customer Service Charters typically implement principles like managing customer expectations, providing quality service, and resolving conflicts. Just like in the business world, if your customers do not receive the quality service they are paying for, they have the right to complain.

### How do customers provide feedback?

Before that question is answered, you need to remember that part of your duty is to make the public aware that most O/M/As have developed Customer Service Charter brochures or booklets for themselves. Public service institutions are known for creating a lot of paperwork that often goes unused. This means that it's important to make sure that the Customer Service Charters don't become part of that unused paperwork. The Customer Service Charters are important documents that public servants should use as a guide for how to do their job. It's important for public servants to read and understand the contents of their respective institutions' Customer Service Charters and follow them when doing their job.

## Feedback Mechanisms

Let us get back to the question of where the public goes to complain. Each O/M/A and RC has a Public Relations Officer or a designated officer who is the main contact between each the organisation and the public. A member of the public would contact this person to report the problem s/he experienced. The person could fill in the complaint form that appears at the back of some of the Customer Service Charters, use the suggestion boxes or follow the complaint procedure as set out in some of the Customer Service Charters. If s/he is not satisfied with the answer given by the O/M/A or RC concerned, the matter can be taken up with the Accounting Officer. If all else fails, the complainant can report the problem to the Office of the Ombudsman.

But what should you do if you see a colleague acting unprofessionally – acting in a way that goes against the principles of the African Charter, the Namibian Public Service Charter, or the Customer Service Charters? In these cases, you have the responsibility to talk to your colleague about it. If s/he still acts in a way that goes against the Charters, you can discuss it with his/her supervisor.

# Ethics

Ethics can be defined as a bundle of rules or standards accepted by a group of people, and according to which the group judges the rightness or wrongness of how its members behave.

Ethics in our Public Service are based on rules and standards that spell out what is right and wrong (that is, moral) in and outside official work, in the special context of our own political, economic, technological and social environment. So as a public servant, the public will judge the way you behave in terms of those ethics, that is, how you apply those moral standards.

Since the Public Service is a public trust, a position of the public trust should never be used for private gain. The purposefulness of being ethical is therefore to promote public confidence in public servants and the public at large by preserving the integrity of the government establishing disclosure requirements and standards of conduct for all public servants in the Namibian Government.



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## Public Service Code of Conduct

Besides the various Charters, you are also guided in your work by the Public Service Code of Conduct, which is the official set of rules of behaviour you need to follow in performing your official duties. The Code of Conduct forms part of the Public Service Staff Rules (PSSR E.X/II), and looks at things like –

- your general responsibilities as a public servant;
- your involvement in political activities;
- what to do if there is a conflict of interest between your duty as a public servant and some other matters;
- how to use government money, property, goods and services;
- managing official information;
- making statements about official matters;
- accepting gifts or benefits;
- paid work outside the Public Service;
- official hours of attendance at work;
- dressing in a professional and suitable way;
- discrimination; and
- harassment of any kind.

## Unethical Behaviour

What will you do when you see a colleague acting in a way that is not in line with the Public Service Code of Conduct? It is also part of your duty to know what activities are seen as morally wrong – and to report any wrongdoing to your superiors.

- Using or disclosing confidential information not available to members of the public and gained by reason of official position;
- Using Government property not in accordance with policies and procedures of the Public Service;
- Engaging or accepting private employment or rendering services when such employment or service is in conflict or incompatible with the proper discharge of official duties or would tend to impair independence of judgment or action in the performance of official duties;
- Public Servants are also prohibited from accepting gifts, gratuities, honoraria, or other; and
- things of value from any person or company doing business or seeking to do business with the Government.

# Ethical and Accountable Services

A corrupt public servant is someone who uses public money or property for his or her own personal use. For example, why not quickly use your Government vehicle to do some shopping? Why not quickly photocopy that recipe book for yourself? The answer to these questions should always be “No” – because the car (or the computer, the photocopier, the pencil, etc.) belongs to the Government and not to you personally.

If you act in a way that goes against the Code of Conduct, you may be found guilty of misconduct. If so, disciplinary action will be taken against you under Section 25 of the Public Service Act, 1995 (No. 13 of 1995).

If you lack professional ethics in your work, you will lose respect from the public and your colleagues – not to mention losing self-respect. Unethical activities can also lead to prison.

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## The Integrity Committee and the Role of Ethics and Integrity Champions

An Integrity Committee is a regulatory structure that is set up to provide strategic direction and oversight on the integrity management and strategy of various Offices, Ministries, Agencies and Regional Councils. It provides leadership and guidance across the organisation in carrying out its responsibilities to act in the public interest, with integrity, objectivity, professional competence, due care, confidentiality, and in compliance with all relevant laws and regulations.

The purpose and objectives of the Integrity Committee is to foster, enhance trust and confidence in the ethical governance and actions across the public sector.

Integrity Committees work within their respective institutions with the overall goal of promoting good governance and reducing the risk of corruption within its sphere of control. The mandates of Integrity Committees include:

- decision-making and setting directions for the implementation of anti-corruption Action Plans within their institutions;
- managing the planning, implementation, monitoring, and evaluation of the Action Plans addressing corruption within their institutions.
- information sharing, by communicating with the Anti-Corruption Commission, and other institutions involved in the implementation of the National Anti-Corruption Strategy.

## Declaration of Private Interests

On appointment in the Public Service, it is mandatory that every public servant declares his/her private interest. The purpose is to assess and manage the impact of private engagement(s) on performance and the potential or actual conflict of interest arising thereof.

It is a requirement that every staff / public servant shall place the whole of his/her time at the disposal of the Government. Vide Section 17(1) of the Public Service Act, 1995 (Act 13 of 1995).

If a public servant wishes to perform or engage himself or herself in remunerative work at any time outside his or her employment in the Public Service, prior permission must be obtained from the Accounting Officer. Vide Section 17(2) of the Act.

# Diversity, Equity and Inclusion

The Namibian Public Service is committed to providing quality service to all its customers, regardless of their background, identity, or perspective. The Public Service Charter principles outline the values and standards that guide the behaviour and conduct of public servants, such as impartiality, transparency, non-discrimination, accountability, responsiveness, and integrity.

The Public Service also aims to create a culture of trust and respect among its employees and to support their development and engagement. In line with this, the public service also recognises the importance and benefits of diversity equity, and inclusion (DEI) for enhancing service delivery, innovation, productivity, and social cohesion. The Public Service also adheres to the African Charter on the Values and Principles of Public Service and Administration, which promotes DEI as a key element of good governance and human rights.

Persons with disabilities are encouraged to apply for advertised vacant posts in the Public Service. If you have a disability, you can rest assured that the Government is sensitive to your needs and will make your working environment better suited for your needs. The Government will not exercise any disability discrimination against you.

This means that it will not make: “any distinction, exclusion or restriction on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation” (United Nations Convention on Persons with Disability).

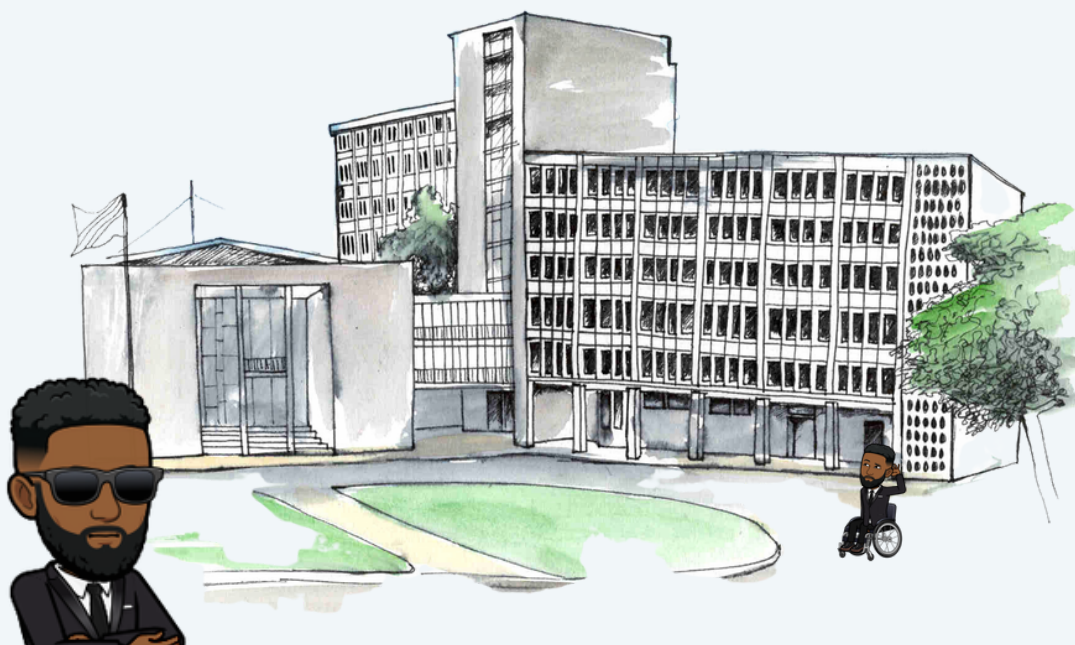
**(no) distinction, exclusion or restriction on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation**



Only positive disability discrimination is allowed in line with the Affirmative Action (Employment) Act, 1998 (No. 29 of 1998). Disability equality and equity should always be considered because it is a human-rights, developmental and cross-cutting issue.

The Public Service promises to reasonably accommodate people with disabilities. This means that the Government will make sure that *“the necessary and appropriate modification and adjustment not imposing disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities, the enjoyment or exercise on equal basis with others of all human rights and fundamental freedom”* (United Nations Convention on Persons with Disability, 2008).

Put more simply, the Government will, within reason, make the working environment for a person with a disability as comfortable as possible. For example, O/M/As give people with disabilities access to Braille and sign language services.



A Disability Unit in the Office of the Prime Minister mainstreams and oversees the coordination of, and raises awareness about disability issues in the Public Service. O/M/As are required to mainstream disability issues in their policies, laws, strategies, programmes, and activities so that persons with disability are assured of being always included when a project is planned.

Equality between women and men is a human rights and social justice issue. Women’s rights are human rights. Gender equality means that women and men are given equal opportunities and equal participation in everything that relates to the Public Service. This includes training, promotion, and decision-making. The Government will continue to remove whatever inhibits women from participating, contributing, and benefiting fully from all economic, social, cultural, and political decision-making.

The Government has also made sure that gender issues are mainstreamed into all laws, policies and programmes. In this way, the practical and strategic needs of men and women – as well as boys and girls – can be met, and the Namibian society can develop in a sustainable way.

## Useful Links

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[The Namibian Constitution](#)

[Public Service Act 1995, Act No. 13 of 1995](#)

[Public Service Commission Act, 1990 Act No. 2 of 1990](#)

[Government Structure](#)

[Regional and Local Government](#)

[Regional Councils Act, 1992 Act No. 22 of 1992](#)

[Local Authorities Act, 1992 Act No. 23 of 1992](#)



# PART 2

## Government Structure



# The Namibian Constitution

The Namibian Constitution was published and came into force on the date of Independence which was the 21st of March 1990 (Article 130). It was amended by the Namibian Constitution First Amendment Act 34 of 1998 (GG 2014); the Namibian Constitution Second Amendment Act 7 of 2010 (GG 4480) and the Namibian Constitution Third Amendment Act 8 of 2014 (GG 5589). This amending Act came into force on 13 October 2014 and prescribes how the country is governed and structured.

The Constitution is the supreme law of the Republic from which all other laws emanate and creates and organizes fundamental Government institutions. It provides the structures of Government. The Constitution enshrines fundamental human rights and freedoms that are respected and upheld by what we refer to as the three branches of government: the Executive, Legislature and the Judiciary. It defines the role of each organ, its sphere of influence, and the scope and limits of its authority. It also defines the inter-relations between these institutions and determines how conflict between them may be resolved. The Government is organized such that it enhances the separation of powers, guaranteeing a system of checks and balances that guard against either level of Government overstepping its constitutional authority.

The government of the Republic of Namibia is structured into various Offices, Ministries, Agencies, and state-owned enterprises, with the Cabinet as the executive organ of government implementing the laws of the country. The Constitution also provides for regional and local government, the Public Service Commission, the Security Commission, the Police, and the Defence Force.

With the advent and implementation of e-government reforms and digitalization efforts, many of the published and printed versions of government information are quickly outdated, so it is advisable to visit the following websites and portals for the latest information:

- [grnnet.gov.na](http://grnnet.gov.na)
- <https://www.gov.na/omas>
- <https://www.gov.na/web/gov>
- Office of the Prime Minister
- Namibia Government Gazette



Other useful places to visit or contact for information on the Government and the laws of the country are:

- The Parliament Library; and
- The National Archives.

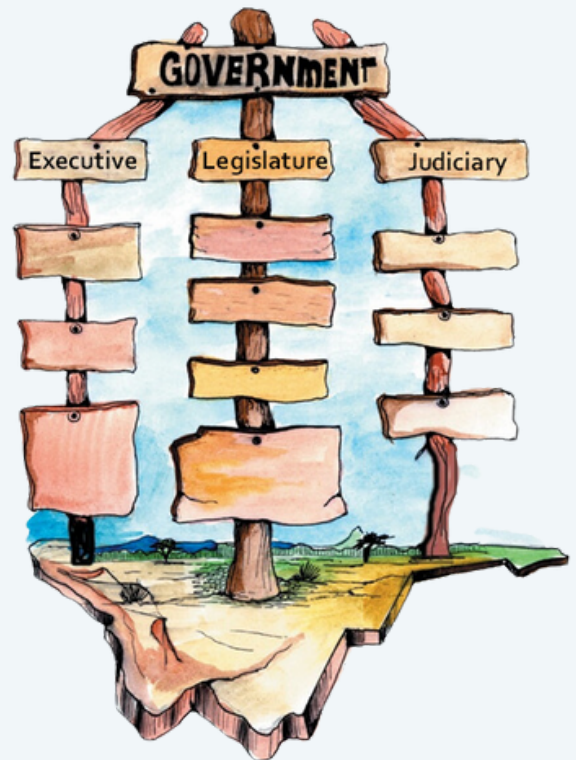


# The Structure of Government

The Government of the Republic of Namibia is divided into Central, Regional, and Local Governments. Although the main emphasis in this text is on the Central Government, a short explanation of Regional and Local Government is given as well.

As you know, each of Namibia's 14 administrative Regions has its own **Regional Council**. Together, these make up the Regional Government network. The fourteen Regions are Erongo, Hardap, //Karas, Kavango East, Kavango West, Khomas, Kunene, Ohangwena, Omaheke, Omusati, Oshana, Oshikoto, Otjozondjupa and Zambezi.

In the **Local Government** set-up, representatives on municipalities, town councils and village councils service cities, towns, villages and settlement areas. By means of the Local and Regional Government network, every citizen in the nation, no matter how far they live from the Central Government that is based in the capital city, can make their voice heard.



## Separation of Powers

Trias politica, or the separation of powers, is a model for the governance of democratic states that divides the powers and responsibilities of government into three branches. The purpose of trias politica is to balance the distribution of power that will lead to its abuse.

The Namibian Government is divided into three State organs by means of which the country is administered and similarly follows the separation of powers among the three branches:

The Executive;  
The Legislative; and  
The Judiciary.

Each organ of State has a specific function to perform, and it is assisted in that function by the other organs. For example, the Executive branch of Government is made up of the President and other members of the Cabinet.

The Executive has the power and responsibility to initiate and execute – with the President's agreement – any laws that have been brought into existence by the Legislative (law-making) branch of Government, namely the legislature.

The Legislature (Parliament) is made up of the National Assembly and the National Council. These two Chambers as they are known, are responsible for creating, evaluating and passing laws. Once the Legislature has passed a law, the Executive organ of Government executes it, that is, the law is put into practice.

The Judiciary (the courts) then has the responsibility of judging whether citizens live within those laws, and deals with them accordingly in the courts of law.

# The Executive

The Executive branch of Government – which includes all the various Government Offices, Ministries, and Agencies – sees to it that all laws passed by the National Assembly and National Council are carried out.

The President of the Republic of Namibia heads the Executive, and s/he is assisted by the Cabinet. The Cabinet consists of:

- The President (who chairs Cabinet meetings);
- The Vice-President;
- The Prime Minister;
- The Deputy Prime Minister; and
- All the Ministers.

Other members that serve on the Cabinet such as the Director-General of the National Planning Commission and the Attorney-General are not ordinary members of Cabinet: they are only invited to Cabinet meetings when required. Together, the Cabinet executes national policies, guided by the Constitution and Acts of Parliament.

The Prime Minister is the Chief Advisor to the President and the overall coordinator of the Government Offices (such as the Office of the President), Ministries (which carry out the line functions within a specific sector), and Agencies (such as the National Planning Commission).

Ministers direct, coordinate, and supervise / oversee different activities in their respective Ministries, and they explain these actions to the National Assembly as well as to the public.

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## What is the difference between a Government Office, Ministry, and Agency?

Although a person on the level of Executive Director heads each of these institutions, they differ in size and level of responsibility. For example, the **Office** of the President and the Office of the Prime Minister are the highest level of Government institutions in the country because they are headed by the President and the Prime Minister, respectively.

A **Ministry** is the largest of the three types of Government institutions. It differs from high Offices because it is headed by a Minister. Each Minister is responsible for reporting on his/her Ministry's business to Parliament.

An **Agency** performs a specific function and it is headed by a political office-bearer other than a Minister. Some of the Agencies are also called Offices, e.g., the Office of the Auditor-General. However, for the purpose of the Government structure, such Offices are seen as Agencies.

# The Legislature

The legislative power of Namibia is vested in the National Assembly with the power to pass laws with the approval of the President and where applicable, to the powers and functions of the National Council.

The **National Assembly** is composed of seventy-two (72) members who are elected by the registered voters by general, direct, and secret ballot. As the largest legislative body, it is supposed to be close to the people and represents closely their policy preferences. An additional six non-voting members are appointed by the President, allowing for additional representation of population groups or specialised expertise for Cabinet.

In contrast to the National Assembly, the **National Council** members are chosen from the Regional Councils, two (2) from each, and the Regional Councils in turn are elected from constituencies delimited within each region. The Regional Councillors are expected to represent voters in specific constituencies. At most, one could say that the National Council represents Regional Councils and is expected to have a regional approach to public issues and does not exercise initiating legislative responsibility, but rather reviews all legislation emanating from the National Assembly on all subjects and from any standpoint not just a regional one.



# The Judiciary

The Judiciary consists of:  
the **Supreme Court of Namibia**;  
the **High Court of Namibia**;  
and the **Lower Courts of Namibia**.

The Courts are independent and subject only to the Constitution and the law. No member of the Cabinet or the Legislature or any other person can interfere with the judges or judicial officers in the exercise of their judicial functions.

The **Supreme Court** consists of the Chief Justice and additional Judges which the President may determine, based on the recommendation of the Judicial Service Commission. The Supreme Court is presided over by the Chief Justice who hears and adjudicates upon appeals emanating from the High Court, including appeals that involve the interpretation, implementation, and upholding of the Constitution.

The **High Court** consists of a Judge-President and additional Judges which the PR The High Court shall consist of a Judge-President and such additional Judges as the President, acting on the recommendation of the Judicial Service Commission determines. The High Court has the original jurisdiction to hear and adjudicate upon all civil disputes and criminal prosecutions, including cases that involve the interpretation, implementation, and upholding of the Constitution. The High Court also has the jurisdiction to hear and adjudicate upon appeals from Lower Courts.

**Lower courts** are presided over by Magistrates or other judicial officers

The **Judicial Service Commission** consists of the Chief Justice, a Judge appointed by the President, the Attorney-General, and two members of the legal profession nominated in accordance with provisions of an Act of Parliament by the professional organization or organisations representing the interests of the legal profession in Namibia.



# Navigating Information on the public service

At the Public Service, we are committed to providing you with the most accurate and up-to-date information. However, it is crucial to understand that with the advent of the information communication technology revolution, the nature of government data and information is inherently dynamic and subject to change.

As you are aware, the policies, regulations, and guidelines that govern various aspects of government operations are subject to constant review and adjustment. This means that the content of government publications, including this pocket guide you are holding, may become outdated over time.

To address this issue and ensure that you have access to the latest information, we have incorporated hyperlinks throughout this publication. These links will direct you to the official government website, where you can find the most current and up-to-date information on the topics covered in this Pocket Guide. We encourage you to use these links as your primary source for the latest updates and revisions related to the content.

The Namibian government has a web portal with website links to all government Ministries and agencies. The homepage also reflects recent statements and remarks by the President as well as civic information, which citizens are required to participate in government.

The parliament website is a rich source of information on its composition as well as bills tabled or presently being debated. Anyone can access parliamentary papers such as minutes and orders for both the National Assembly and National Council. The parliament library is open to the public (with free wifi on request) and those interested in reading what a member of parliament said verbatim can access the Hansards (the written record of everything said in Parliament sessions) at the library.

The Office of the Judiciary is financially and administratively independent from the branches of government. Information on the Supreme, High, and Magistrates Courts can be found on its website.



## Useful Links

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Scan Me

[The Constitution of the Republic of Namibia](#)

[The Executive](#)

[The Legislature](#)

[The Judiciary](#)



# PART 3

The Namibian Public Service  
in the Global Context



# The Namibian Public Service in the Global Context

## The Global Context:

*"The top 1 percent have the best houses, the best educations, the best doctors, and the best lifestyles, but there is one thing that money doesn't seem to have bought: an understanding that their fate is bound up with how the other 99 percent live. Throughout history, this is something that the top 1 percent eventually do learn. Too late."*

-Joseph Stiglitz, 2001 Nobel Prize winner for Economics

### Why is this Important? And why is this quote relevant?

According to the World Economic Forum, there are five global challenges that by their nature call for international cooperation: the energy supply crisis; inequality crisis; rising inflation; food supply crisis and cyberattacks on critical infrastructure. These were listed as among the top risks for 2023 with the greatest potential impact on a global scale. Those that are outside the top 5 for the year but remain concerns include: failure to meet net-zero targets; weaponization of economic policy; weakening of human rights; a debt crisis; and failure of non-food supply chains. These challenges have been underestimated, undervalued and under-addressed both nationally, regionally and internationally. The results shook our world with an unforeseeable force.

At the heart of these challenges are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognise that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth - all while tackling climate change and working to preserve our oceans and forests.

The 17 Sustainable Development Goals (SDGs), and 169 targets officially came into effect on the expiry of the Millennium Development Goals (MDGs) on 1 January 2016 and will be in place until 2030.

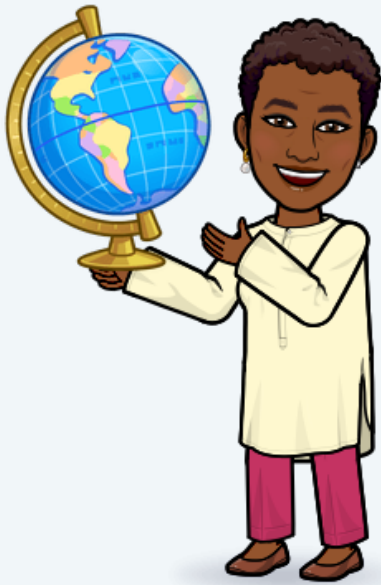
The 17 SDGs are complex, interrelated, and ambitious. Given the limited time until 2030, they cannot be achieved by any single person or institution alone. Therefore, if the 2030 Agenda is to be realised, it is of crucial importance that everyone across the public service, private sector, civil society, academia, the media, faith-based organisations, international communities, and development organisations commit to the SDGs. By collaborating and partnering, it is possible to acknowledge the universal, interlinked and integrated nature of the goals in contributing to the Agenda in the most effective and efficient manner.





# The Continental, Regional and National Agenda

## Linking the SDGs, Agenda 2063, and Namibia's Development Agenda



## Agenda 2063: The Africa We Want

Namibia as an integral part of the global community and as part of the United Nations Member States, has adopted the Global 2030 Agenda in 2015. This provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. The 2030 Agenda strives for a world that is just, rights-based, equitable, and inclusive and promotes sustained and inclusive economic growth, and social development for women, children, youth, and future generations.

Agenda 2030 is people-centered, universal, transformative, and integrated. It calls for action by all countries for all people over the next seven years in five areas of critical importance: people, planet, prosperity, peace, and partnership. The agenda recognises that ending poverty must go hand-in-hand with a plan that builds economic growth and addresses a range of social needs while tackling climate change.

The national development strategy for Namibia consists of long - and medium-term development plans. Namibia's Vision 2030 published in 2004 is implemented through the National Development Plans (NDPs.) The Sixth National Development Plan (NDP6) is the final "leg" in the journey towards realizing Vision 2030 and objectives.

The NDP6 will cover the financial years 2025/26 to 2030/31

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Agenda 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress, and collective prosperity pursued under Pan-Africanism and the African Renaissance.

It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development.

The domestication of the African Agenda 2063 will be done on three levels; namely; using the principle of subsidiarity - meaning implementation at national, regional, and continental levels; alignment of African Agenda 2063 goals and priority areas to NDP6; and through customization of African Agenda 2063's Continental Frameworks and Flagship Programmes into NDP6 and other national programmes.

# Namibia's Vision 2030

## Namibia's Vision 2030

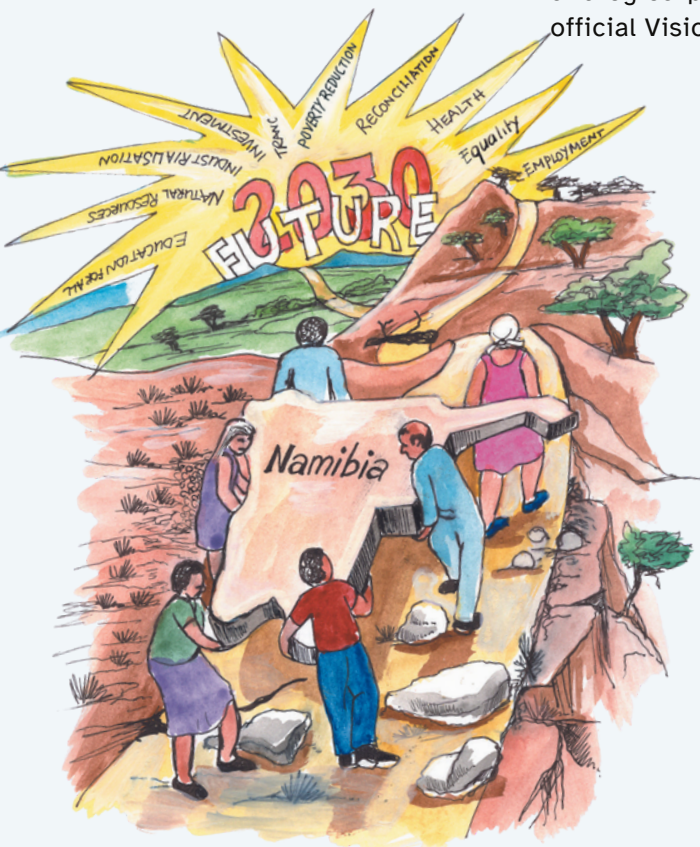
After Independence in 1990, Namibia implemented a three-year Transitional Development Plan and two five-year National Development Plans (NDPs). However, these short- and medium-term NDPs tended to address immediate needs and missed a long-term vision towards which each plan would be working. This resulted in a desire to formulate a long-term strategy in the form of Vision 2030. Vision 2030, therefore, fills the gap of a broad and unifying framework that clearly defines where we are today as a nation, where we want to be, how to get there, and over what time frame.

The implementation of Vision 2030 began with NDP2, and has been included right through to NDP7. Each of these NDPs is systematically linked to the eight objectives of Vision 2030, so that results can be systematically monitored and evaluated.

These eight objectives are structured around the following challenges:

- Inequality and social welfare
- Peace and political stability
- Human resources and institutional capacity-building
- Macroeconomic issues
- Population, health, and development
- Natural resources and environment
- Knowledge, information and technology, and
- The external environment.

In the Vision document, these issues are addressed through eight objectives and 20 corresponding strategies. The Vision 2030 strategies pivot on sustainable development, as can be seen in the official Vision 2030 Statement:



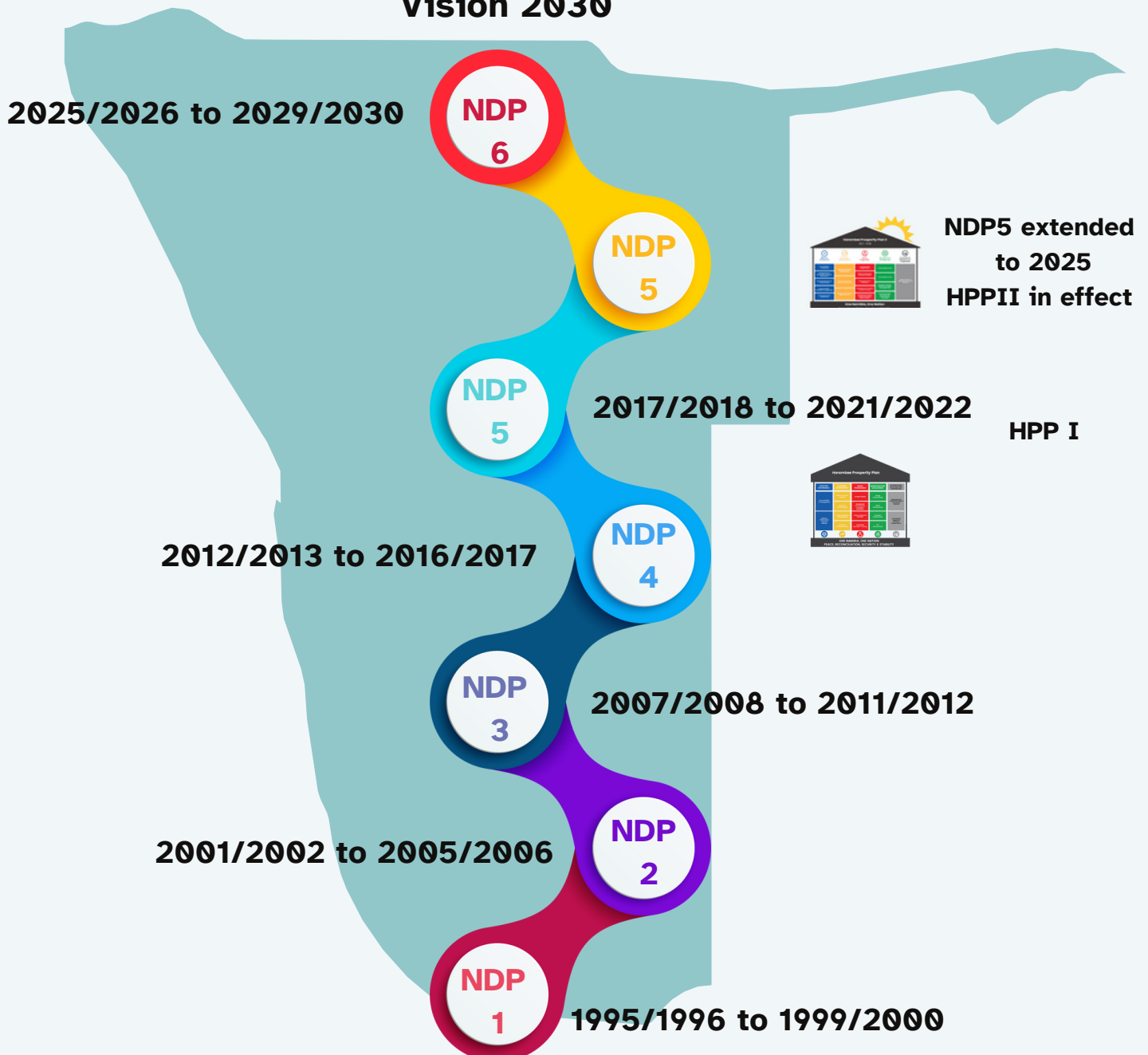
*"A prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability..."*

# National Development Plans (NDPs)

**Vision 2030** visualises the National Development Plans (NDPs) as the main vehicles for achieving its objectives and realising the long-term Vision. Accordingly, the seven successive National Development Plans will contain the goals and intermediate targets (milestones) that will eventually lead the nation to the realisation of Vision 2030. The implementation of Vision 2030 began with NDP2, and has been included right through to NDP7. Each of these NDPs is systematically linked to the eight objectives of Vision 2030, so that results can be systematically monitored and evaluated.

Visit the National Planning Commission or <https://www.npc.gov.na/> for more information.

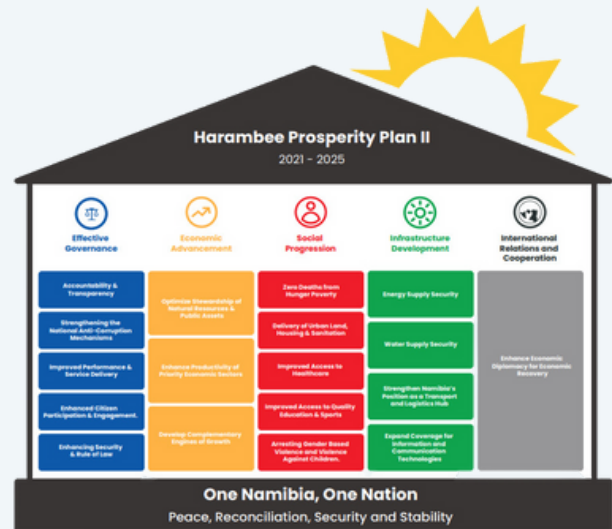
## Namibia's Vision 2030



# The Harambee Prosperity Plans



2016/17 - 2019/20



2021-2025

## The Harambee Prosperity Plans

The Harambee Prosperity Plan (HPP) I spanning 2016/17 - 2019/20 and Harambee Prosperity Plan II are government's targeted Impact Plans, consisting of prioritised short to medium term goals and strategic actions to accelerate national development towards Vision 2030 and Prosperity for All.

The Harambee Prosperity Plan II (covering the period 2021-2025) builds on the solid foundation of the inaugural HPP 2016-2020. It was constructed around the Namibian narrative. It acknowledges that we are not starting afresh, but that we must continue with the construct of an inclusive Namibian House, built on a solid foundation of peace and stability. We are unified by our national identity and stand united in Cause, to usher Namibia into the epoch of Prosperity.



# Strategic Planning Process

Namibia's Vision 2030 provides the long-term development framework for the country to be a prosperous and industrialised nation by the year 2030, developed by the people who live here, and enjoying peace, harmony and political stability.

The NDPs and Strategic Plans are the main ways in which the vision can be translated into action and in which progress can be made towards realising the vision by 2030.

The Government introduced strategic planning and management across the Public Service in 2005 as a tool to enhance efficiency, effectiveness and value for money. Strategic plans are the building blocks for implementing the Performance Management System (PMS) across the Public Service. For this purpose, each O/M/A needs to develop a five-year Strategic Plan. The strategic management process consists of three phases, namely:

1. **Strategic planning;**
2. **Strategy implementation; and**
3. **Strategy monitoring and evaluation.**

The strategic planning phase includes:

- developing an O/M/A's vision and mission;
- identifying its external opportunities and threats and its internal strengths and weaknesses;
- setting long-term objectives;
- developing (coming up with) various strategies; and
- choosing particular strategies to pursue.

The product of this process is a five-year Strategic Plan.

In strategy implementation (an annual planning process), employees and managers are meant to put the chosen strategies into action. Strategy implementation requires an O/M/A to identify its annual outputs, devise policies, motivate its employees, and allocate enough resources so that the chosen strategies can be executed. Implementing strategy includes –

- developing a culture in which strategic planning and implementation is supported;
- creating an effective organisational structure;
- preparing budgets;
- developing and utilising information systems; and
- linking employee salaries to how the organisation performs as a whole.

Strategy monitoring and evaluation is the final stage in strategic management. Some basic activities such as measuring performance and taking corrective action form part of monitoring and evaluating whether the Strategic Plan is being successfully implemented.

For further information, please contact the Directorate of Performance Improvement, Department of Public Service Management, Office of the Prime Minister.



## Strategic Planning

## Strategy Implementation

## Strategy Monitoring & Evaluation

## Useful Links

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[The Sustainable Development Goals](#)

[The 2030 Agenda for Sustainable Development](#)

[Agenda 2063](#)

[The African Charter on Values and Principles of Public Service and Administration](#)

[National Planning Commission Act 2013, Act No. 2 of 2013](#)

[Vision 2030](#)

[National Development Plans](#)

[Harambee Prosperity Plan 1](#)

[Harambee Prosperity Plan 2](#)



# PART 4

## Government Systems



# Government Systems

The Government of the Republic of Namibia runs a computerised Human Resources, Information Management System (HRIMS) integrated with the Payroll and Integrated Financial Management System (IFMS) to improve transparency, accountability, control, and efficiency towards good governance. The Office of the Prime Minister and the Ministry of Finance are jointly responsible for implementing the system.

## Human Resources Information Management System

### The Human Resource Information Management System (HRIMS):

- Captures staff members' data and leave of absence
- Creates and updates the O/M/As and RCs structures
- Creates and maintains job categories, positions, and salary structures
- Other Human Resource administration and management aspects

### The Payroll

- Processes and manages earnings and deductions, third-party payments, medical aid, and related benefits
- Ensures effective and efficient calculations as well as payroll pay run
- Interfaces with the GIPF and Social Security

### Self-Service

- Allows public staff members to update personal information, apply for leave, S & T, overtime, HOSSM online, view balances, pay slips, establishments, etc.
- Deals with matters awaiting approvals such as types of leave, S & T.
- Delivers workforce intelligence to management, HR and senior / executive management

### Recruitment

- Advertising of vacancies and online application for vacancies
- Shortlisting of applicants and job offers

### Internet Expense (I-Expense)

- Expense supports multiple expense and reimbursement currencies
- Reduces the amount of time and effort required to submit, approve, process and pay expense reports
- Increased Employee productivity and satisfaction due to the faster speed of data entry

### Reports

- Provide accurate, timely and accessible information while aiding effective and proper planning for statistical purposes
- Provide efficient and effective management of human resources within the Government of the Republic of Namibia

### Financials

- Reduces external Funds Requirements
- Optimises Treasury Operations
- Manages enterprise risk and reduce compliance costs with end-to-end processes for governance and compliance

For more information, please contact the Directorate of Human Resources Planning and Development in the Office of the Prime Minister.





The objective of the Electronic Documents and Records Management System (e-DRMS) is to ensure a risk-free records and archival system for the Public Service of Namibia. This is set up in a sustainable Electronic Documents and Records Management environment, in line with the National Archives Act, (Act number 12 of 1992) and other related statutory provisions.

EDRMS is a trusted digital repository for all paper and electronic records for the Government of the Republic of Namibia and some of its functions include:

- Filing records into the system according to the approved Filing System by the National Archives of Namibia;
- Management of the Retention and Disposal Schedules of records;
- Provision of access and security control facility as per the following classification levels: Top Secret, Secret, Confidential and Unclassified;
- Provision for document viewing, printing, reading, and copying facilities;
- Comprehensive search facilities;
- Audit trail; and
- Allowing users to file official e-mail records into the system.

The Office of the Prime Minister is responsible for the implementation of the e-DRMS across all O/M/As and RCs, through the Applications and Archival Support Division, at the Department of Public Service Information Management.

The benefits of the EDRMS could be recognised by the most three key-users, namely; the employees (public servants), the institution (O/M/As), Regional Councils and the stakeholders (society).

## Benefits of e-DRMS

Public servants will experience that the service will be quicker and more convenient, whereas discovery and access to required information will ensure improved administrative efficiency and effectiveness. Secure evidence and informed decision making will also be realised.

With regards to O/M/As and Regional Councils, the list of benefits include: secure and systematic management of unstructured data such as e-mails, documents and spreadsheets; efficiency gains with improved quality and consistency of organisational processes; reduced risk of loss of records; reduced legal liability exposure; ability to integrate core business applications with EDRMS; enabling improved records capture through automation; and facilitation of compliance with legislative obligations and standards.

The benefits to stakeholders (societal benefits) are improved accountability and transparency of government administration, improved customer service and serve as evidence of the authenticity, integrity and reliability of electronic public records, amongst others.

Another benefit of using EDRMS is that once all data is captured electronically, such data can also be accessed remotely on a 24/7 basis, whereas the paper records are only accessed at their physical location.



# Performance Management

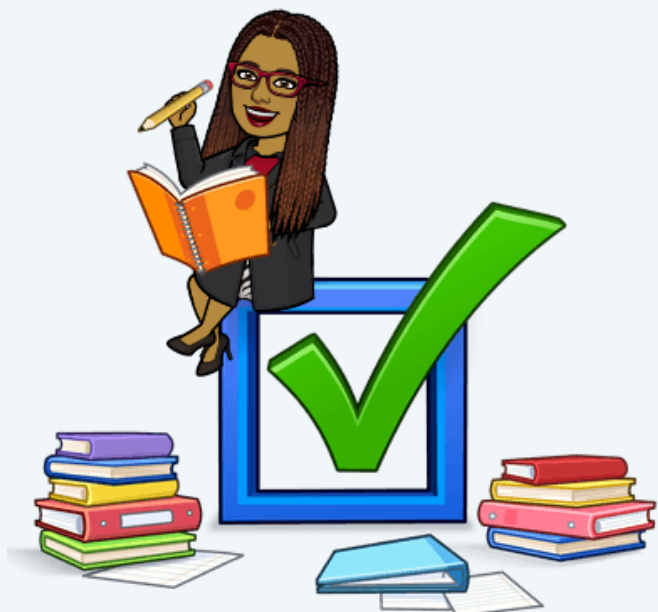
The Performance Management Policy for the Public Service of Namibia was approved by the Cabinet in November 2011. This policy provides for a Performance Management System (PMS) to support the aspirations and objectives of Vision 2030 through organisational and individual management plans. The purpose of PMS is to enhance the ability of the public service to be excellent in the delivery of services.

To realise Vision 2030 through NDPs and through the **improvement of the performance of the public service**. Therefore, PMS is:

- A management tool (getting things done effectively and efficiently through people, to gain the best return on all resources and improve performance)
- A vehicle towards performance improvement (measuring the output/outcome, modifying the process and behaviours to increase/improve the output/outcome)
- A system of dialogue about performance (a day-to-day team management tool)

Performance Management is a way of improving individual and organisational performance by setting objectives, output and key performance indicators and timelines to achieve results. The staff members are the primary focus of the PMS because the public service can only operate effectively and efficiently through the enhanced performance of its employees. The specific objectives of the PMS in the Public Service of Namibia include:

- Focusing on efforts to facilitate the achievement of the national vision, namely Vision 2030;
- Providing a planning and change management framework that is linked to the national development planning and budgeting process in order to ensure that the people gain maximum benefits from national resources;
- Enhancing the capacity of the Public Service to deliver more efficiently and effectively; and;
- Improving the capacity of all public servants in terms of their skills, competencies and abilities.
- Performance planning, which concerns activities such as formulating the organisation's vision, mission and strategy, defining what is meant by performance. This entails developing a strategic plan (5 years), annual plans and performance agreements;
- Performance improvement, which includes activities such as personal development, continuous process improvement, business process re-engineering; and
- Performance review, which includes performance appraisal, measurement and evaluation of performance.



# PART 5

## Conditions of Employment



# Conditions of Employment

The general provisions for appointment in the Public Service are found in various chapters in Part B of the Public Service Staff Rules (PSSR, Part B). In this part of the Guide, there is information on how a person is appointed in the Public Service, starting with the selection and recruitment policy. This is followed by information on the documents needed for appointment, and how salaries, probation and other matters are determined.



There is also a document known as a Personnel Administration Measure (PAM) for each job category in the Public Service. Amongst other things, it gives a short description of the job content; what functional, grade and salary scale it is in; what are the appointment requirements; and what additional allowances or benefits are linked to the job concerned.

When a position in the Public Service becomes vacant, it is either advertised internally (within the Public Service on E-service) or externally (in the newspapers and on notice boards). A person who meets the requirements for the vacant position must complete an application form for employment, and attach certified copies of their highest academic qualifications, a Curriculum Vitae, and a copy of their Namibian identity document or passport. Applicants must also complete a Health Questionnaire attached to the application. These forms are available at the Human Resource Offices in each O/M/A, as well as on the E-service website.

Once all the applications have been received, shortlisted candidates are invited for an interview. For the posts below management cadre, the approval is done by the Executive Directors or Chief Regional Officers. All posts on management level must be submitted to the Public Service Commission for recommendation before approval by the Executive Director or Chief Regional Officer. Staff members may be appointed in different employment capacities for example, temporary, part-time, permanent, contract, or occasional. Each classification has its own special conditions.

## **Appointment in an Acting Capacity**

While a suitable person is being searched for to fill the vacant post, a staff member from within the O/M/A may be appointed temporarily to act in that post (see section 21 of the Public Service Act, PSSR D.V and PMS Circular No 19 of 2003).

## **Probation**

How will the Public Service know you are really the right person for the job? Well, one way of finding out is to have each new public servant undergo a 12-month probation (evaluation) period. During this time, your progress is evaluated every three months. If your progress is satisfactory, your probation is confirmed. If your progress is not satisfactory, your probation may be extended for up to 12 months, or your service may be terminated (brought to an end). (PSSR B.V)

## **Overtime**

The purpose of overtime is to provide additional payment to a staff member of the Public Service who is required or permitted to perform official duties in excess of the ordinary hours of work applicable to him or her, as prescribed in Section 16 of the Labour Act, 2007 (Act No. 11 of 2007).

# Conditions of Employment

## Transfer

Section 23(1) of the Public Service Act states the following:

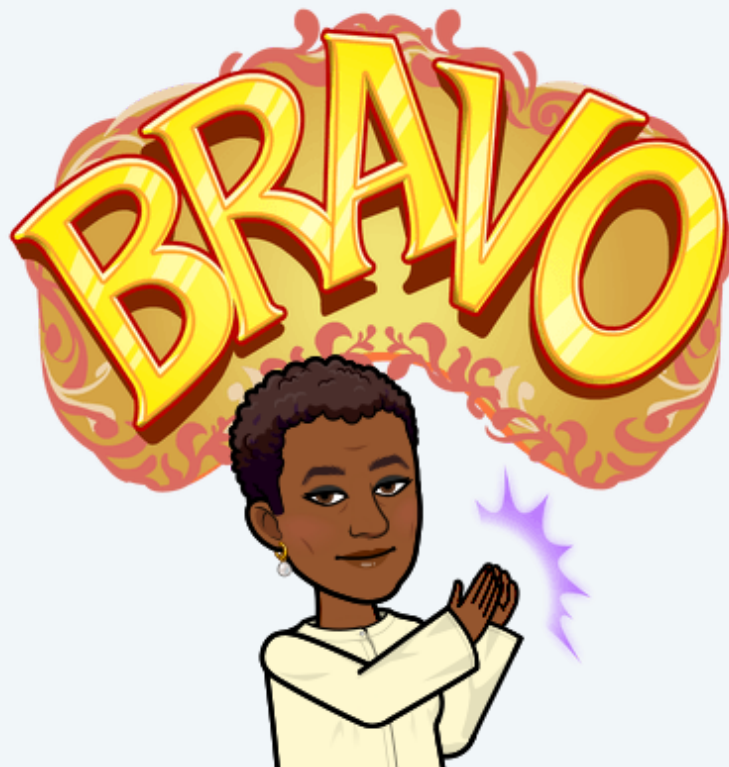
*“Any staff member may, subject to the provisions of section 5(1) of the Public Service Act, 1995, when the interest of the Public Service so requires, be transferred, with or without retention of rank, from the post or employment held by him or her to any other post or employment in the same or any other office, ministry or agency, whether or not such other post or employment is of a lower or higher grade, or whether such post or employment is in or outside the Republic of Namibia ...”*

If you are transferred, you will be compensated for all reasonable expenses that you incur if they are related to your transfer. These expenses may include –

- moving your household furniture and effects to your new duty station (place of work);
- connection costs for water and electricity at your new home;
- re-registration of your motor vehicle when moving from one town to another within Namibia;
- accommodation and meals during the transitional period; and
- buying new school uniforms for your children if they now have to go to a new school. (PSSR E.V)

## Promotion

Higher vacant posts are filled through open competition, meaning that vacancies are advertised (internally and/or externally) and if you meet the requirements, you may apply.



# Conditions of Employment

## Travel Allowance

If you travel away from your duty station (place of work) on official business, your O/M/A will compensate you for all your travel, accommodation and meal expenses. This payment is called a Daily Subsistence Allowance (DSA). (PSSR D.III)

## Official Travel

All official journeys need to be approved by the Accounting Officer (or his/her delegate). It is the Accounting Officer's responsibility to ensure that any official journey is actually necessary and in the interest of your O/M/A. Official transport is available for this purpose, but it is very strictly controlled. You first need to have proper authority (and a valid driver's licence) to make use of official transport. Such authority can only be granted by the Executive Director or his/her delegate. Unauthorised use of official transport is a serious offence.

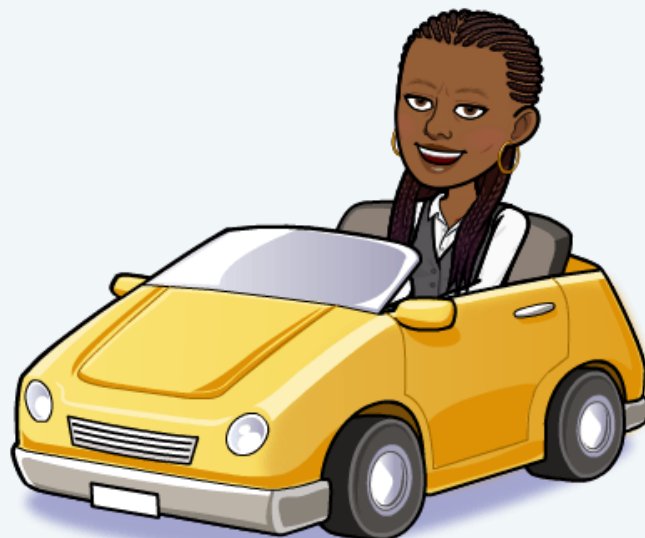
If you are in Management, the general rule is that **you are not allowed to use official transport** because you already participate in the Motor Vehicle Scheme. The purpose of this Scheme is to help you to buy a vehicle that suits the environment you work in, and which should then be used for all your official travel. Control and economy are keywords when it comes to official travel and transport.

If you are required to travel on official duty, take the following steps:

Try to use the available public transport if you possibly can;

- If public transport is not available or is impractical to use, you will need to use a Government vehicle;
- This vehicle may only be used for the purpose, length of time, and part of the journey that is related to your official duty.

If there is no public transport and no Government vehicle available, you will need to make the next best and most economical transport arrangements for yourself if you use your private vehicle you will be reimbursed for each kilometre travelled; Ensure that you have authorisation to do so beforehand and get permission to charge the costs to Government. Public servants who receive a motor vehicle allowance in terms of the Staff Rules are not permitted to use official transport except in very special cases and authorised by the Executive Director. (PSSR D.VIII/I).



# Accommodation

## Housing

You can be helped with your housing needs in a number of ways, depending on the circumstance and context. For example, you may be allocated official accommodation, that is, a Government-owned house or flat (if you apply, and if such housing is available). The Ministry of Works and Transport will take care of the cost of this accommodation from your salary. You may be given a rent allowance that will help you meet the costs of renting a private house or flat. If you do not own a house or flat and you have to rent accommodation, you can apply for a rent allowance. Your Human Resources Office will help you to apply for this allowance and will answer any questions you may have about the requirements and the rates that apply. (PSSR D.VII/III). Finally, you may want to buy your own home by participating in the Home Owners' Scheme for Staff Members (HOSSM), which means you will get a monthly subsidy towards paying off a home loan. If you are in Management, you will receive a housing benefit as part of your Management remuneration package as you do not qualify for participation in the HOSSM.

## Government Housing

The Government owns a number of housing units that it allocates to public servants. They fall within either of two categories, namely assigned or non-assigned official accommodation.

## Assigned Official Accommodation

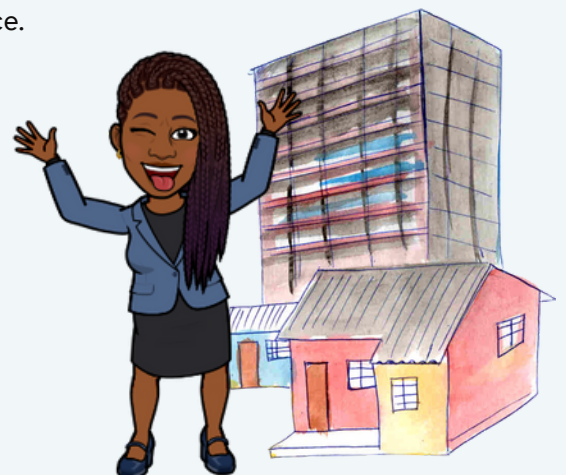
Depending on your job, you may be required to stay in Government accommodation. In these cases, a housing unit is attached to the post you occupy because –

- you may have to work in a very remote place;
- your job might require it (e.g., you are a police officer and you are obliged to stay on the premises of the police station); or
- it is a condition of service for that position (e.g., you are a Magistrate and are, therefore, entitled to an official house).

Because living in assigned Government accommodation is seen as a condition of service, the Public Service Commission has laid down policy guidelines and rates that apply to such housing. (PSSR D.VII/I)

## Non-Assigned Official Accommodation

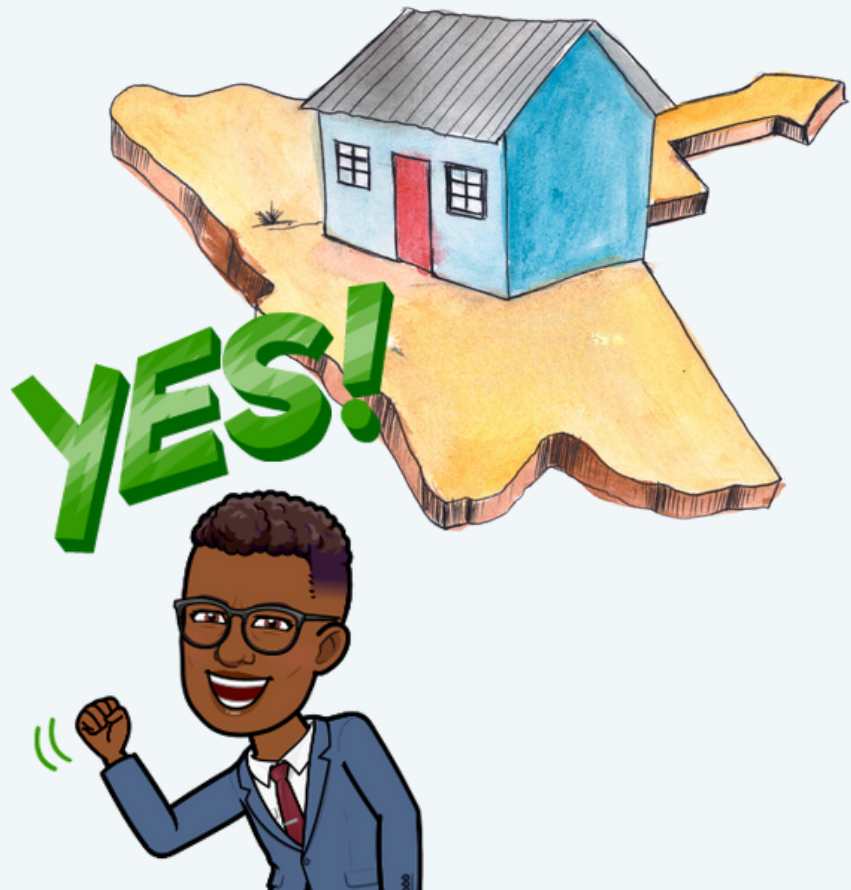
The Ministry of Works and Transport administers a number of housing units that are available to all public servants who have not participated in the HOSSM. You can find out about the policy on such accommodation from the above Ministry, and submit your application for housing to them through your Human Resources Office.



## Home Owners Scheme for Staff Members

Once your probation has been confirmed, and if you are a Namibian citizen, you can apply for participation in the Home Owner's Scheme for Staff Members (HOSSM). The HOSSM was implemented to assist public servants as far as possible in buying their own homes. The HOSSM does this in two ways:

- Financial institutions like building societies and banks normally ask for a 20% cash deposit towards the buying price of a housing unit. In the case of a public servant buying a home, the Ministry of Finance provides a guarantee for that at 20%. This means that the financial institution will give a public servant a loan for 100% of the buying price for the property – provided, of course, that the maximum allowable amount you may obtain under the HOSSM is not exceeded.
- The Registrar of Deeds then records the transfer of ownership of the property concerned into your name, and registers the fact that the financial institution has a claim on that property until your home loan is paid off. At this stage, which is when your home loan repayments begin, you will get a Government subsidy to help with your repayments. The amount of your subsidy will depend on the loan amount and how much interest you will have to pay on your home loan over 20 years. This combined benefit arguably makes the HOSSM the best housing scheme in the country.





# Leave of Absence

Leave is a condition of service that allows a public servant to be off duty for approved and recognised reasons and circumstances. It is very important to know that as a public servant, you are only allowed to be absent from work if you have been authorised to take leave. In other words, you need to get approval before you go on any kind of leave.

In the context of taking leave, day means “working day”, so weekends and public holidays are excluded from that meaning.

## **Vacation Leave**

The purpose of leave of absence is in the case of annual leave, to provide a period of rest each year and in the case of sick leave to grant staff members a period of recovery while ill. (PSSR D.I/I)

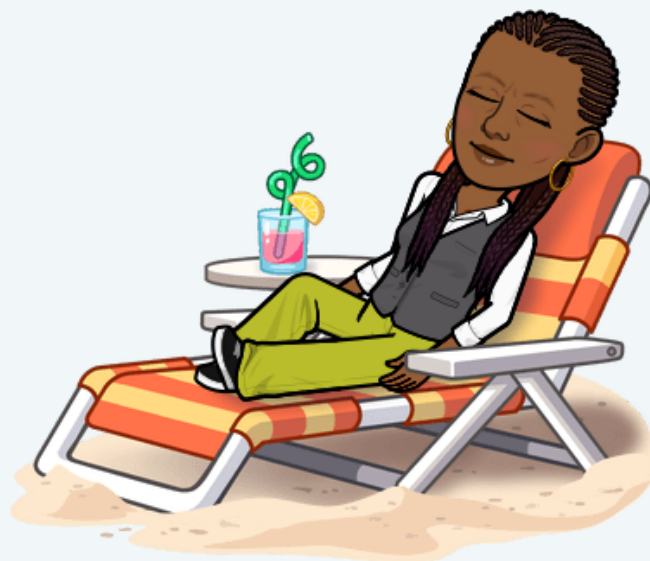
All public servants (excluding those who are employed at educational and training institutions that close completely when instruction is stopped for a while, e.g., during school holidays) are entitled to all 25 days fully-paid vacation leave a year. This is also referred to as annual leave. Annual leave must be taken not later than four months after the end of the leave cycle concerned.

Annual vacation leave is compulsory at the end of each leave cycle (including the extension thereof) in order to have a period of rest. This means that a staff member cannot carry vacation leave days not taken during one leave cycle over to another leave cycle. Leave not taken during a leave cycle will lapse.

It is the responsibility of both the Executive Director and the staff member to ensure that vacation leave is taken as provided in the PSSR D.I/II.

At termination of service, each Public Servant shall be paid for all unutilised days in an incomplete and completed leave cycle up to a maximum of 25 days. No public servant shall be permitted to accumulate beyond 25 maximum days.

Public servants working at educational and training institutions (e.g., schools and hostels) get ten days' vacation leave with full pay each year. These days are given in addition to school holidays, which cannot be accrued (saved up). (PSSR D.I/II)



# Leave of Absence



## Sick Leave

Every public servant who is paid according to the Unified Grading Structure has 132 days sick leave, fully paid, and 132 days sick leave at half-pay, in a sick-leave cycle of three years.

If you are employed at a school or other educational or training institution that closes completely when instruction is suspended (stopped for a while), e.g., during school holidays, you will receive 87 days sick leave with full pay, and 87 days sick leave with half-pay.

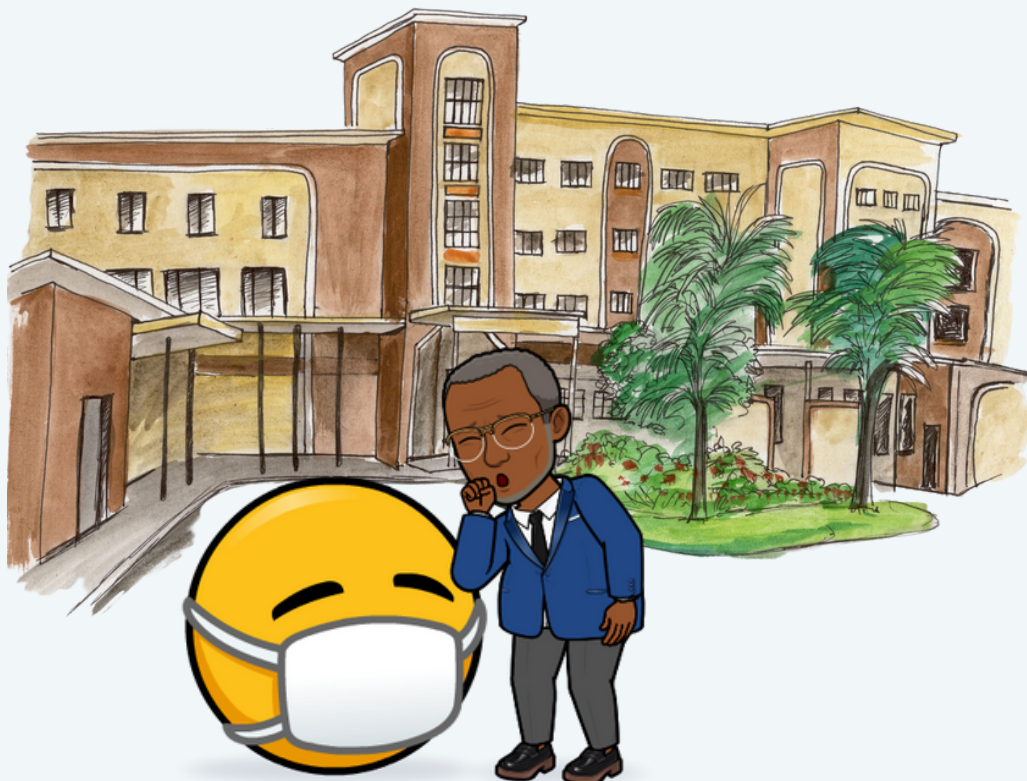
If you take sick leave for longer than three days at a time, you need to bring in a medical certificate. Also, if you take sick leave on a Friday or a Monday, or before or after a public holiday, you need to bring in a medical certificate in support of your sick leave claim. The only exception to this will be if the Executive Director of your O/M/A authorises this requirement to be set aside in your case.

You are only allowed to take a maximum of ten days sick leave without a medical certificate, whether that leave is fully paid or at half-pay, within the space of a year starting 1 January and ending 31 December. In all cases, however, the Executive Director has the right to request a medical certificate. (PSSR D.I/III)

## Special Sick Leave for Injury on Duty

If you are injured (hurt) while on duty, in a way that is not because of serious and/or wilful misconduct on your part, you might be granted special sick leave for the time you are not able to work. This special sick leave is not deducted (subtracted) from your normal sick leave.

All cases of injury or death on duty need to be reported to the Social Security Commission in terms of the Employees' Compensation Act, 1941 (No. 30 of 1941) (PSSR D.I/IV, D.XIII and PSM Circular No. 19 of 1997)



# Leave of Absence

## Compassionate Leave

If someone in your family falls seriously ill or dies, you might be granted compassionate leave to a maximum of 10 days a year. You will need to bring in a medical certificate for compassionate leave in the case of illness, and an oath or affirmation for compassionate leave in the case of death. (PSSR D.I/VI)

If you are employed at an educational or training institution that closes completely when instruction is suspended (stopped for a while), e.g., during school holidays, you will be entitled to five days compassionate leave each year.

The purpose of leave of absence is in the case of annual leave, to provide a period of rest each year and in the case of sick leave to grant staff members a period of recovery while ill. (PSSR D.I/I)

All public servants (excluding those who are employed at educational and training institutions that close completely when instruction is stopped for a while, e.g., during school holidays) are entitled to all 25 days fully-paid vacation leave a year. This is also referred to as annual leave. Annual leave must be taken not later than four months after the end of the leave cycle concerned.

Annual vacation leave is compulsory at the end of each leave cycle (including the extension thereof) in order to have a period of rest. This means that a staff member cannot carry vacation leave days not taken during one leave cycle over to another leave cycle. Leave not taken during a leave cycle will lapse. It is the responsibility of both the Executive Director and the staff member to ensure that vacation leave is taken as provided in the staff rules.

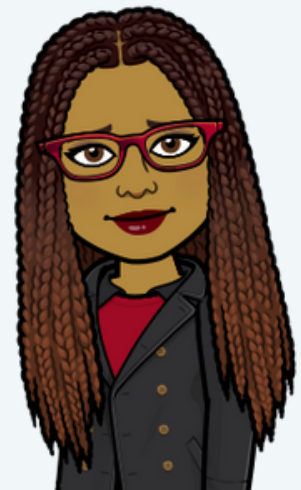
At termination of service, each Public Servant shall be paid for all unutilised days in an incomplete and completed leave cycle up to a maximum of 25 days. No public servant shall be permitted to accumulate beyond 25 maximum days.

Public servants working at educational and training institutions (e.g., schools and hostels) get ten days' vacation leave with full pay each year. These days are given in addition to school holidays, which cannot be accrued (saved up). (PSSR D.I/II.)

## Leave to Attend External Meetings and/or Functions

Some public servants are appointed to serve in their personal capacities on statutory bodies, committees, corporations or other organisations outside the Public Service. For example, you may be an elected Local Authority Councillor. Usually, such a person will receive remuneration of some kind from that appointment, e.g., s/he will be paid for serving as an elected Local Authority Councillor.

If you fall into this category, you need to take vacation leave for all the periods of service that you render (give) to such a body, committee, corporation, etc. during your prescribed working hours in the Public Service. For example, for every eight hours spent away from your normal job as a public servant, one day of vacation leave will be deducted (subtracted) from your total days of leave. This deducted day's leave might be paid or unpaid, depending on the case concerned. (PSSR D.XVIII/6 and PSM Circular No. 20 of 1998)



# Leave of Absence

## Leave for Sport Purposes

(Special leave with full pay with a maximum of 20 days a year may be granted to a public servant for the following, among others:

- an approved sports tour;
- approved training;
- acting as a referee at national or international sporting events; and
- representing Namibia in an individual sport or as a member of a team sport. (PSSR D.I/V)

## Leave as a result of arrest and detention

A public servant who has been arrested and detained and/or who has to appear in court on a criminal charge could be granted special leave with full pay for the time s/he is detained, but only if s/he was acquitted (found not guilty of the charge by a court of law) or the charge was withdrawn by a court of law. (PSSR D.I/V)



## Leave without pay

It is not always possible to get permission to be absent from work, e.g., you might wake up feeling sick one morning, or have an emergency that needs your immediate attention. In such cases, you need to telephone your supervisor as early as possible on the day that you will not be at work.

If you do not inform your supervisor of your absence or planned absence, and if you do not get the necessary permission to stay away from work, your absence will be seen as not having been authorised. In such a case you will be given leave without pay for the time you were not at work. (PSSR D.I/I)

## Maternity Leave

Maternity leave is unpaid leave that women in the Public Service may take. Maternity leave is usually taken four weeks before the expected day of your baby's birth, and eight weeks after its birth.

As a female member of the Social Security Fund, you will be entitled to apply for social security benefits during these 12 weeks of unpaid maternity leave. More information on this can be obtained from the Social Security Commission. (PSSR D.I/VIII)

## Leave Gratuity

A gratuity is money paid for vacation leave to your credit.

If you terminate your service, e.g., resign, retire, die or are retrenched, the vacation leave you have accumulated in a one year specific complete and incomplete leave cycle but not used will be paid out in cash to you. (PSSR D.I/II)

## Accumulative Study Leave

As a public servant, you are entitled to 12 days a year of accumulative leave to study. These 12 days accrue at a rate of 1 day for every completed month of service. Study leave can be taken when, for example, you need to write exams, attend a course, or carry out preparatory work for a course or exam, as long as the course of study is in the interest of the Public Service.

When you have been in service for ten years, you would have accrued 120 days study leave – and can apply to attend a four-month course of study. There is no limit on the number of days that can be accumulated for study purposes. However, accrued study leave is not paid out if your service is terminated for any reason. (PSSR D.I/IX)

## 50 /50 Study Leave

For every day vacation and/or study leave you have accrued, you will be granted one day's special leave with full pay for study purposes. So, for example, if you have three weeks' vacation leave accrued, you may apply for three weeks' special leave for study purposes. To take advantage of this type of special leave, you need to enter into a written agreement with your O/M/A for the period of special leave you would like to take for study purposes.

You can also take special leave for study purposes if you are a Namibian citizen who would like to study full-time in a field that is in the interest of the Public Service. During such full-time studies, you will be paid your full salary and benefits. If you would like to take advantage of this type of leave, you need to apply for it. Your leave will be granted if it is recommended by the Public Service Commission and approved by the Prime Minister. Such a study cannot qualify you for entry to a specific job. (PSSR D.I/XI)

## Attendance of part-time courses

If you are studying part-time and would like to attend lectures during working hours, this can also be arranged. You could make use of your study leave on the basis of one day's study leave for every eight hours of absence from work. It is important to note that this option is not available for those interested in full-time studies. (PSSR D.I/X)



# Leaving the Public Service

Your services will be terminated if/when:

- you resign of your own free will;
- you reach the retirement age of 60 or wish to retire early, which may be done at any time from the age of 55;
- your retirement becomes necessary as a result of continued ill health;
- your post is no longer needed, which may happen when, for example, the Public Service as a whole, an O/M/A or just an organisational component is restructured;
- you are asked to leave because you are inefficient, unfit for the work, or not capable of carrying out your duties;
- you are found guilty of misconduct;
- you are away from your place of work without authorisation for a continuous period of more than 30 days; or
- you die.

These are some of the more common reasons for terminating someone's service. Each reason for termination has its own set of rules and procedures. (PSSR E.XI)

## Severance Payment

Severance is paid to a staff member who retires or resigns upon reaching the age of 65 years or who dies while employed or who is unfairly dismissed, subject to the prescriptions of the Labour Act of 2007. (PSSR E/XII)



## Useful Links

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Scan Me

[Social Security Commission](#)

[Office of The Labour Commissioner](#)

[Labour Act, 2007 Act No. 11 of 2007](#)







# PART 6

## Industrial Relations



# Industrial Relations

## Union Membership

(As a public servant, you are free to join any union of your choice. These include the following:

- Namibia National Teachers' Union (NANTU);
- Teachers' Union of Namibia (TUN);
- Namibia Public Workers' Union (NAPWU); or
- Public Service Union of Namibia (PSUN).

NANTU and NAPWU are the only two recognised unions and an agreement has been signed with the two Unions. These two unions are also recognised as the exclusive bargaining agents for teachers and public servants, respectively. Being an exclusive bargaining agent means that such a union is the only one recognised by Government as having the authority to act on your behalf in wage negotiations and other matters that affect you. However, this does not prevent you from joining any other union if you so wish.

## Recognition Agreement

The recognition agreements for NANTU or NAPWU remain in force for a maximum period of 5 years without any amendments. The agreement is normally revisited after the expiry period of five years. If there is no need for a revisit, the same agreement continues without alteration for another period of five years, unless the agreement is normally revisited in terms of the following:

- It is cancelled by mutual agreement between the parties;
- It is replaced by a new agreement mutually agreed to by the parties;
- The percentage of employees represented by the Union falls below 50% plus 1 for a continuous period of 6 months in any calendar year; or
- An order is issued by the Labour Court in terms of which the recognition of the Union as the exclusive bargaining agent is withdrawn.

The first recognition agreement between the Government of the Republic of Namibia and NAPWU was signed on 18 July 1997 whilst the recognition agreement between the Government of the Republic of Namibia and NANTU was signed on 2 October 1995.



A union that has been recognised as an exclusive bargaining agent may negotiate the following on your behalf, whether you are a member of that union or not:

Basic pay; Service benefits such as – housing, leave, medical aid, pension; and Retrenchment procedures.

Ideally, there is a distinction between items for negotiations and consultation and items for consultation only. In line with the Namibian Constitution, as a public servant you have the right to strike. However, if you take part in an illegal strike (one that does not follow the law), you will be charged with having committed a major offence.

The purpose of having a policy framework in the Public Service is to provide guidance on the requirements and procedures to be observed by offices/ministries/agencies and staff members alike, in amicably resolving grievances in the Public Service.

There are three types of grievances:

## Types of Grievance

### Grievance

A formal written statement of complaint about unhappiness of a staff member which may result from an act or omission, behaviour, situation, decision which is unfair, unjustified, or a violation of rights, duties and obligations and/or relevant law in the employment decision.

### Complaint

A formal or informal complaint lodged internally within an O/M/A or externally with other Government agencies such as the Public Service Commission and the Office of the Ombudsman an individual staff member or a group of staff members relating to an act or omission, behaviour, situation, or decision which is unfair, unjustified, or a violation of rights, duties and obligations and/or relevant law in the employment decision.

### Urgent Complaint

A complaint that a staff member reasonably believes needs urgent intervention of the Public Service Commission or any other government office/agency. If such staff member complains directly to the Executive Director of the responsible office/ministry/agency, a delay in response may automatically lapse the reason that compels the staff member to lodge a complaint due to new developments in the issues at hand.

Sometimes, we have a grievance – a cause for complaint – in our jobs, but instead of trying to work out the cause of the grievance in our own work environment or office, we look for help elsewhere.

If you have a grievance, the Public Service Staff Rules set out how you go about making your complaint heard, the time frame that you need to work in, and the level to which you can take your case. You may not need to go that far, however, because a Human Resources Practitioner can often act as a facilitator and coach to settle a grievance. (PSSR J.I/III)



# Grievance Procedure

The basic procedure of lodging a grievance is as follows:

If you are dissatisfied or discontented with something official that has or has not been done, the first place to go with your grievance is your supervisor. Your supervisor is responsible for finding out the cause of your complaint, and for doing everything in his/her power to solve the problem. If s/he cannot solve your problem because it is not within his/her power or ability to do so, your supervisor needs to inform you about this within five working days of receiving your complaint. You will also need to be informed of your right to appeal to a higher authority.

If your supervisor cannot deal with your grievance, s/he should refer you to the Human Resources Practitioner or another competent public servant designated by the Executive Director to deal with the issue. The Human Resources Practitioner or other official receiving your complaint should deal with it within **ten working days**.

If your complaint cannot be addressed adequately at this level, you may make a written representation to your Accounting Officer.

## What to include in the grievance

This written representation needs to include the following:

- your name and job designation (position);
- the full details of the reasons for your dissatisfaction;
- what steps have already been taken; and
- statements of any other people, if any, who support your complaint.

Within ten days of having received your written representation, the Executive Director submits it, along with whatever comments, explanations, statements or evidence s/he would like to add, to the Deputy Executive Director of the Public Service Commission Secretariat. The entire matter is then thoroughly investigated. Ultimately, it may end with the Prime Minister making a decision on it, on the recommendation of the Public Service Commission.





# Misconduct

The purpose of charging a staff member with misconduct and the ensuing disciplinary action is to maintain a good standard of work and conduct required from a staff member as well as to ensure that the rules and regulations of the Public Service are complied with. (PSSR X.I)

If an Executive Director has reason to believe that any staff member in his/her O/M/A is guilty of misconduct, he/she may charge the staff member in writing under his/her hand with misconduct (PSSR E.X/I and PSM Circular No. 3 of 2002). You will be charged with misconduct if you act in an unsuitable way or if your standard of work is not what it needs to be. However, before any formal disciplinary action is taken, you and your supervisor should discuss what caused the problem, and try to solve it together. The following table lists some of the types of offences (wrongdoing or an illegal act), and shows what action might be taken in the case of each one. Note that a first written warning is valid for six months, a second written warning for nine months, and a final written warning for 12 months.

## Major Offences

If you are suspected of having committed any of these major offences, **you will immediately be charged with misconduct.**

If you are caught red-handed with stolen goods or are suspected of any other criminal offence, your actions will be reported to the Police and to the Auditor-General.

## Examples of Major Offences

Theft (stealing any Government property, from a pencil to a car)

Fraud (changing the amount or the name of the recipient on a Government cheque by dishonest means)

Bribery (persuading someone to act illegally or dishonestly in your favour by paying them, etc.; bribery could also mean accepting money or a gift, etc., to act dishonestly or illegally in someone else's favour)

Driving an official vehicle under the influence of alcohol

Being in possession of Government property without authorisation

Intimidation (to frighten someone so that you can influence them to do what you want)

Falsification of records/documents (for example, submitting false certificates with your job application)





## Serious Offences

If you commit such an offence for the **first time**, you will receive your **first written warning**.

If you commit a similar or the same offence for a **second** time after you already received a written warning for committing such an offence, you will receive a **final written warning**.

If you repeat the offence for a **third** time after receiving a first and second written warning, you will be charged with **misconduct**.

## Examples of Serious Offences

Striking illegally (taking part in a strike that is not in line with the labour law with regards to strikes)

Misusing Government property for private purposes (using an official car to do shopping)

Being under the influence of alcohol or drugs while on duty (unless the drugs involved are prescribed by a doctor))

Repeated unauthorised absences (regularly being away from your work station without authorisation)

Driving official vehicles without authority

Sleeping on duty





## Minor Offences

After committing one of these offences for the **first** time, you will receive your **first verbal warning**.

If you **repeat the first offence** or commit a similar one, you will receive your **first written warning**.

If you repeat the same offence for the **third time** or commit a similar one, you will receive your **final written warning**.

If you repeat the same offence for the **fourth time** or commit a similar one after having received a final written warning for such offences, **you will be charged with misconduct**.

## Examples of Minor Offences

Poor time control (regularly coming late for work, regularly missing target dates to hand in work, and so on)

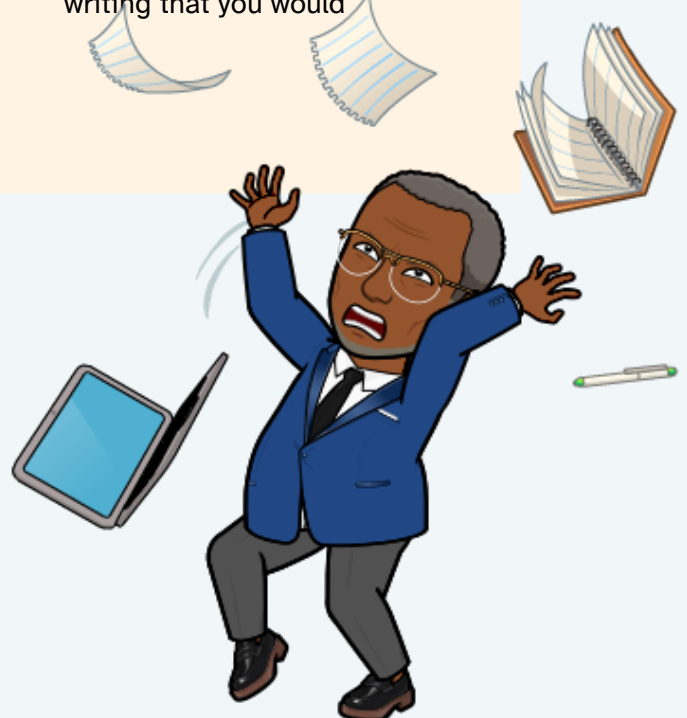
Improper conduct (using swear words while dealing with a customer)

Carelessness (not being careful in your work)

Not dressed in a clean, decent or tidy manner

Not reporting for overtime, after agreeing in writing that you would

For more information on, inter alia, how charges are made, when a public servant can be suspended from duty (stopped from working for a while), how disciplinary committees work, how a disciplinary inquiry works, or what is seen as appropriate disciplinary action, see the Public Service Staff Rules. (PSSR X.I)

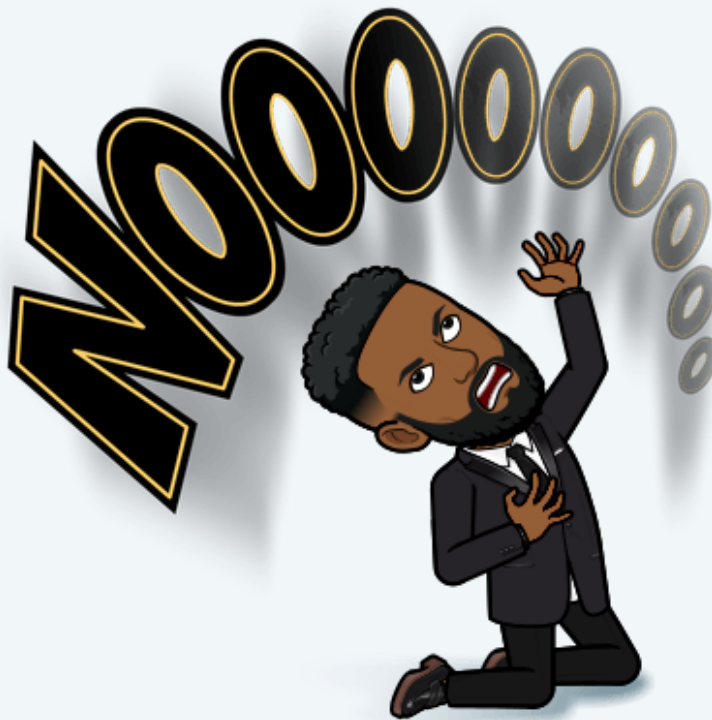


## Fair Dismissal

It is important to stress that any disciplinary inquiry needs to be fair. If someone is dismissed (fired), it is usually because s/he was found guilty when the process to determine misconduct was applied.

A dismissal is usually seen as **fair** if it was done for the following reasons:

- Not doing your work or refusing to do your work
- Being absent without permission for reasons other than illness or other valid cases
- Being extremely careless in your work, to the extent that your carelessness amounts to gross negligence
- Being seriously incompetent (incapable of doing your work)
- Refusing to carry out work-related orders
- Repeatedly being late
- Being dishonest in your work environment
- Being disloyal to the State (e.g., when you leak confidential information to the newspapers)
- Being under the influence of alcohol or drugs at work
- Assaulting someone while at work
- Gross insubordination or insolence (being obviously disobedient, rebellious or insulting)
- Sexually harassing someone (annoying someone repeatedly in a sexual or sex-related way)
- Gross (very obvious) abuse of authority





## Useful Links

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[The Labour Act 2007, Act No. 11 of 2007](#)

[The Public Service Act, Act No. 13 of 1995](#)

[Ombudsman Act, 1990 Act No. 7 of 1990](#)

[Public Service Commission Act, 1990 Act No. 2 of 1990](#)





# PART 7

## Service Benefits



If you work in the Public Service until you turn 60, you will have reached retirement age, are considered to be retired, and will no longer receive a salary.

Under certain conditions, you may also retire at or after age 55. As a member of the Government Institutions Pension Fund (GIPF), however, you will have made monthly pension contributions to the GIPF throughout your working life in the Public Service. From the end of the very next month after you retire, therefore, you will begin to receive a monthly pension from the GIPF (You will also be able to receive up to one-third of your benefit in cash if you so wish).



This pension will be paid to you until you die. Your pension also helps to support your surviving spouse. For about five years after your death, your surviving spouse will be guaranteed to receive 50% of the pension you were entitled to at the time of your death.

Membership of the GIPF is compulsory. This means that every public servant automatically becomes a member of the GIPF from the first day of his/her appointment. If you have been appointed on contract, your contract will provide for a gratuity to be paid to you. Because contract employees cannot become members of the GIPF and need to make their own retirement arrangements, this gratuity is a way of helping the person secure his/her retirement future.

As a member of the GIPF, you will contribute 7% and the Government will contribute 16% of your basic pay towards your pension. This means that for every N\$1 that you pay towards your pension, the Government pays N\$2.20. Pension contributions are deducted (taken) from your salary once a month.

## **Benefits upon retirement age**

When you retire at the age of 60, you will receive a monthly pension until your death. In terms of the rules, you will receive a pension as from the first day of the month following your retirement. This pension is calculated as 2.4% of your final salary, multiplied by the number of years of pensionable service you have given. (GIPF Rules, par. 3.1)

## **Benefits before retirement age**

If you choose early retirement, that is, you retire at or after the age of 55, your pension benefit is calculated as if you were retiring at 60, but then it is reduced by 0.25% for every month you retire early. (GIPF Rules, par. 3.2)

## **Benefits due to illness**

If the Public Service Commission recommends it, you might be permitted to retire as a result of continued ill health. This means that your services will be terminated before you reach retirement age. The retirement benefit in this case is, depending on the illness, a disability benefit of 75% of your pensionable salary on the date of your retirement, or a pension. (GIPF Rules, par. 3.3 and 3.4)

## Benefits to your spouse

If you should die before you retire from the Public Service, for the rest of your spouse's natural life s/he will receive –

“a lump sum of twice the annual pensionable salary you were receiving at the time of your death, and

“a monthly pension of 40% of that annual pensionable salary.

Dependent children (up to a maximum of three) will each receive 10% of that annual pensionable salary. (GIPF Rules, par. 4.1)

## Funeral Benefits

As a member of the GIPF, you are entitled to the following funeral benefits below: (extracted from the resolution of the meeting on the GIPF Rules, par. 5)

### “5. FUNERAL BENEFITS

On the death of a MEMBER, or on the death of a QUALIFYING SPOUSE or QUALIFYING CHILD of a MEMBER who is still in SERVICE or who is in receipt of a disability pension in terms of Rule 6, a funeral benefit, as stated below, shall be payable.

Deceased	Amount (N\$)
Member before retirement	8 000.00
Member after retirement	8 000.00
Qualifying Spouse of Active/Disabled Member	8 000.00
Qualifying Child of Active/Disabled Member (>1 year old)	3 000.00
Qualifying Child of Active/Disabled Member (<1 year old)	1 000.00
Stillborn Child of Active/Disabled Member (<1 year old)	1 000.00

The benefits in terms of this Rule are subject to the provisions of Rule 9.3.”



## Medical Aid

As a public servant, you may choose to become a member of the Public Service Medical Aid Scheme (PSEMAS). The membership is voluntary. This Scheme will help you to pay for your medical and hospital expenses.

If you would like to become a member, ask your Human Resources Practitioner for an application form. Members can choose between Standard and Higher options. Standard option - membership fees are N\$ 120 per month for the main member and N\$ 60 per month for each dependant registered under a main member's name. Higher option - membership fees are N\$ 240 per month for the main member and N\$ 120 per month for each dependant registered under a main member's name. Your Human Resource Office will answer any other questions you may have about PSEMAS. (PSSR D.IX)

## Motor Vehicle Allowance

The purpose of the Motor Vehicle Allowance (MVA) is to assist staff members and members of the services in the Management Cadre and professional staff members who are on Management Cadre salary notches to procure vehicles for use on official duty in order to reduce the provision of Government vehicles to such staff members. (PSSR D.VIII/I)

## Service Bonus

All staff members are entitled to receive a bonus – a so-called 13th cheque – payable at the end of their birthday month. In your first year of service, you will receive a pro-rata amount according to the number of months you have been in service. If you start work in October, for example, and your birthday is in December, you will receive a pro-rata bonus equal to one-quarter (three months = one-quarter of a year) of your monthly salary. (PSSR D.X)



## Useful Links

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[Government Institutions Fund \(GIPF\)](#)

[Public Service Medical Aid Scheme](#)







# PART 8

Employee Wellness,  
Occupational Health & Safety



# Employee Wellness, Occupational Health & Safety

Employee wellness, occupational health and safety are the biggest human resource descriptive factors influencing productivity and hence effective and efficient service in the workplace.

The physical and psychological social well-being and the safety of a healthy workforce will lead to a more productive workforce. This statement is the point of departure for the formulation of the **Public Service Employee Wellness, Occupational Health and Safety Policy**.

**The Public Service Act, 1995 (Act No. 13 of 1995)**, requires the government to create programmes focussing on the improvement of employee health, wellbeing and welfare of its employees.

**The Labour Act, 2007 (Act No. 11 of 2007)** – Government Notice 156 Regulations relating to the Health and Safety of Employees at work, requires the Government as an employer to create and ensure a safe and conducive working environment, conforming to the above legal requirements.

This Policy provides a Framework to guide all human resource components in O/M/As and RCs to create or align their current health, wellness, HIV and AIDS, occupational health and safety programmes / Policies to a Generic Wellness, Occupational Health and Safety Programmes / Policies. This will create the necessary support which shall ensure a safe working environment and a more productive, healthier and motivated workforce.

Coupled with the Public Service Employees Medical Aid Scheme (PSEMAS), the Wellness, Occupational Health and Safety Policy stipulates strategies to combat communicable and non-communicable diseases and conditions, such as diabetes, hypertension, obesity and other lifestyle-induced illnesses.

Other strategies in the Policy are around the **Employee Compensation Act (Act No. 30 of 1941)** about accidents and injuries at the workplace and during working hours, which may be consequences of motor vehicle accidents, suicides due to mental imbalances and 'passion killings' as a result of Gender Based Violence (GBV).

The Wellness, Occupational Health and Safety Policy will ensure in terms of Section 39 (1)(a) of the Labour Act (Act No. 11 of 2007) that each CEO as an employer must provide a working environment that:

- is safe;
- is without risk to the health of the employees; and
- has adequate facilities and arrangements for the welfare of employees.

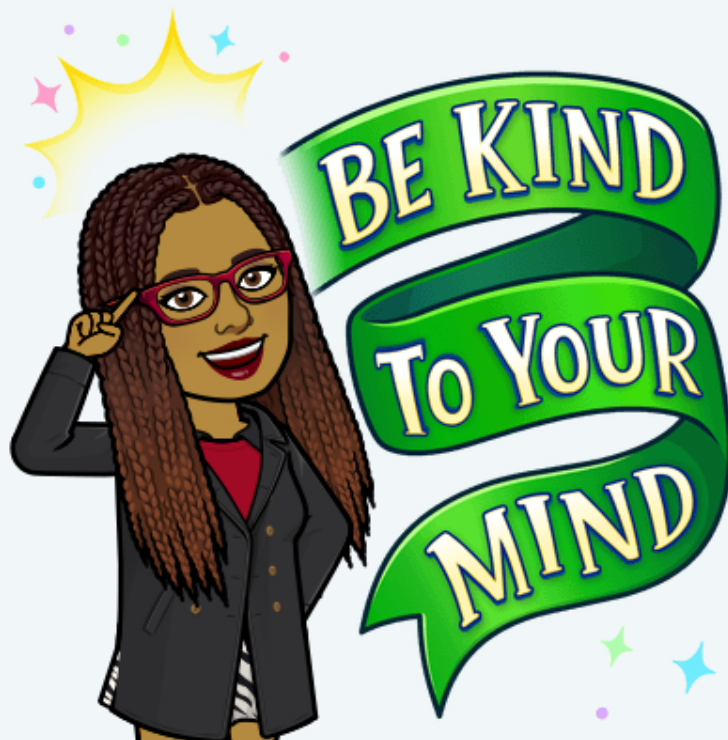


# Employee Wellness, Occupational Health & Safety

The goal of this policy is to maintain a highly satisfied Namibian citizenry that is served by a high performing, innovative and citizen-centric Public Service.

The policy objectives are:

- to maintain a high level of productivity through the **holistic management** of employee's health and wellness;
- to create a **safe and conducive work environment** that enables employees to function optimally;
- to offer **professional assistance** and/or referral of employees whose personal and work-related problems may be, or have the potential of adversely affecting their work performance;
- to **integrate** the programme into the **Human Resources Management policies, procedures and practices** of the Public Service, so as to ensure compliance to the Government Notice 156 Regulations relating to the Health and Safety of Employees at work; and
- to facilitate **positive people management** within the Public Service, making it the employer of choice.



## Useful Links

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[Social Work and Psychology Act, 2004 Act 6 of 2004](#)

[Law Reform Report on the Mental Health Bill, 2020](#)

[Namibia National Policy for Mental Health, 2005 \(To be updated\)](#)

[World Health Organisation \(WHO\) Mental Health Policy, Plans & Programmes, 2017](#)



# PART 9

## Human Resource Planning & Development





# Human Resource Planning

## Human Resource Planning

Human Resources Planning is an inclusive and dynamic process that involves the identification of both current and future resource needs as well as potential challenges in order 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. Moreover, HR Planning aims to ensure that every Ministry/Office/Agency has the right people, with the right skills, at the right place at the right time.

## Purpose

To objectively plan, the Public Service needs to prioritise development, and provide competent staff members and resources in order to:

- Enable them to carry out the Government's service and development functions;
- Help the public service to better respond to and deliver on its vital role in achieving both economic and social goals for Namibia;

Furthermore, Human Resource Planning is an essential component for the effective performance of public service as it links strategic planning, programme management, human resources and budgeting decisions. Planning allows for the identification of future characteristics and competencies needed in people to achieve desired outcomes. Finally, planning also facilitates the availability of these competencies to the workforce in the Public Service when and where required in line with the National Documents NDP5, SDGs, HPP and Vision 2030. Planning includes the Assessment of Labour Demand; and the Assessment of the Labour Supply Situation.

## Why is planning important?

Planning is important in order to take accurate stock of what we have, what we don't have, where and why. Human Resource Planning:

- Is connected to the overall HR Roles and Responsibilities and they divide the responsibilities across the individual HR staff members.
- Defines the basic scope of the job position and its value added for the Public Service.
- Sets a clear set of basic Key Performance Indicators (KPIs) and their measurements.
- Defines the key inputs and outputs from the job position.

## Affirmative Action

The Affirmative Action (Employment) Act was passed by the Namibia Parliament with a view to redress imbalances at the workplace, arising from the discriminatory actions of the socio-economic dispensation which had previously existed in Namibia. The legislation is intended to foster fair employment practices with regards to 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 the requirements which must be met by employers to whom its provisions apply. The drafting of a three-year Affirmative Action plan is 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 Council prepares its own Affirmative Action Plan and reports and submits it to the Office of the Prime Minister for submission to the Public Service Commission and Employment Equity Commission respectively.

# Learning & Development

## Qualifying and Non-Qualifying Training

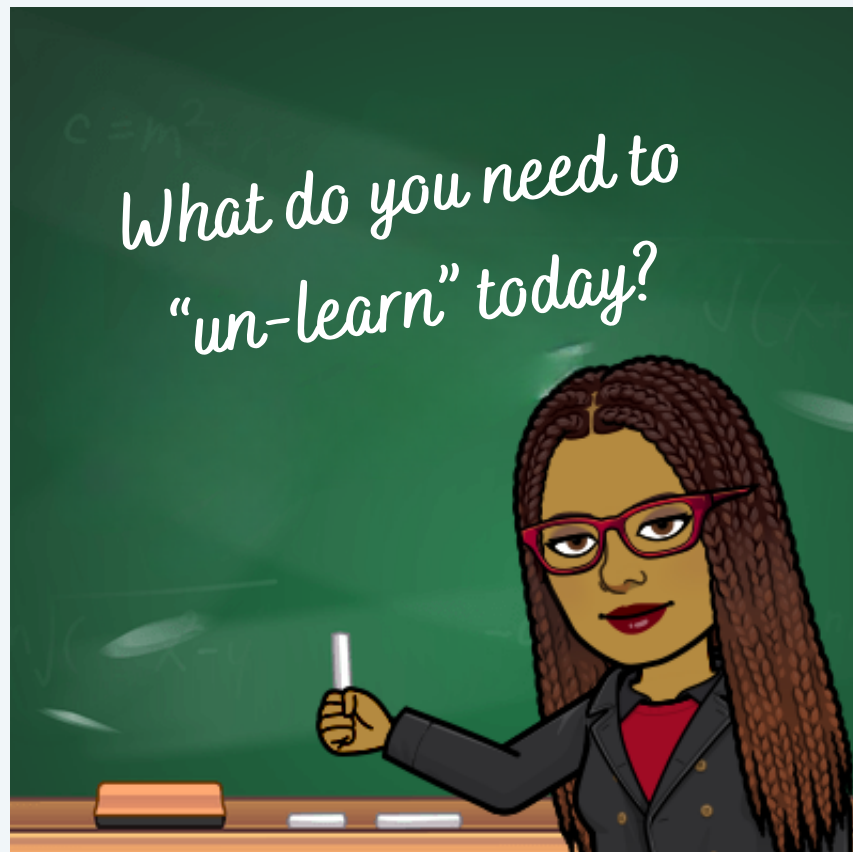
There are two types of learning and development: non-qualifying training and qualifying training.

Some examples of non-qualifying training:

- Induction and Orientation
- Long-term training
- NIPAM courses
- Short/ Functional /Technical courses
- Workshops/ Conferences /Symposiums

When you join the Public Service, you will first undergo some compulsory in-house induction and orientation training before you can take part in other training and development programmes. The in-house induction and orientation training will take place immediately after you have started work and over a period of 12 months before you undergo a foundation course at the Namibia Institute for Public Administration and Management (NIPAM). This foundation course will focus on building a shared spirit, shared standards of behaviour, and shared points of view that are connected to the public service in Namibia.

Qualifying training and development programmes refer to any form of training and development that will result in a recognised qualification such as a PhD; Master's or Honours Degree; a Bachelor's Degree; a Diploma; or a Certificate.



# Learning & Development

## Who is responsible for Learning and Development?

Executive Directors, Managers, Supervisors, Learning and Development Officers, Human Resources Policy Analyst, individual staff members, and NIPAM.

Executive Directors are accountable for the overall training, development and utilisation of staff members. They are also responsible for creating and implementing a training and development strategy, human resources development plans, ensuring that enough funds are budgeted to training and development, and creating a culture of learning in an O/M/A.

Managers are responsible for identifying what their staff members need in terms of training and competencies (abilities and skills needed to do their jobs). Managers and staff members will together find ways to address these needs when they draw up a Performance Agreement and when the staff member's performance is measured.

The duties of Learning and Development Officers include conducting non-managerial administrative training, such as in-house induction and orientation, which all new employees should go through. The learning and development officer is also responsible for conducting identified Strategic Generic Programmes for staff members. The Directorate of Human Resources Development in the Department of Public Service Management helps to organise these programmes.

Individual staff members have the responsibility to commit to continuous training and development by actively taking part in drawing up their Personal Development Plans and putting them into practice.



**The Directorate of Human Resources Planning and Development in the Office of the Prime Minister plays a major policy role in establishing human resources development norms and standards for the Public Service. The Directorate oversees, plans for, and monitors the overall human resources development strategy across the Public Service.**

**It also develops and maintains consolidated plans and records of training and development interventions that are needed within the Public Service. Another service it provides is to offer advice in implementing human resources development policies, and making sure that all O/M/As follow these policies.**



# Training Programmes

## Public Service Training Programmes

### Mandatory In-house Induction and Orientation:

This is compulsory training and development for all staff members, whether they are newly appointed, transferred from some other workplace, or promoted from a previous post. This type of training is conducted immediately after you have started work and over a period of 3 months. The training is coordinated by a Learning and Development Officer within an O/M/A.

## The Pocket Guide 2.0

With the advent of information and communication technology, digitalisation and the rapid proliferation of artificial intelligence and machine learning, the Pocket Guide 2.0 is also an evolving 'experiment' which is aimed at helping you during your induction and orientation period. **The Pocket Guide 2.0** is part of a set of learning and development tools which consists of this guide that you are reading. There will be a few hard copies of the Pocket Guide 2.0, which have been printed and distributed to areas and remote areas that do not have internet access. In time, the hard copies will be replaced by the online version which is in .pdf format and can be downloaded on any device, replacing the notion of a hard copy pocket guide. If you are a new public servant, you will have access to a Chatbot or the **Pocket Bot** and **micro-learning modules**. The Pocket Bot has been trained using all the relevant Public Staff Rules and Regulations, relevant Legislation, policies and Guidelines related to the work undertaken across the Public Service. The more you use it, the more accurate it will become in helping you understand how the public service works and your role in improving efficient effective, ethical and economical service delivery. When you complete the micro-learning modules, you will be directed to links in the Pocket Guide 2.0 to help you understand the bigger picture and inspire you to learn more about the public service - whether it is a staff rule, an Act or a regulation which you will need to understand better.

The Foundation Programme is offered at NIPAM. This course focuses on building a shared spirit, shared standards of behaviour, and shared points of view that are connected to the Public Service in Namibia.

Management and Leadership Development Programmes: These programmes are for first-level supervisors, managers, and senior managers. The Training and Development Plans of your O/M/A will be used as a guide for determining if you should attend these courses.

## Protocol and Diplomatic Training

The Ministry of International Relations and Cooperation is the coordinating authority of bilateral and multilateral agreements, and it plays a critical role in ensuring that such agreements are aligned with national strategic needs, priorities, policies and strategies that have or may have an effect on the Policy Framework.





# NIPAM Training Programmes

NIPAM serves as a dedicated T&D provider of the government by developing programmes which meet the management, leadership and functional competency needs of the Public Service. These programmes are based on the Public Service Competency Framework and they are available for all staff starting at the Executive, Senior, Middle Management, Supervisory and Operational levels.

## The Namibia Institute of Public Administration & Management

The objectives of NIPAM are:

- to systematise capacity building interventions and to function as a dedicated training and development institution for the unified Public Service in Namibia;
- to provide training and to conduct assessments for the appointment, promotion or transfer of persons in or to the public service;
- to foster and create a citizen-centric culture among public servants which serves the people of Namibia and promotes their welfare and lawful interests;
- to develop a new generation of holistic managers with the capacity to manage public policies, strategies and projects in dynamic and complex environments;
- to enable the public servants to acquire analytical, creative, advisory, administrative and other skills and knowledge necessary to formulate and execute policies and directives, respond to change, including changes in the social, cultural, racial and linguistic character of the Namibian society, in order to implement government programmes, resources and services efficiently, effectively, sustainably and equitably;
- to provide flexible learning opportunities and platform by way of a Learning Resources Centre supported by authentic information and documentation;
- to help public servants to develop cooperative relationships with colleagues, professionals and other persons at offices, ministries and agencies and at all levels of the Public Service through enlightened leadership, motivation, effective communication and innovation for high-quality service to the public;
- to facilitate awareness building in Namibia and internationally on issues related to public sector management and good governance and to involve a wide range of individuals and institutions in pursuit of excellence in public administration;
- to act as a centre of excellence and think tank for the public sector of Namibia, organise debates, workshops or seminars on topics related to public management and administration;
- to establish an observatory of capacity building needs in the Namibian Public Service, especially through capacity evaluation, regular surveys, impact assessment studies for the government, development and donor agencies and undertake private sector and public management consulting assignments;
- to collaborate and strengthen partnerships between public administrations and civil society organisations at central, regional and local levels, and with other institutions and bodies having similar objectives; and
- to study and document the good practices, success and failure stories and create a bank of such practices for public sector capacity building.



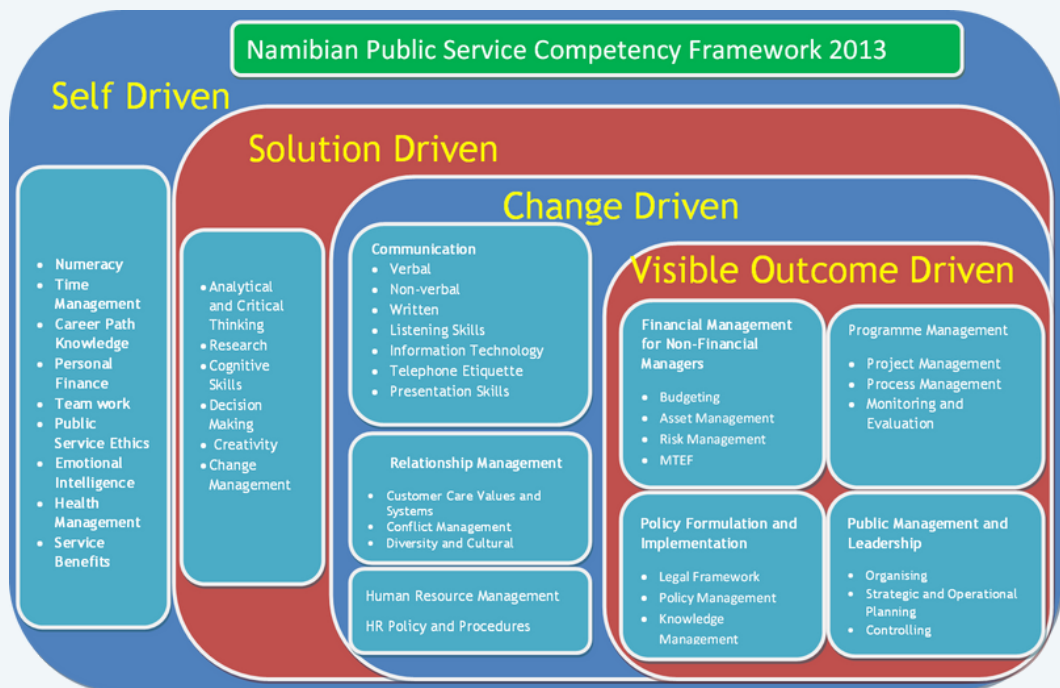
# The Public Service Competency Framework

## The Public Service Competency Framework

The Public Service Competency Framework was developed to guide in the development of Self-, Solution-, Change- and Visible Outcome driven competencies for the Public Service.

The Competency Framework provides for continuous learning and development from the point of entry into the public service until exit. New entrants into the Public Service will undergo orientation to the Public Service and be offered an opportunity to attend an induction programme at the institutional level, followed by the attendance of the Foundation Programme for operational staff.

Newly appointed supervisors will be given the opportunity to attend a Supervisory Development Programme, while Middle Managers (which include the level of Chief and Deputy Directors) are eligible to attend the Middle Management Development Programme. The Senior Management Development Programme has been developed for Directors, while the Executive Development Programme caters for all Accounting Officers and their Deputies.



## Useful Links

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[National Human Resources Plan \(2010 - 2025\)](#)

[Training Policy of the Public Service of Namibia \(1999\)](#)

[Human Resource! Development Policy Framework for Accelerated Service Delivery in the Public Service of Namibia \(2012\)](#)

[The Namibia Institute of Public Administration and Management \(NIPAM\)](#)



# PART 10

Information & Communications  
Technology



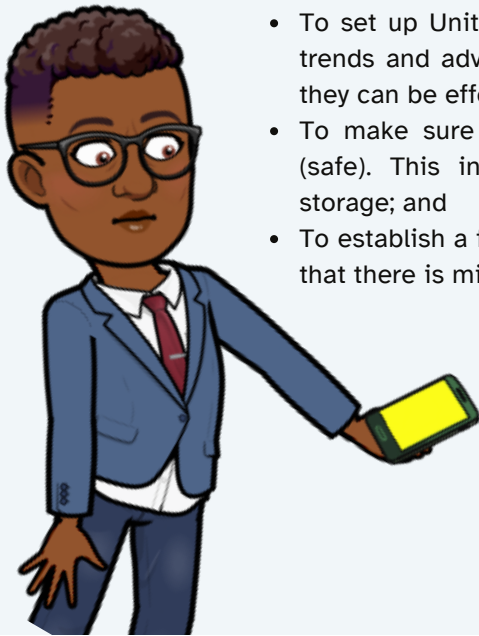
# Information Communication Technology

**ICT** ICT is an abbreviation for information and communications technology. ICT describes the method that is used to capture, process, store and distribute information electronically. This is done by communication devices (hardware) and/or applications (software). ICT products and innovations change the way that individuals and organisations use computers, connect, communicate, and make sense of the world. ICT combines information technology (IT) like computers and computer programmes with telecommunications (e.g. cell phones) and data networking technologies into new solutions that shape the future. Effective use of ICT is the future for any nation with a vision to benefit from the world economy and the networks that connect everyone.

**The Intranet** The Public Service Intranet/Internet Gateway is a multi-level network that links all computers in the various O/M/As and serves as the backbone of communication in the Public Service at one level: the Public Service Intranet. At another level, the Gateway links all the Public Service communication systems to the World Wide Web – the Internet.

The Public Service Policy on Information Technology ensures that the computerisation of the entire Public Service is properly coordinated. The main objectives of this Policy are as follows:

- To develop a framework so that O/M/As can implement their own networked systems, and still be able to share information amongst each other;
- To develop a telecommunications infrastructure that will make networking among O/M/As easier. In this way, data (information) can be shared efficiently;
- To create a Public Service that is computer-literate and has enough information technologists that are well motivated to serve its information needs;
- To ensure effective governance and management of IT Services in the Public Service underpinned by standardised Policies, Procedures and Processes aligned to “Best Practices” to improve the GRN’s internal operations and to support the delivery of effective services to citizens and business;
- To set up Units of Excellence where software can be tested, and where trends and advances on ICT outside Namibia can be monitored so that they can be effectively adapted to Namibia;
- To make sure data, software and hardware within O/M/As are secure (safe). This includes things like anti-virus protection and safe data storage; and
- To establish a framework for backup and data recovery systems to ensure that there is minimum disruption to ICT services.



# Policy Framework

**IT Policy** The IT Policy for the Public Service 2017 was approved by Cabinet in 2017 is highly relevant to you and consists of seven major modules. It is crucial to understand the following key points from each of the seven major modules:

**Module I - Institutional Arrangement:** This module focuses on how organizational structures and committees are established to manage IT services effectively within the Public Service. You should be aware of the roles and responsibilities of these structures, as they impact how IT services are organized and run.

**Module II - IT Governance and IT Service Management:** This module deals with the governance and management of IT services. You need to understand the core objectives, which include realizing the benefits of IT, managing risks, and optimizing resources. This knowledge will help you align your work with the broader goals of the Public Service.

**Module III - Open, Co-operative Information Systems Architecture and Development of IT Infrastructure:** This module is about establishing IT infrastructure and information management systems based on open standards. Knowing this is important because it guides how IT infrastructure is set up in your area of responsibility and how information systems are developed.

**Module IV - Human Resources Development and IT Personnel Administration:** This module provides guidance on managing and developing IT personnel within the Public Service. Understanding this module is essential for your career growth and ensuring that you have the necessary skills to support IT service management.

**Module V - Information Security Management:** Information security is critical. This module is aligned with international standards and provides guidance on protecting data from unauthorized access. It's important for you to be aware of this, as it affects how you handle and safeguard sensitive information.

**Module VI - Acquisition of IT Goods and Services:** This module is about how IT goods and services are procured within the Public Service. Understanding it is essential to avoid unnecessary expenditure and ensure compliance with procurement regulations. It helps you make informed decisions when acquiring IT resources.

**Module VII - IT Asset Management:** Lastly, this module is about keeping accurate records of all IT assets and managing their lifecycle costs. This knowledge is crucial for making informed decisions regarding IT consolidation, procurement, redistribution, and support.

In summary, the IT Policy for the Public Service 2017 is a framework that governs various aspects of IT within the government. It's important for you to grasp the key points from each module, as they directly impact how you work, your responsibilities, and the efficient management of IT services in the Public Service.



# The e-Governance Policy

## The e-Governance Policy

The Namibian Government showed its commitment to ICT usage with its e-governance Policy for the Namibian Public Service. The aim of e-governance is to support and simplify administration, service delivery, and interaction between different parties, including among others O/M/As, citizens, and businesses. This support is offered electronically and aims to improve public service delivery at the local and national levels.

The objectives of the e-governance Policy are as follows:

- To provide Namibian citizens with access to information about political processes, Government services, and the choices available to them 24 hours a day, 7 days a week (24/7);
- To allow Namibian citizens to change from being passive receivers of information to being active participants in governance. This will be done by:
  - informing citizens of all essential issues,
  - getting citizens' views and representing them in all forums where public opinion is necessary, and
  - giving citizens the necessary information to vote and encouraging them to do so;
- Meeting the public's needs and expectations in a satisfactory way by making it easier for them to interact with the Government, and by providing services based on the public's preferred choices
- Providing speedy, transparent, accountable, efficient and effective processes for performing the Government's administration activities; and
- Bringing the rural areas and other marginalised sectors into the mainstream, while increasing public confidence in online service delivery.





# Roleplayers in e-Governance Policy Implementation

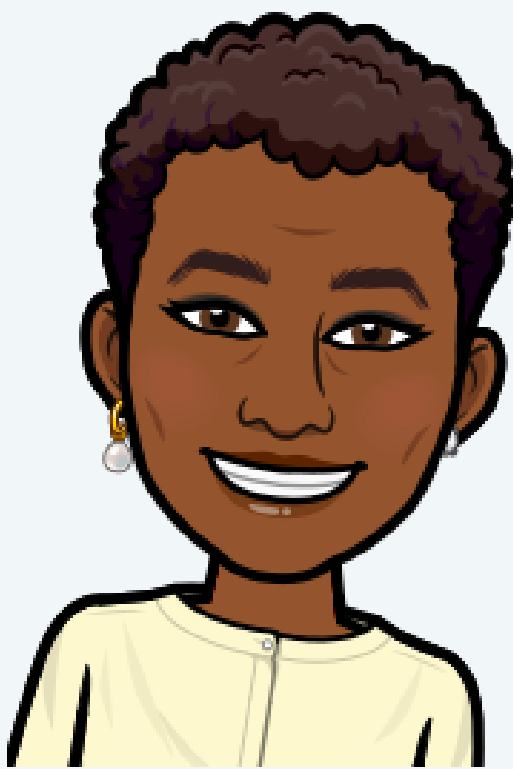
The roles and responsibilities of the key implementers of the e-governance Policy are as follows:

**Cabinet:** e-governance in Namibia needs to be driven by the Cabinet itself. This will make it easy for resources to be identified and directives regarding e-governance to be issued and implemented forthwith. In this regard, the Cabinet Committee on Public Service will be responsible for driving e-governance matters on behalf of Cabinet.

**Office of the Prime Minister:** The DPSITM advises the Prime Minister when it comes to implementing ICT and e-governance. This includes advice on formulating all the necessary policies, standards, and guidelines.

**e-governance Coordinating Committee:** This Committee comprises representatives from all O/M/As, major Government institutions, and selected stakeholders. The Committee assists and advises the Office of the Prime Minister in evaluating policies, standards and procedures in judging progress; in identifying problems and suggesting the way forward; and in drawing up action plans. Committee members are also responsible for the implementation of e-governance in their own respective Government O/M/As.

**e-governance Implementation Committees:** Each O/M/A has to set up an e-governance Implementation Committee. This Committee reports regularly to the Office of the Prime Minister on progress made by the O/M/A in implementing e-governance policy and projects. Such Committees are also responsible for coming up with e-governance strategies.



Technology is an enabler to achieve our goal of good governance.

## Useful Links

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[The e-Governance Policy for the Public Service of Namibia \(2005\)](#)

[e-Governance Project \(Office of the Prime Minister\)](#)

[Digitization Policy \(2017\)](#)

[3 Challenges for Governing Digitalization](#)



# PART 11

## Financial Matters

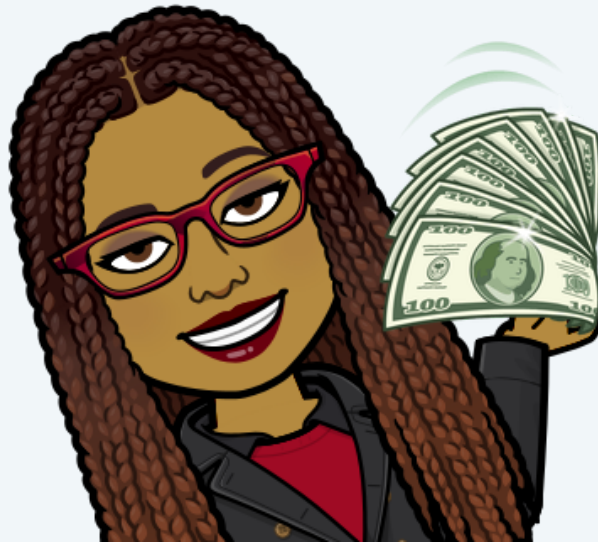


## The Tax System in Namibia

The tax system in Namibia is based on a Source Principle and Deemed Source Principle. Under these principles all income earned or deemed to have been earned within the borders of Namibia is subject to taxation.

The Namibia Revenue Authority (NamRA) is the nation's tax collecting authority. It was established in terms of the Namibia Revenue Authority Act 12 of 2017 as an autonomous Agency responsible for administering the Tax Laws and customs and excise.

NamRA is therefore responsible for the assessment and collection of taxes and duties; receiving and recording all state revenue; ensuring tax compliance; improving service delivery to tax payers and ultimately increasing public trust and credibility.



## Income Tax

An income tax is a tax imposed on individuals or entities in respect of the income or profits earned by them. Income tax generally is computed as the product of a tax rate times the taxable income. Taxation rates may vary by type or characteristics of the taxpayer and the type of income.

Namibia has adopted a Self-Assessment System. Under this system, all taxpayers are required to compute their taxable income and file tax returns by the due date on an annual basis. The year of assessment runs from the 1st of March to the 28th of February of each year. All individuals are treated the same for tax purposes, regardless of their marital status, gender, and age.

All tax submissions can be submitted via the Integrated Tax Administration System (ITAS). Visit the Namibia Revenue Authority in person, their Website or use the links provided to access the ITAS Portal to register if you have not already done so. You can also download the form in the links to register as a tax payer if you are not able to register online.

# Tax Directives

## Tax Directives

According to the Namibia Revenue Authority Act, a tax directive is a legal document that provides guidance on how to interpret and apply tax laws in specific situations. It is issued by the Commissioner of NamRA and is binding on the Commissioner and taxpayers. Tax directives are important because they provide clarity and certainty on how tax laws should be applied in specific situations. They help taxpayers understand their tax obligations and can prevent disputes with the tax authorities. Any taxpayer can request a tax directive if they are uncertain about how to apply tax laws to their specific situation for example, all income, salary, rental, commission, interest, business and farming income excluding pension fund refund; less all allowable deductions; less losses incurred in the current year and carried forward from the previous year of assessment.

Where a taxpayer resigned, was retrenched or dismissed during a tax year and received a pension/provident fund refund in addition to any other income, the following formula is used to calculate the total tax payable.

When taxpayers receive a tax directive, they must follow the guidance provided in the directive. If they fail to do so, they may be subject to penalties and interest on any unpaid taxes. NamRA has the power to enforce tax laws and collect taxes owed by taxpayers. The NamRA can also take legal action against taxpayers who fail to comply with tax laws.

In addition to tax directives, NamRA also uses withholding taxes (WHT) to collect taxes. WHT is a tax that is deducted at the source of income, such as interest, royalties, and services, and is paid directly to the NamRA by the person making the payment.



# Pension, Retirement Annuity

## Pension Funds

Pension lump sum pay-out of an employee's compulsory contributions, plus the employer's contributions (together with interest thereon) are subject to tax in the year of receipt or accrual except where payment is as a result of:

- Death or
- Superannuation (old age), ill-health or other infirmity or
- Retirement in which case the payment is exempt from tax

Payment of the entire lump sum into another pension, provident, retirement annuity- or preservation fund by the employee, or transferred for the benefit of the employee, or transferred for the benefit of the employee during or within 3 months after the end of the year of assessment in an exemption of the payment from tax. The rate of tax on non-exempt tax is subject to a maximum rate of 18%.

## Provident Funds

Payments from provident funds upon death, retirement, resignation or dismissal or for any other reason are subject to taxation.

“In the case of resignation or dismissal, termination or dissolution of the fund, the amount concerned is taxed at the average rate at which income excluding the fund payment is taxed subject to minimum tax of 18%

“In any other case one third of the payment is exempt from tax and the balance is taxed as part of ordinary income.

“Payment of the entire lump sum into another provident fund, pension fund, retirement annuity fund or preservation fund by the employee or transferred for the benefit of the employee results in an exemption of the payment from tax.



Where the payment arises by reason of death of the member, it is deemed to accrue to the estate of the deceased and not to the actual recipient.

## Retirement Annuity

One third of lump sum pay outs from the retirement annuity fund are exempt from tax except where such total value does not exceed N\$ 50 000.

## Preservation Funds

Payments from preservation funds of a member's benefit or any portion thereof are subject to tax upon withdrawal, retirement, death or termination of the fund.

“In the case of withdrawal or on termination of the fund, the amount concerned is taxed at the average rate at which the income excluding the fund payment is taxed, subject to a minimum tax rate of 18%.

“In the case of retirement or death of the member, one third of the payment is exempt from tax and the balance is taxed as ordinary income.

“Payment of the entire lump sum into another provident fund, pension fund, retirement annuity fund or preservation fund by the employee, or transfer between funds for the benefit of the employee results in an exemption of the payment from tax.

# The Budget Cycle

## Phase 1 Budget formulation

1. A Macro-economic working group comprising of MoF, NPC and Bon work in collaboration to determine the fiscal assumptions, which informs the resource envelope.
2. Identification of needs and policy priorities by O/M/As (Vision 2030, NDPS, MTEF, Annual Budget)
3. MoF (Treasury) determines the expenditure ceilings for the MTEF, for the preparations of O/M/As spending proposals and submission to Treasury.
4. The Ministry of Finance (MoF) issues a circular to O/M/As not later than June of each Financial Year providing guidelines and timelines for budget information submissions.
5. After the MoF receives budget requests, assessment thereon is done and then budget hearings (Ministerial and Technical levels) are conducted to enable OMAs to negotiate budget ceilings based on the cost of meeting sector objectives, this is done no later than February and September of each year, for the annual and Mid-term budget review respectively.
6. Treasury communicates the final ceilings as approved by Cabinet, and O/M/As finalize the budget for submission to Treasury. Treasury compiles all budget documents/books as listed below:
  - Estimate of Income, Revenue and Expenditure
  - Medium Term Expenditure Framework
  - Development Budget Programmes
  - Accountability report
  - Citizen's Guide to the Budget
  - The Fiscal Strategy

Note that the Tabling of the budget in parliament is not later than March and October of each Financial Year for the Annual and Mid-Year Budget respectively.



# The Budget Cycle

## Phase 2 Budget Enactment

1. Budget Tabled before Parliament / Legislature
2. After tabling of the budget, Parliament engage into budget debates
3. Committee on public accounts review and analyse the budget in terms of its overall alignment to national objectives.
4. Once approved, the Budget is signed into Law by His Excellency, the President of the Republic of Namibia and then it becomes Appropriation Act which is legally binding

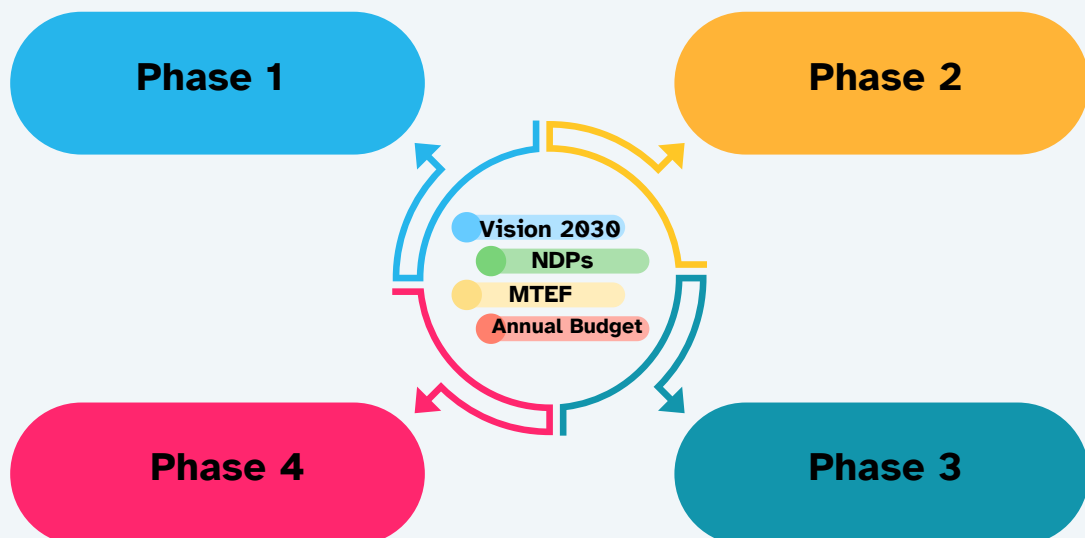
## Phase 3 Budget Execution and Expenditure Management

1. The MoF issues a circular to O/M/As directing them to start spending the budget equivalent to 33% of the previous budget for the first four (4) months under the Budget Continuation Authorisation framework
2. The full budget execution starts after the enactment of the Appropriation Bill of each Financial Year
3. O/M/As start spending according to the programmes approved by parliament in order to achieve their set targets
4. The national budget is executed in terms of the State Finance Act and Treasury Instructions
5. The MoF monitors the implementation of the budget within the framework of the State Finance Act and Treasury instructions

## Phase 4 Budget Oversight and Assessment (Auditing)

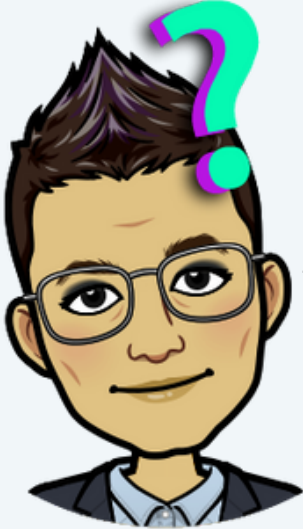
Oversight is the act of limiting the discretion of the executive arm of government by monitoring its decisions/activities and holding it to account

- A number of bodies are responsible for oversight, including:
- Parliament/Legislature
- Portfolio Committees
- Supreme Audit Institution (Office of Auditor General)





# The Fiscal and Budgeting Process: A Summary



1. Vision 2030 (long term): This represents Namibia's long-term development vision. It sets the broader goals and objectives for the country's future.
2. NDP (National Development Plans) (five-year plans): NDPs are designed to break down the long-term Vision 2030 into specific, actionable plans for development. These plans typically cover a five-year period.
3. The MTEF (Medium-Term Expenditure Framework) / MTP (Medium-Term Plan) (three-year budget): The MTEF/MTP is a budgeting framework that spans three years. It provides a longer planning horizon compared to traditional one-year budgets. It allows the government to have more certainty about future spending plans.
4. Prioritise expenditure in line with NDPs / Vision 2030: The MTEF/MTP is used to allocate funds in a way that aligns with the objectives and priorities set out in the NDPs and Vision 2030. This ensures that government spending supports long-term development goals.
5. Align expenditure to revenue: It is essential to ensure that government spending does not exceed the available revenue. This alignment ensures fiscal responsibility and sustainability.

Now, to add more context:

The **fiscus** is a general term referring to the government's treasury or financial resources.

The **Budgeting process** in Namibia involves creating annual budgets that outline how the government will allocate its financial resources to various sectors and projects.

The **Estimates of revenue and expenditure** are documents that detail the expected income (revenue) and planned spending (expenditure) for the upcoming budget year.

The **Mid-term budget** review is a midpoint assessment of the budget to check if the financial plans are on track and make any necessary adjustments.

The **Accountability Report** is a document that provides an account of how government funds were spent, ensuring transparency and responsible use of public money.

The **Citizens' budget** is a simplified version of the budget that is designed to be easily understood by the general public. It aims to increase transparency and help citizens understand how government finances are being utilised.

In essence, this summary highlights the importance of long-term planning (Vision 2030 and NDPs), the use of the MTEF to ensure longer-term budget certainty, and the need to align budgets with Namibia's development goals while maintaining fiscal responsibility. The mid-term budget review, accountability reports, and citizens' budgets contribute to transparency and accountability in the budgeting process.



## Legal Frameworks

The Namibian government has several legal frameworks that regulate the management of public funds and expenditures. These legal frameworks include the State Finance Act of 1991, the Public Procurement Act of 2015, Public Procurement Regulations, Public Procurement Guidelines, and other directives issued under the Act. Compliance with these legal frameworks is important for public servants as it promotes open, ethical, and accountable financial management of public funds.

The **State Finance Act** of 1991 regulates the receipt, custody, banking, accounting, control, and disposal of state moneys, stamps, securities, and other financial instruments. This Act establishes the Treasury as the central financial management agency of the government, responsible for managing the financial affairs of the government, including the preparation and implementation of the national budget, the management of public debt, and the control of public expenditure.

The **Public Procurement Act** of 2015 regulates the procurement of goods, works, and services by public entities in Namibia. The Act establishes regulatory bodies such as the Procurement Policy Unit, the Central Procurement Board, the Review Panel, the Procurement Committee, and the Procurement Management Unit. Compliance with the Act ensures that public funds are managed in a transparent, fair, and efficient manner, which helps to prevent corruption and promote public trust.

The legal frameworks are linked to the budget and the **Medium-Term Expenditure Framework (MTEF)**, which is a three-year rolling expenditure plan that sets out the government's priorities and spending plans. The MTEF provides a framework for budget preparation and ensures that budget allocations are consistent with the government's priorities and spending plans.

The amendments made to the legal frameworks in 2022 (The State Finance Amendment Act 2022, Act 1 of 2022 and The Public Procurement Amendment Act 2022, Act 3 of 2022) aim to improve the governance structure and provide accountability in terms of public funds and expenditure.

Compliance with these legal frameworks ensures that public funds are managed in a transparent, fair, and efficient manner, which helps to prevent corruption and promote public trust. Failure to comply with these legal frameworks can result in penalties, legal action, and damage to the reputation of public entities and public servants.



# The Medium Term Expenditure Framework (MTEF)

The National Budget is an estimate of revenue and expenditure put forward by the Finance Minister. The Budget shows exactly how much money will be needed for specific purposes, and how the Government will raise it, for example, through taxes, loans or grants. The Medium-term Expenditure Framework underpins how the National Budget is formulated. The objective is to produce a system that allows for better decision-making about public expenditure by:

- setting it within a strong, medium-term economic and public revenue framework;
- improved financial management by being able to predict available resources more accurately using a three-year budget ceiling; and
- placing a greater emphasis on outputs and the achievement of Namibia's developmental objectives.

Thus, the Medium-term Expenditure Framework has shifted the budgetary process away from being a funding activity once a year, based on what each O/M/A believed it needed, and moved it towards each O/M/A making a presentation on how it is going to use its funds (as defined by Cabinet through three-year expenditure ceilings) over the three-year period. This depends on:

- the impact the expenditure will have (based on data from the Performance and Effectiveness Management Programme or PEMP);
- policy priorities; and
- the availability of funds.

The expenditure can be evaluated and compared with other bids for funds in terms of its merit, i.e., whether it is worthy spending public money on it than other bids are.

If an O/M/A bids for additional funds above the three-year ceiling, it will need to show how such extra expenditure will affect its specific outcomes.

For further information, please contact the Department of State Accounts in the Ministry of Finance.



# Public Procurement

**Compliance** The Public Procurement Act, 2015 (Act No. 15 of 2015) and the Public Procurement Amendment Act, 2022 (Act No. 3 of 2022) refers to the legal framework that regulates the procurement of goods, works, and services by public entities in Namibia.

The Acts establish regulatory bodies such as the Procurement Policy Unit, the Central Procurement Board, the Review Panel, the Procurement Committee, and the Procurement Management Unit. The Act also defines a public entity as any office, ministry, or agency of the government, including local authorities, regional councils, public enterprises, and entities declared as public entities under the Act.

The Public Procurement Act, 2015 (Act No. 15 of 2015) is supported by other legal instruments such as the Public Procurement Regulations, Public Procurement Guidelines, and other directives issued under the Act.

It is important for all public servants to comply with the Public Procurement Legal Framework because they promotes open, ethical, and accountable service delivery. The Act ensures that public entities procure goods, works, and services in a transparent, fair, and competitive manner, which helps to prevent corruption and promote public trust.

Compliance with the Acts also ensures that public entities obtain value for money and that the procurement process is efficient and effective. Failure to comply with the Act can result in penalties, legal action, and damage to the reputation of public entities and public servants.



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The State Finance Act, 1991 Act 31 of 1991

The State Finance Amendment Act, 2022 Act 1 of 2022

The Namibia Revenue Agency Act, 2017 Act 12 of 2017

The Namibia Revenue Authority (NamRA)

The Integrated Tax Administration System (ITAS)

Public Procurement Act, 2015 Act 15 of 2015

Public Procurement Amendment Act, 2022 Act 3 of 2022

The Medium Term Expenditure Framework (MTEF)

The Parliamentarian's Handbook: The National Budgeting Process in Namibia





# PART 12

Hints and Tips

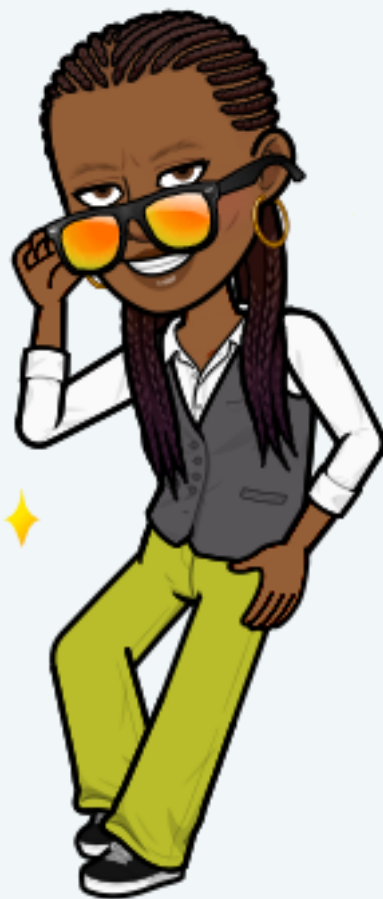


# Hints and Tips

As you probably know, you can do many simple but effective things to set a standard of professionalism in your work. Here are a few pointers in that direction, as well as some other general tips.

## Do:

- ...offer assistance politely, courteously and helpfully on the phone or in person
- ...return the call if you were not available someone phoned you
- ...pay for the private calls you make on the office phone
- ...report sexual harassment to the Gender Focal Points / Human Resources
- ...make backups of all important computer documents in the cloud or hard-drive
- ...keep a copy of all your personnel documents such as leave forms, probation reports, as well as subsistence and travel (S&T) requisitions you hand into the Human Resource Office
- ...hand in all outstanding documents on personnel matters to the Human Resources Practitioner as well as your supervisor
- ...inform your supervisor where you will be if you have to leave the office
- ...be open to change
- ...be patient with bureaucracy, but try to improve it wherever you can
- ...remember to get permission for doing any private work after hours
- ...declare any remunerative work outside the public service
- ...report unethical behaviour to your supervisor if you have doubts about the lawfulness of an official order, and suggest that it be discussed at a higher level – and follow it up if you get no response
- ...keep your valuable belongings out of sight
- ...assist new colleagues by showing them where the important facilities are (like the kitchen, the toilets, meeting rooms and the fire escape)
- ...lock your office when you leave
- ...activate a professional out-of-office message when you're out of the office
- ...visit the e-service web-site regularly for updates
- ...report disability discrimination to Disability Focal Persons
- Complete the micro-learning courses as part of your orientation and induction
- Chat to the Pocket Bot and be a perpetual Learner





# Hints and Tips

"In the same vein, here are some "Don'ts in the Public Service" which have been written by other employees to help you avoid behaviors that could compromise your integrity, damage the reputation of the Public Service, or violate ethical and legal standards. By following these guidelines, employees can help to ensure that the public service operates with transparency, accountability, and efficiency, and that it serves the best interests of citizens.

## Don't:

- ...discriminate against anyone - avoid being prejudiced at all costs. This goes for gender, religion, sexual orientation, race, tribe, language group, illness, ability, political affiliation... the list goes on. Just don't be THAT colleague people love to avoid.
- ...abuse Government property and resources (like using government vehicles, the photocopier, the official landline / telephone, or the Internet for your private hustles, or private anything!
- ...use Government time for your private side-hustle... same goes for reading the newspaper, playing computer games, surfing the net, and scrolling social media for pleasure - especially if it is not your job to pay attention to social media
- ...abuse your official position for private benefit
- ...come in late or leave early: the official working hours for staff members working in Government offices are 08:00 to 13:00, and 14:00 to 17:00
- ...disregard the Public Service staff rules, regulations and directives
- ...gossip about your colleagues, supervisor, boss or anyone. It will catch up with you at the most embarrassing of times
- ...smoke / vape or use any noxious substances in the office
- ...allow your private life to have a negative effect on your performance at work
- ...make a habit of bringing your children to the office during working hours
- ...leave the lights on if you are the last one to leave the office
- ...engage in any harassment or bullying
- engage in political activities while on duty
- ...disclose confidential information without authorization
- ... be rude, use foul language or be unpleasant. Again, don't be THAT colleague people love to avoid.
- ...make promises you can't keep: if you say you will call back, or follow up for a customer, do it.
- ...be corrupt, unethical or even get involved in activities that could compromise your reputation and the public service.





# Acknowledgment of Induction and Orientation: The Pocket Guide 2.0

I, ..... hereby acknowledge that I have received and reviewed the Pocket Guide 2.0 provided to me by the Human Resources Practitioner upon my joining the Public Service of Namibia.

I understand the importance of this Guide in ensuring that I am well-informed about the policies, procedures, and expectations governing my employment with the public service.

By signing this acknowledgment, I commit to the following:

## **Continuous Growth and Learning**

I understand that as a member of the public service, I am committed to continuous personal and professional development. I will actively seek opportunities for learning, training, and skill development to enhance my effectiveness in delivering public services to the citizens of Namibia.

## **Compliance and Observance of Staff Rules**

I acknowledge that I am aware of the Public Service Staff Rules and Regulations as referenced and outlined in the Pocket Guide. I am committed to complying with these rules and regulations and understand that any violation may result in disciplinary action.

## **Efficiency, Effectiveness, and Accountability**

I recognise the critical role that efficiency, effectiveness, and accountability play in delivering quality public services to the public we serve. I will strive to carry out my duties with dedication, integrity, and a strong sense of responsibility, upholding the principles of Public Service with pride.

I understand that this acknowledgment forms an essential part of my commitment to being a valuable member of the Public Service of Namibia and contributing to the achievement of our mission.

I have also received a copy of the Induction and Orientation Document for my personal reference.

**Please sign below,**

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**Date**

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**Signature of Staff Member**

# Acknowledgements

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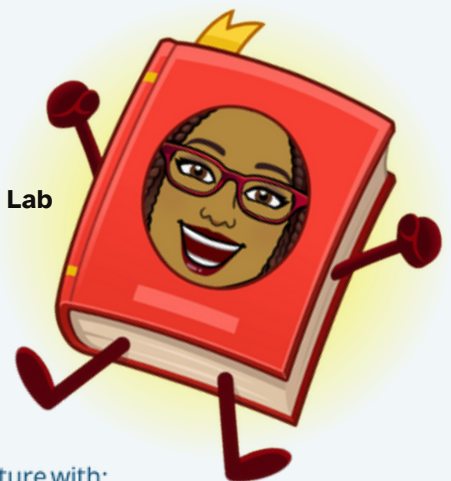
**Illustrations:** Asser Karita and Bitmoji

## **Made possible by the UNDP Namibia Accelerator Lab**

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Yrika Maritz (PhD), Head of Experimentation



Co-building the Accelerator Labs as a joint venture with:



UNDP  
Core  
Partners



You are probably wondering why we are concluding the Pocket Guide 2.0 with this postscript, or if you prefer, a retrospective. This is, after all, the future of employee manuals, and providing context for this digital edition is warranted. Our journey to creating this innovative and dynamic resource was far from a straightforward one. It was a process marked by ideation and the development of a concept that extended beyond the confines of a mere downloadable document. Instead, it became an iterative process that embraced co-creation and a genuine commitment to human-centered design, especially in the collaborative approach to making our micro-learning modules work.

The Pocket Guide 2.0 is not just a product of creativity; it is a testament to our dedication to innovation and redefining how we might share information across the public service; whether you are looking for a job in the public service; or if you are a new staff member who needs a handy resource guide, or a veteran who just wants a fresh update while fostering continuous learning. Our aim was not just to provide a static pdf. version, but to encourage a sense of curiosity, a thirst for knowledge, and a commitment to go beyond the digital version to explore recommended links and delve deeper into the intricacies of the Public Service of Namibia.

In the development of the Pocket Guide 2.0, we didn't want to dictate information to you; we wanted to co-create knowledge with you. We involved learning and development officers, human resource practitioners, integrity champions, Regional Council staff, as well as key Departments at the Office of the Prime Minister at every stage, ensuring that your insights and needs were incorporated. This human-centered approach allowed us to address the current challenges of accurate, relevant information sharing and learning. We wanted to create a resource that truly serves your requirements which you are now reading on paper, on a mobile device or on some other digital screen.

To further enhance your experience and understanding of the public service, we've embraced cutting-edge technology. The Pocket Guide 2.0 goes hand in hand with the "Pocket Bot," a dynamic AI-powered assistant. This Pocket Bot has been meticulously trained with the latest public service staff rules, regulations, and relevant information about Namibian governance and the policy-making environment in the public service. The Pocket Bot is here to answer your questions, assist in navigating complex terms, concepts, and procedures, and facilitate your learning journey.

The Pocket Guide 2.0 is more than an employee manual; it is an evolving experiment; it is a platform for knowledge, growth, and empowerment. It is a testament to our commitment to delivering not just information but a holistic learning experience. So, as you embark on this digital journey, remember that the future is not just in your pocket; it's at your fingertips, on your desktop; on your mobile device; your laptop, your tablet, ready to empower and inspire.

















**Office of The Prime Minister**