



# **INTERATIONAL TRENDS IN GOVERNMENT PERFORMANCE MANAGEMENT**

## ***NAMIBIA CASE STUDY***

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# OUTLINE



- 1) Profile of Namibia
- 2) PMS Background
- 3) Key challenges
- 4) Situation after CFR
- 5) Way forward
- 6) Expected changes



# 1. Profile of Namibia



- Video clip
- Independence on 21 March 1990
- Surface area of 824,290 square kilometres
- Population size – 2,4 mil
- Main organs – Executive, Legislature, Judiciary

# Country Profile for **NAMIBIA**



# THE THREE TIERS OF GOVERNMENT

- ❑ Central – 25 Ministries plus 5 Offices
- ❑ Regional Councils – 14 Regions
- ❑ Local Authorities – 57 Municipalities, Villages and Settlements



# THE TOP STRUCTURE OF GOVERNMENT

- ❑ The President – **Head of State and Government**
- ❑ The Vice President
- ❑ The Prime Minister – **Head of Public Administration**
- ❑ The Deputy Prime Minister
- ❑ The Secretary to the Cabinet
- ❑ Executive Directors



## 2: PMS Background

- Rolled out in the public service since 2009 – 2011 PMS Policy
- 2015/16 – Introduction of Performance Agreement signing of Ministers and Executive Directors.
- From then to date – Signing and quarterly performance reviews conducted.
- 40% of Public Service Staff establishment (110,000) – signing and reviewing of performance quarterly.
- Championed by the SC & Executive Directors
- Non-monetary performance rewards.



### 3. Key challenges



- Misalignment between Individual performance Vs Organisational.
- Absence of a system to judge organizational performance holistically.
- Insufficient evaluation methodology- no criteria values & weights
- Manual system.





## 4: Situation after CFR training

- 2022 – GRN received support from the Commonwealth on the enhancement of PMS
- Training – Feb/March, 219 staff trained. Executive Directors in attendance.
  - Passionate to adopt the CFR concept.
  - SONA - His Excellency emphasized on the importance of accelerating management of performance for improved service delivery.



## 5: Way forward



- ✓ Deployment of the system.
- ✓ All Ministers and Executive Directors to move to CRF via SMART immediately (pilot for 2022).
- ✓ Full roll-out 2023 onwards.
- ✓ Link performance to staff mobility - recruitment
- ✓ Offer monetary incentives
- ✓ Awards



## 6. Expected changes



- ✓ Comprehensive coverage of CRF for all the top structure of Government
- ✓ Linking CFR to the budget
- ✓ Prioritisation of focus areas ( result based)
- ✓ Graded targets (criteria values)
- ✓ Base for measuring government's performance – composite score.
- ✓ Citizen Satisfaction with government services improved.



**Thank  
you**



### 3. PMS FRAMEWORK

*Vision 2030: “A prosperous and industrialised Namibia, developed by her human resources, enjoying peace, harmony and political stability”*





# Performance Management Framework

**Vision 2030**

National Development Plans

**Strategic Plans**

Medium Term Expenditure Plans

Annual Management Plans and Budgetary Plans

Organisational Development – Structures and Establishments

Human Resource Planning

Human Resource Development

**Monitoring and Evaluation**

Performance Agreements

Performance Development Plans

Performance Assessments

