

Education

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written the Ordinary Level. We must not have mass education on one hand and education for the Elite on the other hand.

Examination markers are currently given 2 days to prepare before marking. This time should be drastically increased. Examination markers should only be the competent ones. Markers should have an in-depth understanding of the subject they are marking.

Let us look after the markers. Pay their advances on time. Let's respect them. Clarify the appointment of markers, team leaders and chief markers.

Shortages of classrooms a main challenge

During 2010, we had about 600 000 learners enrolled for basic education. We have recently integrated the preprimary into formal education. The most pressing problem therefore, is the shortage of classrooms.

We will be budgeting for the building of more than 1000 classrooms for the 2011/2012 financial year.

Availability of teaching materials, laboratories and libraries are *sin quo non* to the provision of quality education. Let each learner get a textbook.

We recently bought about a million textbook at N\$76million. MCA procured 700 000 text books at a value of N\$35million for Mathematics, Science and English.

Lack of transport hinders mobility. However, recently 300 vehicles were allocated to all regions. Are the vehicles functional, are they been taken care of?

Subjects in which learners are performing poorly

There are specific subjects for which our learners are not doing well. We must introduce deliberate interventions, prepare and support teachers. The problematic subjects include Mathematics, English, Accounting and Physical Science. Let us also not shy away from getting assistance from outside. Many learners have not done well in other languages too. Do we have teachers for these languages?

Rural areas based schools and exceptional performance

Many schools from the rural areas have performed exceptionally well in 2010. Congratulations! Our target is a time when a school choice is not an issue any longer. All schools must deliver.

Time should come when parents do not transfer children because a certain school is bad. Let stronger schools collaborate with weaker schools. We need school solidarity. School principals and teachers, ensure performance to get credibility from parents.

Improvement Plan for underperforming schools



Minister Abraham Iyambo addressing stakeholders in education. He is flanked by his Deputy, Dr David Namwand, left, and Khomas Governor, Samwel Nuiyoma. Photo by Anna Nakambale.

Our immediate task is to identify schools that have persistently underperformed for the last five years and provide assistance to principals and teachers. Leadership of schools by school principals is incredibly important. Ministry Management must set up a team to oversee an improvement Plan with clear targets at all the schools that have been perpetually underperforming.

Such a team should visit schools in order to analyze quarterly results and recommend immediate remedial actions. Each region must have regional conferences focusing on their regions' results.

Prior to examination periods, learners must be afforded an opportunity to at least exclusively revise for three weeks including previous examination papers. This process should be closely supervised by teachers and learners should not be left on their own. I call for the participation, guidance and support of Governors, councilors and whole communities.

Need of building of a winning team at Ministry of Education

Our responsibility at the Ministry is heavy and noble. It demands common and clear thinking, innate creative instinct and profound concentration.

Our eyes must be fixed on our goals, targets and collective destiny without a wink.

Our main business is education and training! Period! Let us be a united and formidable team. We shun tribalism, trivialities, division, nepotism, favoritism, ethnicity, racism and laziness.

Let us not pull each other down. Working together, our weight will be lighter to carry, difficulties will disappear and obstacles vanish.

Our main business is education and training! Period! Let us be a united and formidable team. We shun tribalism, trivialities, division, nepotism, favoritism, ethnicity, racism and laziness.

I want a team that upholds work ethics, has unlimited en-

thusiasm, energy, self confidence and indomitable Will to succeed.

I want to be surrounded by civil servants who are dynamic and forward thinking, professionals who communicate across the system and ensuring effective coordination.

I want to lead a team that has vitality, is proud and sharp. I want a winning team. A team that has soul and is reliable night and day.

Those manifesting a no care attitude, unconcerned, uninterested, lacking zeal and enthusiasm have no place at the Ministry of education. We are all paid to do our job well.

I have noticed with great concern that the interpersonal relation at many offices including at our tertiary institutions is not exemplary.

There is too much hatred, infighting, backbiting and concentration on trivialities. Let us be great minds, with great passion, eagled eyes and a shared dream.

Let us not waste our much needed energy and time on petty office-politics, but lets us spend that energy and time in effortful plans to increase efficiency in our schools and work place.

Values, impact of civil servants on education, role of supervisors

It bothers me, to see civil servants undermining each other. I see civil servants who addictively arrive late and are the first to knock off before time. Late coming and absenteeism should not be tolerated.

Let us bring the best out of each other. Let us not suffocate the excitement of others. So much richness, wealth, energy is buried within each and every one of us. Supervisors, effectively delegate authority, but remain accountable, do not abdicate your responsibilities.

I invite you to do things smarter, wisely, with humility but firm, fast and simple. Enjoy what you do! Let us be kind to each other. I believe in our collective capacity and ability to deliver.

I pray that your focus, energy, will, seriousness, vitality and

drive be at the same wavelength as mine. There are colleagues who cannot work under pressure to meet deadlines. If I am fast, please pace yourself to catch up.

I want to see a different and complete mindset, a behavioural shift. I am fired up! Arrogance and anger are diseases. Kindness is the golden bond. Greet each other with a smile! Let us foster a spirit of collegiality and camaraderia!

Supervisors, please remember that all employees must be listened to, respected and inspired. Treat them equally with courtesy and decency! Do not divide into favorites and the not favorites. Education ought to prepare us to appreciate that our gifts are to add to the common good.

Let us vow in one voice and say: our code, choice, character, belief and tradition is to deliver.

Attention to office duty and prioritization

Civil servants at the Ministry must spend more quality time at their duty stations, working and not just idling.

I have directed that foreign travels be curtailed. Some of these trips are a waste, a disturbance and unnecessary. Let us prioritize.

Your offices and your duties need you. Some colleagues have their priorities upside down. Get your priorities right! This year I will need you all to work with me and the Deputy Minister. We travel out of the country when it is really essential.

Feedback on delegated tasks, urgency, prioritization and bureaucracy

Feedback mechanisms at the Ministry are annoyingly ineffective. We believe too much in the niceties of the echelon of power. You give work to be done and you are told, the work is finished but it will first go to who and whom. At times these people have not even any value to add, just cosmetic process and a waste of time.

I have noticed that ethos of swift action, urgency, efficacy and prioritization are not re-

spected. People take their time. Bloated bureaucracy is a deterrent of progress par excellence at this Ministry.

Procurement of goods and services is done at leisure and at a frustrating tortoise pace at our Ministry. This cannot be allowed to continue. We must beef up that Division of Procurement.

I demand that the recruitment processes be transparent.

Civil servants impact and their connection to classroom level

Civil servants, your performance has a direct impact on what is happening in a classroom. Your actions have a domino effect. Your actions must be relevant and answer what is happening in a classroom. Anything short of this is a waste of time and resources and a betrayal of trust reposed upon you. I visit schools and I am told:

"Minister, I forwarded this and that to the Head Office but no response, it has taken too long".

I have received same complaints of no feedback from our Heads of Mission abroad and Development parents in the country. Offers are made by development partners abroad, but no response from Head Office.

May I send out a stern warning to all at the Head Office. From here, attend to issues immediately as they reach your table!

Coordination between Departments and Directorates, imperative of judicious planning

We have much research data and technical reports at our disposal. Let us make use of them. It is a pity that our data base systems are not harmonized.

We should not operate as we are running homelands. I have witnessed that Departments and Directorates do not have healthy coordination amongst themselves.

They are detached. It is unfortunate. That is disjointed management. Let us work together!

Strengthen the Planning Division to be the heart beat of the Ministry. During war and peace times planning is the barometer of success. Without proper planning we are shooting in the dark.

In 2010, we had a record of 1697 schools and 22,072 teachers at Basic Education. For these schools and teachers to perform we need proper planning.

Our principles of judicious planning, competence, sacrifice, selflessness and seriousness are non-negotiable. We must plan with a purpose and plan to win!

We must avoid a crisis and firefighting working environment. Let us plan and plan and plan! There are too many *ad hoc* and knee jerk activities.

This year we will operationalise the Strategic Plan of the Ministry that we are

currently working on. Let our planning touch Pre-Primary to Secondary, Vocational and Tertiary Education.

The structure of the Ministry of Education

The structure of the Ministry is excessively bloated and rigid especially at the Head Office. In the context of **DECENTRALIZATION I** will thoroughly be reviewing the role of Head Office. Obviously, some levels will be strengthened while others will see a reduction in staffing levels.

This will mean moving people in line with **DECENTRALIZATION** to the **REGIONS** and in some cases even to the school level. The Permanent Secretary and senior managers are seized with this matter during this year. This is urgent!!

Efficient utilization of financial resources at the Ministry and Financial procedures

The Ministry of education is the biggest with a huge budget of N\$6.5 billion. That is 23% of our national budget and about 7% of our national GDP. That is enormous investment.

May I say it is not spending more but is what you spend that money on. The question is, is the nation getting value for money invested in Education?

We must be the most efficient and professional Ministry with functional structures in place to run finances. It is mind boggling that the Ministry has no valid financial procedures in place. This is a priority for management to put it in place within a month.

We must reprioritize and spend more money in the training of teachers, more money in the actual teaching. Currently 77.18% of the operation budget and 61% of the 2010/2011 have been spent.

Management of Capital Projects

The Ministry of education has a sizeable number of capital projects particularly the building of schools. The maintenance of infrastructure is a massive and onerous task.

It is disheartening to realize that the Ministry does not have a well resourced Unit to deal will Capital projects. This is a serious weakness. Such a Capital projects Unit must be established and resourced as a matter of urgency. The non-completion of Capital Projects mean that we are doing a disservice to the nation and in particular to the learners/students and teachers.

No under-spending will be entertained as it is irresponsible. Education has many urgent needs. I want to see the Ministerial Budget Committee more active and meeting more regularly this year. Let us be implementers to implement. All Cabinet resolutions that were passed for the last few years and last year must be implemented. I see a lot of non-implementation of these.

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