

## Public service

from page 1

court, a high court, an elders' council, or a privy council.

The third universality is that in every society there is an executive branch that executes the decisions of the 'court', and implements laws of the 'parliaments'.

This executive branch may consist of kings, queens, presidents, prime ministers, chiefs or Gaob (in the Damara>Nama language of Namibia), or Omukaniilwa (King in the Oshindonga language of Namibia) or Oba (in Nigeria). These chief executives are assisted by some form of civil service structure for the execution of state functions.

In today's state, there are three primary state organs: the legislature, the courts, and the executive. In Namibia, an integral part of this structure is a vibrant democracy, based on regular, free and fair elections, rule of law, and guarantees of human rights. We can be proud that Namibia has had regular presidential, National Assembly, and local government elections that are free and fair.

However, for an electoral democracy to function properly, we need certain essential prerequisites. These include processes, systems, and institutions.

Processes include an electoral system, an electoral commission, and the relevant legislation. Our electoral commis-

sion includes members of the opposition parties, the commission sets all the rules. Inclusion of the ruling and opposition parties in the commission ensures transparency of the elections. The commission is constituted in a way that is fair to all the parties. Everyone is involved in the running of the elections. At the end of elections, there could be challenges, as it happening now in the courts. We have the mechanisms of resolving any contentious issues.

Initially the Electoral Commission resorted under the umbrella of the Office of the Prime Minister, but was removed from that Office and now is Interdependent.

All the systems continue to work even while challenges are going on. The government is still working, the civil service is still working. The President is in office, so is the Prime Minister and other ministers. Systems ensure that the work of the state continues.

Institutions are courts for remedy and redress. Namibian parties and government can be proud of their history of adhering to the outcome of the courts' decisions. Everyone accepts the decision.

For elections, various parties put forward their manifestos for the voters to consider.

However, that doesn't mean that the majority party's manifesto automatically becomes a government document. The government that is formed does

not represent only the members of the ruling party.

It belongs to all Namibians, even if they voted for some other party. Thus, manifesto is a party document. However, in view of the fact that the government comprises members of the ruling party, it goes without saying that the Cabinet would adopt policies originally articulated in the manifesto in government documents. Such has been the case with Vision 2030 documents, the budget document, NDP1, 2, and 3.

I feel strongly that a modern government has to be a democratic government subscribing to the ideas of good governance.

It is inclusive, representing all the stake holders. Inclusivity, transparency, and accountability create trust. Whenever any government excludes any region, any group, any class, it sows the seeds of conflict.

Our inherited civil service was a living proof of this exclusivity. We had an irrational situation in the civil service – we had eleven governments, one for whites and one each for the various 'Bantustans.' We had to create one government out of eleven. Further, we were enjoined by the Republic's Constitution that no one will be dismissed from the civil service unless through redundancies. Therefore all those eleven governments had to be retained. Although SWAPO could have declared redundancies, we felt that it would go against our



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policy of inclusivity.

As we formed a single civil service out of personnel from 11 authorities, and we did not declare anyone redundant, our civil service became quite bloated.

It became even more bloated as we had to bring in new employees many of whom had devoted their life to the liberation of the country. Addition of new offices and ministries, such as, the Office of the President, the Office of the Prime Minister, Ministry of Foreign Affairs further added to the size of the civil service.

We had to start the process of downsizing the civil service, to shrink it. Then came the strike by the ex-fighters. Consequently, instead of downsizing, we increased the civil service by 10000. We viewed it as our peace project!

Our approach was therefore modified from downsizing to right-sizing the civil service!

I would like to make a small distinction between the public service and the civil service.

Public Service includes political office bearers and civil servants, but civil service does not include political office bearers.

One challenge that faced the government was a delink between the policy makers and the policy implementers. It was not difficult to see some of the obvious reasons for this delink. Senior members of the party were appointed to ministerial positions, but there were many more, some of them even more senior than the ministers, who could not be accommodated in the Cabinet. Instead, they were given senior positions in the civil service.

They were politicians and civil servants. It was only human for some of them to find the situation resentful.

Further, policy was made by the cabinet, and civil servants were required to implement it.

This arrangement where the civil servants were not a party to the articulation of the policy but were asked to carry out the policy was not the most effi-

cient way to operate. Botswana has brought in civil servants into the policy making mechanisms. The process, I am informed, has worked well. Perhaps we should re-examine our system.

Nevertheless, we have sought to make the government responsive to the citizens' needs. In order to emphasize courteous and timely service delivery, we adopted a Public Service Charter. Within this overall Public Service Charter, a number of other charters, focused on specific service delivery were adopted.

Training of the civil servants was also initiated to improve the effectiveness of the service.

I want to make a clear distinction between effectiveness and efficiency; and, outcome and output. We can do any work efficiently, but it might not be effective. Output doesn't ensure the desired outcome. Regrettably, these concepts were not understood or appreciated twelve years ago – they were somewhat forward looking. Similarly, many objected to having an anti-corruption commission. In fact, it was vehemently opposed.

Today most civil servants are time bound, not function bound. Lower level civil servants are time bound. They work from 8-5 They are not concerned about effectiveness or outcome. Regrettably, that has been the case with some senior civil servants as well particularly when they are expected to be function

Cont on page 11

Let's Celebrate  
**20 years**  
of Independence

The Board of Directors, Management and staff of FIS Group congratulates the Government, the entire Namibian nation on this Nobel celebration of 20th Independence anniversary.

Let us all steadfastly guard our peace security and stability of which we are taking for granted as a Nation.

By remembering where we come from, where we are and where we are going in order to build a prosperous and a rewarding nation.

We comradely salute the whole nation on this Nobel Celebration

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