THE STUDY GUIDE IS A TOOL YOU CAN USE TO GUIDE YOU ON THE SCOPE OF THE SUBJECT. IT IS THERE TO AID AND GUIDE YOUR RESEARCH. HOWEVER, THE INFORMATION IN THE STUDY GUIDE IS NOT ENOUGH TO EARN YOU GOOD MARKS IN YOUR ASSIGNMENT OR EXAMINATION, ONE NEEDS TO GO AN EXTRA MILE AND EXPLORE DIFFERENT VIEWS BOTH PERSONAL AND ALSO INFORMATION FROM OTHERS. (REFER TO THE ASSIGNMENT EVALUATION FORM). YOU ARE REQUIRED TO USE AS MANY SOURCES AS POSSIBLE TO SCORE A GOOD MARK).

AS A STUDENT YOUR ACADEMIC BREAKTHROUGH IN YOUR SPECIFIC FIELD OF STUDY WILL VERY MUCH DEPEND ON WHY YOU ARE DOING THE COURSE, HOW IT IS LINKED TO SOCIETY AND HOW OTHER COURSES IN THE ACADEMIC PROGRAM YOU HAVE OPTED FOR, BENEFIT OR RELATE WITH EACH COURSE.

NAMIBIAN EXAMPLES SHOULD THEN FOLLOW, TO SHOW THE PRACTICALITY OF WHAT YOU HAVE RESEARCHED AND YOUR UNDERSTANDING. SIMILARLY, IT IS IMPORTANT TO READ THE QUESTION CLEARLY, IN ORDER TO ANSWER ALL THAT IS REQUIRED. KINDLY PAY ATTENTION TO THE APA STYLE OF REFERENCING BOTH IN-TEXT AND YOUR LIST OF REFERENCES.
Understanding Public management

The study of public management is a scientific examination and analysis of particular events which are unique to the public sector.

A public manager should be aware of both internal and external forces, opportunities and threats that affect the public institution, when the environment changes, management is faced with a choice between stagnancy or dynamic adjustment in order to survive. In order for the public institution to achieve its objective in an ever changing environment a trained and experience management pool is needed to turn objectives into actions. As a result management needs to be tasked with the necessary functions includes planning, organising leadership and control in order to guide public institutions toward the attainment of objectives. Not only that, but a public manager also need to make use of the necessary technology and management aids to enable them to be productive and objective.
A theory is a foundation to meaningful decisions on the basis of which a phenomenon is explained. As public managers seek answers to questions, theories are proposed. These theories are then employed/used in a structured public sector. One needs to understand how far the public sector stretches in Namibia (the scope of public management in Namibia) and the sphere of government and how authority is dispensed in these levels. Similarly, the public official in human resources management should ensure that work procedures are carried out in an ethical manner and that morality is practiced. Conclusively, Namibians need to understand the need for public sector reform and development in order to achieve set goals.
UNIT ONE

Objectives

- Define the theory concept under public management
- Explain the importance of the theory of public management
- Explain the distinction between public management models
The concept of theory in public management

- A theory is a foundation to meaningful decisions on the basis of which an event can be explained. Public management theories provide practical insight into how public managers should behave, behaviorally, scientific and normative.
The scientific management theory phase

- Initiated by Fredrick Taylor (1856-191), in its application to management the scientific approach requires
- Finding the single best way to carry out each task to ensure the best result
- Selecting personnel scientifically
- Remunerating each worker in direct proportion of what he has produced instead of basic remuneration
- Distinguishing clearly between managers tasks and worker’s task
- (The focus is on productivity) In order to improve productivity, activities or movement and time in the workplace were measured.
The Behavioral or people oriented theory phase

- The Behavioral or people oriented theory phase
- Early contributor Elton Mayo (1880-1940) who is associated with the Hawthorne studies.
- The phase shows that people are motivated to be more productive by factors other than financial gains and a pleasant working environment.

Main lessons

- Individual workers cannot be treated in isolation, but must be seen as members of a group.
- The need to belong to a group and have status within it is more important than monetary incentives or good physical condition.
- Supervisor/ managers need to be aware of employee’s social needs and cater for them if employees are to collaborate with the official organization rather than work against it.
- This phase emphasis was on behaviors of workers in the work place.
The situation or contingency theory phase (Normative)

- In this theory the particular environments and circumstances in which the manager has to function have a determining influence on best management styles and productivity.

- According to Morgan (1970), there is no one way of organizing, and that organizations are open systems that need careful management to satisfy and balance needs and adapts to the environment circumstance. Different types or species of organization are needed in different types of environment.
What is the essence of the above theories to a public manager?

- The scientific theory concentrate on the improvement of the productivity in an organization.
- Behavior or people oriented theory will help public managers understand / explain dynamics of the contexts in which they are situated and the efficacy of potential interventions with regards to human relations.
- Situation or contingency theory gives public managers the capacity to think about and recognize how they ought to act in light of the values in a given situation.
Public management theories in Namibian.

- The existence of formal structures in our public sector, such as motivation.
- Selection of the most suitable candidate for the position.
- Remunerations and good working conditions is a way of ensuring efficiency and effective function of our public institutions continue to exist.
- The behavioral or people-oriented theory is important to take cognizance of team unity in the public sector.
- The Namibian public sector is also aware of social needs of its employees by providing various benefits such as medical Aid and housing subsidies.
- The public sector, different government offices, ministries and agencies are separated based on what service they offer. (contingency theory)
- Under all the theories above, emphasis is also put towards delivering good service to the public.
The need for public managers to theorize

- In order to identify important aspects of a problem or a specific situation
- Predicts and investigates relationships between events
- It sets guidelines for determining and evaluating methods
- Sets criteria for the selection of important information for use in the decision making process
Practice public management in the Namibian public sector

Management theories should be applied to management functions

- Planning
- Organization
- Staffing
- Leading
- Controlling
Management (Enabler) in general is the process of getting things accomplished with and through people by guiding and motivating their efforts toward common objectives.

**Planning (Thinking before Acting)**
Determining what should be done in the future, thus setting goals, objectives, policies, procedures and other plans needed to achieve the objectives of the organization.

Organization within which a certain environment has to function has a determining influence on the best management and productivity. (Contingency theory phase)

**Organizing**
- Answers the question, how will the work be divided and accomplished.
- This involves (Scientific management)
- Selecting personnel based on their skills and expertise
- Remunerating each worker in direct proportion to what he/she has produced
- Making a difference between the managers task and worker’s tasks
Leading (influence)
Involves motivation, leadership styles and approaches and communication. Under leadership behavior or people oriented theory becomes important because of people that you must lead in order to achieve your objectives.

Controlling (ensuring conformity)
Measures performance against goals and plans shows where negative differences exist and by putting in motion actions to correct these differences helps ensure accomplishment of plans. This management function is linked to the scientific management theory where there is greater need for efficiency in order to improve productivity.

Coordination
Involves the essence of manager-ship for achieving harmony among individual efforts towards the accomplishment of group goals. This approach is linked to behavior of people orientated theory in that it places emphasis on behaviors of human beings in the organization.
The different management styles:

- **Type A-autocratic** (is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their own ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group) and **negative**

- **Type B-** cannot express feelings and is unwilling to be open with subordinates

- **Type C-** rejects idea and opinions and believes in him/herself

- **Type D-** balances exposure and feedback and readily communicates ideas and opinions

In public management, type D management style is adopted because member of the public need to be informed about possible policies that public managers want to implement.
Unit 2

- The scope of public management

Article 1(3) of the constitution of the republic of Namibia states that Namibia is a sovereign, secular, democratic and unitary states.

- sovereignty

- Namibia is an independent state and its power vest in the people, who exercise their democratic rights through democratic institutions such as parliament, regional and local council (Art 1(2))
- principles of state policies were formulated to enable Namibia to exercise its sovereignty.
- Promotion of the general welfare of the community (Art 95)
- Foreign relation (Art 96)
- Asylum (Art 97)
- The principle of economic order (Art 98)
- Foreign investment (Art 99)
- Sovereign ownership of resources (Art 100)
Secularism

The purpose of Public management in Namibia is to promote the general welfare of the people in Namibia by serving the need of the entire population of Namibia.

Democracy

Democratic values

- Representation
- Legitimacy
- Transparency
- Accountabilities

unitary states

Namibia remains under one constitution and no legislation passed by regional and local authorities should conflict with the national legislation. The scope of public management in Namibia

The scope of public management can be analyzed based on its original structure.

- The legislative Authority
- The executive authority
- The judicial authority
The legislature in Namibia maintains its authority through:

- Determining policy and objectives of the executive
- Determining executive institutions
- Staffing
- Determining work procedures
- Financing
- Control measures
Unit 3
The central government

The legislative Authority

- The legislative authority, power is vested in the National Assembly and National council

The National assembly

- Elected for a 5 year term
- Consist of 78 members, 72 elected
- 6 additional members elected by the president based on their special expertise, status, skills or experience
- Main function is to create evaluate and pass legislation
The national Assembly

- Elected for a 5 year term
- Made up of two councilors from each of the Namibian 13 regions
- Purpose to review each bill passed by the National assembly
- Advice the national assembly about laws, report, and documents that need to be tabled in the national assembly
Qualifications of members (Chapter 8(Art 72))

- Must not have any criminal record 10 years before an election
- Must not be declared in solvent and not rehabilitated
- Must not have an unsound mind as declared by the court
- Can be remunerated member of the public service
- Cannot be a member of more than one legislative body
The executive authority (second Branch of government)

- Authority is vested in the president
- The president exercised his authority in consultation with the cabinet
- Members of the cabinet are appointed by the president

The president (Head of state, Commander in chief of the defense force)

- Elected through democratic elections
- 50% plus one or more person is the ballot required
- Serves 5 years
- Cannot be sued in any
Unit 4

Objectives

- Distinguish between ethics and morality in the public sector
- Explain how public officials are appointed and their service
- Describe the procedures followed in dealing with grievances and disciplinary issues in the public sector
Human resources management

- Public officials in human resources management are faced with various tasks such as; determining work procedures, personnel policy, organizing, and financial resources management. However, in this unit we will focus on ethics and morality in the public sector.

- Best performance in the public sector is obtained if service is performed in an ethical and professional manner. The cost are losses of unethical behavior and lack of moral in the public sector are loss in trust and confidence in public institutions and losses in precious resources which were meant to support the economic and social development of nations and people.

- **Ethics** implies the clarification of wright and wrong, and acting on what is accepted to be wright.

- **Morality** refers to a system of moral standards or behavior based on practices and activities which are considered wright or wrong (Meyer, 1995:83).
In the public sector moral is said to refer to:

- Honesty
- Efficiency,
- Equity and
- Fairness

Recommendations for managing ethics and morals in the public sector from the Organization for economic co-operation and development (1998)

- Ethics and morals standards in the public sector should be clear
- Should be available to public servants
- Reflect the legal frame work
- Public servants should know their rights and obligations when exposing wrong doings
Recommendations for managing ethics and morals in the public sector
Continue

- Political commitment to ethics should reinforce the ethical and moral conducts of the public sector
- Decision making processes should be transparent and open to scrutiny
- There should be clear guidelines for interaction between the public and private sector
- Public managers should demonstrate and promote ethical and moral conduct
- Public management policies, procedures and practice should promote ethical and moral conduct
- Public service condition and management of human resources should promote ethical and moral conduct
- Adequate accountability mechanism should be in place within the public service
- Appropriate procedures and sanctions should exist to deal with misconduct
Appointment of the public servant in the public sector (Section 21 Of the public service Act)

- condition of appointment involves
- how to place an advert
- what qualification and experience are required for every job?
- what is salary for each job
- short listed candidates are invited for interviews after application
- the ministry has discretion to appoint on their own without involving the public service commission if the post is an entry post not a promotion
Termination of service (When)

- when you resign out of your own free will
- reach the age of retirement 60-55
- need to retire due to ill health
- occupy a position that is no longer needed as a result of restructuring
- public servant asked to leave due to unproductivity
- public servant found guilty due to misconduct
- unauthorized absence from work for more than 30 days without authorization
Transfer. Section 5(1) public service Act
Any staff can be transfer with or without retention of rank, into or to another position within or another ministry.

Promotion in the public sector
The government has not implemented a performance appraisal system to date due to lack of institutional support and trained personnel at the time of implementation.

Use of official transport
Official transport may be use by certain units or for any other official duties as authorized. Official journeys should be approved by the permanent secretary before undertaking the journey.

Social security (refer to study guide)
Disciplinary measures: Section 25 (1) Public service Act

Reason upon which a public servant can be dismissed

- refusing or not doing your duties
- being incompetent
- refusing to carry out work related orders
- repeatedly late at work
- dishonesty in the work environment
- disloyalty to the state
- under the influence of alcohol or drugs at work
- assaulting a person while at work
- insubordination or insolence
- sexually harassing someone at work
- abuse of authority/power
**grievance procedures**

- if a public service staff is dissatisfied he is first to go to the supervisor
- the supervisor seeks clarity into the cause of the problem and tries his best to solve it
- the supervisor is to inform you within five days if she cannot solve your problem
- you will also be informed of your right to appeal to the highest authority
- a formal letter of appeal should be submitted, within 10 days, the permanent secretary than submit it to the under secretary and an investigation is then carried out
Trade unions
Includes, National teachers union (NANTU), Teachers union of Namibia (TUN), Namibia Public workers union (NAPWU), Public Service union of Namibia (PSUN). The union’s negotiations on behalf of the member are explained in the study guide (Refer to study guide).

Person’s living with disabilities.
The ministry of land, resettlement and rehabilitation has a function of facilitation increased access to services by people with disabilities so as to enhance their integration in the community.

The implementation of the programme is divided into three categories
• the national disabilities council of Namibia
• income generating activities
• human development and support to disabled people’s organization
Examples of project established hangatena project (Omaheke), Hinyeko backery in oshikoto region and others.

Gender equality
The Namibian government has established the Ministry of Gender Equality and child warfare with the aim to ensure gender equality and equitable socio-economic development of women and men and the wellbeing of children is achieved. The government aims to remove the imbalance and allow women to take part in all spheres of public and private life in Namibia.
Unit 5

Public sector reform and development

Objectives

- describe how planning of national development project take place in Namibia
- explain the idea of vision 2030 and its challenges
- describe the millennium development goals identified by the united nations and its applicability to Namibia
Challenges facing the public sector management reform in Namibia

Institutional capacity
Challenges include corruption, nepotism, inefficiency, poor coordination, poor management and political interference. This has hindered economic development.

- **Multiple accountability**
  Involves the challenge of being accountable to both, the public and the political system financially, managerially and ethically.

- **Declining public service ethics**
  This poses a challenge because values such as integrity, honesty, dependability, helpfulness, impartiality, courteousness and fairness are gradually disappearing from the public sector.
Challenges continue

- **Declining social values**
  Reforms will be unsuccessful if the public servant accepts bribes/payment to look pass the normal regulation and standard of the public service in the delivery of their service

- **Corruption**
  Anti-corruption has been successful so far. But much needs to be done to encourage member of the public to report any corrupt act.
Strategies to improve public sector management in Namibia

- **Total Quality management**
  This is a management technique that emphasizes high quality services and customer satisfaction.

- **Customer-driven government**
  Emphasis should be made on serving individual customer. To improve efficiency, productivity and integrity in the public service, efforts should be primarily focused on creating a culture of commitment to identifying and meeting public requirement through the country and within available resources.

- **Performance- oriented civil service**
  **Key components**
  - Developing a reasonable level of agreement on mission, goals and strategies for achieving the goals
  - Implementing performance measurement systems of sufficient quality to document performance and support decision making, and using performance information as a basis for decision making at various levels.

  **Quality and standard**
  The private sector, as the engine of growth, cannot provide satisfactory services and products without the active participation of a public sector that controls quality and standard.
Vision 2030 which stipulates that by the year 2030 “Namibia will be a prosperous and industrialized Nation”

Provides long-term alternatives policy scenarios on the future course of development in Namibia at different point in time until the targeted year 2030.

Guidance for planning includes
- Given the past and current condition, what would be the situation of development in the country be by year 2015, 2020 and 2030?
- What do the people want their country to look like at these future points in time?
- What should Namibians do between now and years 2030 to take up the country to the level of a developed society?
National development goals

Development for Namibia will take time and proper planning for this reason certain medium and long term strategies are set up in one central document which is a five-year term and long term strategies

The NDP1 is the government capital investment programme for (1995-2000).

The NDPII is aimed at sustainable and equitable improvement in the quality of life of Namibian citizens, envisioning more rapid growth with expansion in employment, reductions in poverty and inequality, and promotion of diversity of the economy.
The four major development objectives NDP 11 & 111

- 5% per annum growth rate for the economy
- To create ample employment opportunities
- To reduce inequalities in income distribution
- To design economic and social programme to help alleviate poverty and help vulnerable groups society
United nation millennium development goals

189 countries including Namibia signed the UNMDP for the purpose of achieving the following

- Eradicate extreme poverty
- Achieve universal primary education
- Promote gender equality and employment of women
- Reduce child mortality
- Improve maternal health
- Combat HIV/Aids, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development
Even though polities (NDP 1 and 2) were formulated, the implementation of most of the policies was low due to
- Inadequate human and financial resource at central and regional level
- Lack of adequate funds for the expansion of government institutional structures
- Inadequate capacity in critical areas of project management

**Challenges that national developments are facing**

- Accelerate the development and diversification of the manufacturing industry
- Transforming the country’s economy into a diversified and dynamic developing economy over the next five years
- Promotion of informal sector in Namibia
- Improving and strengthening economic management and national capacity building
- Achieving and sustain price stability and a positive external balance in order to achieve and sustain high economic growth
- Removing regional development inequalities
- Slow implementation of decentralization process
- Developing an integrated national economy
- Reducing the inequalities in income distribution and wealth
- The need to create research to create a solid basis decision-making and planning

Refer to study guide for more information
The End