FEEDBACK TUTORIAL LETTER

2ND SEMESTER 2020

ASSIGNMENT 1 & 2

Public Management in Namibia
PMN521S
Dear student,

Thank you for submitting your assignment, your effort is greatly appreciated. Let us get into the assessment and notes ad observation. Now, for you to approach the question correctly, you need to read and understand correctly and established synthesis or point of departure. Let me point out some observations that were made during the assessment. There is a prevailing lack of academic writing to write a good academic paper. Student should refrain from copying and pasting information as it is and pretend as their own. On this note, students are encouraged to rather paraphrase. Direct copy and paste even when sources are acknowledged constitute plagiarism which is an academic dishonest. Students are reminded once more to type their assignments and also to maintain the page requirements. You are asked to pay special attention to the statement on academic honesty and integrity on the next page.

Regards,
STATEMENT ABOUT ACADEMIC HONESTY AND INTEGRITY

All staff and students of Namibia University of Science and Technology (NUST), upon signing their employment contracts and registration forms, commit themselves to abide by the policies and rules of the institution. The core activity of NUST is learning and in this respect academic honesty and integrity is very important to ensure that learning is valid, reliable and credible.

NUST therefore does not condone any form of academic dishonesty, including plagiarism and cheating on tests and assessments, amongst other such practices. NUST requires students to always do their own assignments and to produce their own academic work, unless given a group assignment.

Academic Dishonesty includes, but is not limited to:

- Using the ideas, words, works or inventions of someone else as if it is your own work.
- Using the direct words of someone else without quotation marks, even if it is referenced.
- Copying from writings (books, articles, webpages, other students’ assignments, etc.), published or unpublished, without referencing.
- Syndication of a piece of work, all or part of an assignment, by a group of students, unless the assignment was a legitimate group assignment.
- The borrowing and use of another person’s assignment, with or without their knowledge or permission.
- Infringing copyright, including documents copied or cut and pasted from the internet.
- Asking someone else to prepare an assignment for you or to write or sit an assessment for you, whether this is against payment or not.
- Re-submitting work done already for another course or programme as new work, so-called self-plagiarism.
- Bringing notes into an examination or test venue, regardless of whether the notes were used to copy or not.
- Receiving any outside assistance in any form or shape during an examination or test.

All forms of academic dishonesty are viewed as misconduct under NUST Student Rules and Regulations. Students who make themselves guilty of academic dishonesty will be brought before a Disciplinary Committee and may be suspended from studying for a certain time or may be expelled. All students who are found guilty of academic dishonesty shall have an appropriate endorsement on their academic record, which will never be erased.
FEEDBACK ON ASSIGNMENT QUESTION NUMBER ONE

Most papers lack originality and poor technical structure.

1. To approach your next assignment question academically you need first of all to compose a suitable main heading/ topic from the given problem statement.

2. Next will be your Table of Content (to guide your discussion) consisting of:

   1. Introduction,

   The introduction should cover the general description of the study. The introduction should provide a brief overview and also to provide the paper approach and logic of interpretation.

   2. A heading (This should be relevant)

       Students should at all-time provide transitional statements connecting the heading to the sub headings.

   2.1 Relevant Sub-headings

   2.2 Sub-headings

3. Conclusion – The conclusion is a summary of the discussions’ findings. Note, no new information should emanate in this summary. Citation is discouraged as it may provide new information not covered in the discussion.

4. Recommendations – Recommendation should be your preferred solutions based on shortcoming. These are your own suggestion and citation is discouraged. It should preferably be in bullets format however with a transitional statement.

References (not numbered). – Note, all in-text cited sources should be listed. Students are reminded to ensure compliance with the APA style format both in-text and listing. List only all in-text cited sources. Students are encouraged to make use of recommended academic search engines such as Google Scholar

1. Introduction

In the introduction you are expected to introduce the concern and how it will be discussed in your submission briefly. You may define key concepts here. To come up with relevant definitions you need to consult various resource materials. In conformity with academic ethical requirement, you need to acknowledge all the sources you have consulted both in-text and on the Reference page using the APA format.

Also in your introduction you are expected to indicate your analysis of the assignment by being specific about what the assignment will address and what will be covered. The introduction should cover the general description of the study. Briefly, the introduction should provide a brief overview and also to provide the paper approach and logic of interpretation.

In your introduction, provide the brief overview of foreign induced conflicts world over. It is advised that you are as general as possible. However, towards the end of your introduction, it is binding that a student provides the paper approach and logic of interpretation. This is done to set the paper direction as per the question.

2. Discussions

Your discussions should be guided by sub-headings as reflected in the Table of Contents. Note that “**BODY**” is not a heading so is “**DISCUSSIONS**”. Students should thus reframe from the use of the two as their headings and instead tailor their headings in accordance with the question.

Conflicts in Cameroon as influenced by the two foreign languages provided the base of analysis. Students were thus asked to assess additional foreign influences on African conflicts. Some presented the Cameroon case, which is way ward out of context. Some provided other influences such as borders, religions and education amongst others. Students are however challenged by the ability to paraphrase and instead majorities copy directly from sources. It is important to note that this act constitutes
plagiarism which is an academic offence, it constitute academic theft and have serious consequences in the assessment of the assignment. Students are thus encouraged to embrace own work and paraphrase however not changing few works or altering few words. Credit to students who continues to embrace own work and most importantly maintaining their voice and rightly acknowledging sources. Keep up the good work. Lastly, students should comply with the set instructions as contained in the tutorial letter.

3. Conclusion

A conclusion is a brief summary of the discussion’s findings without new information emanating. An observation is made that students still quote in the conclusion which brings in new information. Students should thus refrain from this practice and also to avoid copying conclusions from other studies as observed and instead summarize their own work without new information emerging. Avoid quoting at this stage.

4. Recommendations

In this regard, students approached this part differently. However, it should be noted that recommendations should be based on shortcoming as solutions. Avoid being vague. Students were supposed to suggest strategies promoting African unity peace and self-love collectively and not to provide split then as solution for African Unity, solutions for African Peace and solution for Self-love as evident in many assignments. This should also guide students in the future should they encounter questions of this nature. Suggestions were also copied. It is advisable to note that these should be your own solutions that your see fit to address identified challenges. Therefore, only in few isolated cases students provided meaningful recommendation as many were filled with direct copied work that does not address challenges.

Language

The issue of grammatical errors was of great concern throughout your assessments. It is advisable that you complete your assignment well in advance in order to have ample time to proof read your work. If necessary, give your work to someone independent to proof read your work.
References (on a separate page)

This page should contain all in-text sources. The sources should be presented using the APA referencing format, unnumbered, alphabetically arranged and aligned text left. Students are expected to use the APA consistently to avoid being suspected for engaging yourself in serious academic dishonesty such as plagiarism and cheating etc. Visit this link for APA guide available on nust website: http://library.nust.na/sites/default/files/NUST%20Library%20Brief%20APA%20Guide%202016.pdf.

COMMON MISTAKES/SHORTCOMINGS

Common mistake/shortcomings observed are:

Disregarding technical requirements; (writing a submission that does not have the Table of Contents, Main heading, Subheadings, numbering of bother papers and headings and subheadings etc.). Students are encouraged to use the assessment sheet as a guiding tool in this regard throughout.

Students are provided with a sheet attached to the tutorial letter, with a clear instruction that they be attached to each of the four submissions. However, many submissions are done without this sheet. The sheet is useful in assessing and grading and without it; marker-tutors are challenged and student consequently may not know where they have done well or underperformed areas of improvement. Students are urged to comply with this instruction - equally as to others – and attach the assessment sheets for either hand or electronically submitted assignments.

Finally, some students appear to have not taken time to read and understand the question before answering. Thus, instead of focusing on the given assignment question they concentrated on discussing other issues not asked. Indeed, not focusing on the question is a serious academic mistake and will not earn you marks. Please be careful about these.

Now that you have read and familiarize yourselves with the above guidance on how you should have approached your assignment, let us now look at the possible answers (but not limited) to your assignment 1.
QUESTION 1 (25 MARKS)

The recent global Pandemic Covid-19 has perplexed the global community and government around the world in many different ways. Public sector reform is characterized by different mechanism that introduces innovations in terms of transformation for the improvement of public institutions service delivery and processes. Provide a review on the different challenges facing public sector in Namibia as a result of the Pandemic.

In your discussion

1. Include the influences of Covid-19 on the public sector institutional processes.

   COVID-19 has affected almost all countries in the world in one way or another, including Namibia. This resulted in Namibia implementing a country-wide partial lockdown on 27 March 2020, following the announcement of a State of Emergency. The lockdown affected the already contracting Namibian economy coupled with commodity prices tumbling, the Rand depreciating against global major currencies (Namibian dollar pegged to the Rand), and negative consequences for the tourism sector, cargo flows, informal and formal traders. Several companies retrenched workers while others reduced salaries to cut costs and improve cash flows - which affected mostly low-income workers.
TABLE 1: REPORTED CASES OF SALARY CUTS AND RETRENCHMENTS IN NAMIBIA

<table>
<thead>
<tr>
<th>Company</th>
<th>Actions Implemented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skorpion Zinc Mine</td>
<td>Retrenched 1 500 employees</td>
</tr>
<tr>
<td>Safari Hotels</td>
<td>Retrenched 177 employees and 50% pay cut for 42 employees</td>
</tr>
<tr>
<td>International University of Management (IUM)</td>
<td>40% pay cut</td>
</tr>
<tr>
<td>Sun Karros Daan Viljoen Resort</td>
<td>Retrenched 20 employees</td>
</tr>
<tr>
<td>O&amp;L</td>
<td>50% pay cut for all directors</td>
</tr>
<tr>
<td>Trustco Ltd</td>
<td>Potential retrenchment of 300 employees</td>
</tr>
<tr>
<td>Hansa hotel</td>
<td>Retrenching 30 out of 48 staff members.</td>
</tr>
<tr>
<td>The Namibian newspaper</td>
<td>To undergo restructuring and the new structure would mean there would be redundancies.</td>
</tr>
<tr>
<td>FP du Toit Transport</td>
<td>50% pay cut for all employees</td>
</tr>
</tbody>
</table>

Source: Various local media houses

The table above indicates that Transportation, Travel, Retail, Agriculture and Hospitality were some of the hardest hit sectors even in Namibia.

The global effects of the COVID-19 pandemic will add to the below institutional challenges and significantly slow down the rate of achievement of the SDGs in Namibia.

1. Goal 1- No Poverty & Goal 10- Reduced Income

Namibians faces a challenge of food security and consumable goods amidst Covid-19 as it imports 70% of its daily consumables from neighbouring South Africa (Deutsche Gesellschaft für Internationale Zusammenarbeit, 2020). COVID-19 will then result in an increase in poverty and the inequality gap will also widen in Namibia.
2. **Goal 4- Quality Education & Goal 6- Clean Water and Sanitation**

   COVID-19 has forced schools and tertiary institutions to be closed and shift to online learning approach which might impact on quality of education, access and affordability due to the scarcity of resources. Persons living with physical and intellectual disabilities, have special needs which may not be catered for by the online learning approach and ultimately this will widen the inequality gaps in education.

3. **Goal 2- Zero hunger and Goal 3- Good health and Well being**

   COVID-19 has had a major impact on food security in Namibia. More Namibians are expected to face food poverty stemming from disrupted supply chains, closed formal and informal business sectors and partial closure of schools that has hampered the school feeding program for school children. In addition, the disrupted supply chain also affected the imports of critical goods and services demanded by the response to mitigate the spread of COVID-19. For example, the Health Ministries have experienced stock-outs on medical supplies.

4. **Goal 5- Gender Equality and Goal 8- Descent Work and Economic Growth**

   Many businesses have been forced to cut operations and as a result, citizens are facing retrenchments and pay cuts. Namibia has recorded high cases of gender inequality whereby majority of the poor households are female headed ones. It is likely that this trend will continue.

5. **Goal 11- Sustainable Cities and Communities**

   The lockdown rules prevented the daily sales of small food items, gathering of more than 10 people and engagement in large events which disrupted daily income flows of the communities adding to their burden of increased poverty and hunger. The GRN relief packages was not received by some of these communities due to inaccessibility and dissemination of wrong information.
2. Discuss how the public sector can adjust to the dramatic shift in the way society does things to ensure public sector service delivery

The Government of the Republic of Namibia (GRN) should consider revisiting its priority list and place agriculture as a priority sector to boost local production that can solve the food security issue and reduce reliance on South Africa for consumable supplies.

The Sustainable Development Goals program should consider assessing the current projects life cycle and where necessary, extend and expand the project scope to include emerging needs arising as a result of COVID-19. Preferably, it would be important to consider renewing the ongoing partnerships and solicit new partnerships that can assist Namibia to fight the COVID-19 pandemic.

Sustainable Development Goals program should also consider the use of gains from the exchange rate appreciation and excess resources from other projects in a flexible way that can assist the fight against to assist the COVID-19 pandemic.

Finally, it is recommended that the GRN and other development partners consider close monitoring of the impact of COVID-19 on the Namibian economy and on the selected SDGs’ implementation, by compiling monthly reports/briefs on the new developments about COVID-19 and Governments’ interventions locally and globally.

QUESTION 2 (25 MARKS)

1. Namibia is a bicameral state with law making powers vested in the National Assembly.
   Give explanatory notes on Bicameral legislature and how it works.
The legislative is the first branch of government. The legislative power is vested in the two houses (called bicameral system) this is referred to as parliament. These two houses are the National Assembly and National Council. They have the power to pass and review laws with the assent of the president as provided in Article 44 of the Namibian Constitution.

**The National Assembly**

Members of the National Assembly are elected only for a term of five (5) years. The House consist of 104 members: 96 elected and 8 additional members appointed by the president based on their special expertise, status, skills or experience. The main function of the National Assembly is to create, evaluate and pass legislation. Another role for national assembly is to initiate, amend laws, establish national priorities based on citizen’s needs, consider and approve government budget and proposals and regularly appraise government’s execution. The parliament is headed by the speaker and the deputy speaker.

**The National Council**

The National Council is comprised of 42 elected members, made up of two (3) councillors from each of Namibia’s fourteen regions. Each region elects two members to represent citizens in the National Council for a period of 6 years. The purpose of the National Council is to review each bill passed by the National Assembly. They advise the National Assembly about laws, report and document that need to be tabled in the National Assembly. They also make recommendations on matters of regional concern, which need to be considered by the National Assembly. This is where boiling issues of all regional concern are presented, each constituent councillor present the needs and challenges for the region they are representing, failure to present your region is determined on how that region you represent is developing.
In your discussion

2. Give a detailed discussion of the organs of the state (with reference to Namibia) according to Article 1(3) of the Namibia Constitution.

It is worth noting that the scope or magnitude of Public Management in Namibia can be analysed based on its organisational structure. The Namibia Central Government is divided into three state organs, by means of which the country is registered, the Executive organ, the Legislative organ and the Judicial organ.

The Executive Authority

Each organ of the State has a specific function to perform, and it’s assisted in that function by the other organs. For example, the Executive, The Executive branch of Government is made up of the president and other members of cabinet. The Executive has the power and responsibility to initiate and execute- with the president’s agreement-any law that has been brought into existence by the legislative (Law making) branch of Government, namely the Legislature.

The president of the Republic of Namibia heads the Executive and s/he is assisted by the Cabinet. The Cabinet consist of;

- The President (Who chairs the Cabinet meetings)
- 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 invited to Cabinet meetings when required.
The Legislature Authority (Parliament)

This is that organ of the state that is responsible for the formulation of what government should do. The legislative authority is vested in Parliament that is made up of the National Assembly and The National Council. These two houses are known to be responsible for creating, evaluating and passing of various laws in country. Once the Legislative has passed a law, the Executive Organ of Government executes it, that is, the law is put into practice.

The Judiciary Authority

The judicial authority vests in the courts established under the constitution. The most important features of the judiciary are that it’s independent and fair. Public managers must therefore act fairly and reasonable and comply with the requirements imposed by common law and any relevant legislation. Persons aggrieved by the exercise of such acts and decisions have the right to seek redress before a competent court or tribunal.

In addition to these organs, some institutions were created to offer specific support to Government such as;

- The Public Service Commission
- The Office of the Ombudsperson
- The Judicial Services Commission

TOTAL MARKS FOR ASSIGNMENT 01: 50 MARKS

END OF ASSIGNMENT 01

This mark the end of our feedback tutorial letter for Assignment 1
I wish you all the best with the remaining assignments.

Yours sincerely,

Ms. H. Imene
Marker /Tutor: Public Management in Namibia
+264 81 8353155
Imenehnk@gmail.com
Course Name: PUBLIC MANAGEMENT IN NAMIBIA

Course Code: PMN521D

Department: SOCIAL SCIENCES

Course Duration: LEVEL 6; 12 CREDITS

NQF Level and Credit: NQF Level: 6

Dear student,

Thank you for submitting your assignment two. From observation assignment two shows a slight improvement for you to approach the question correctly, you need to read and understand correctly and established synthesis or point of departure. Let me point out some observations that were made during the assessment. Correct way of acknowledging sources remains a challenge. There is still a prevailing lack of academic writing to write a good academic paper. Student should refrain from copying and pasting information as it is and pretend as their own. On this note, students are encouraged to rather paraphrase or acknowledge sources at all times. Direct copy and paste even when sources are acknowledged constitute plagiarism which is an academic dishonest. Students are reminded once more to type their assignments and also to maintain the page requirements. You are asked to pay special attention to the statement on academic honesty and integrity on the next page.

Regards,
STATEMENT ABOUT ACADEMIC HONESTY AND INTEGRITY

All staff and students of Namibia University of Science and Technology (NUST), upon signing their employment contracts and registration forms, commit themselves to abide by the policies and rules of the institution. The core activity of NUST is learning and in this respect academic honesty and integrity is very important to ensure that learning is valid, reliable and credible.

NUST therefore does not condone any form of academic dishonesty, including plagiarism and cheating on tests and assessments, amongst other such practices. NUST requires students to always do their own assignments and to produce their own academic work, unless given a group assignment.

Academic Dishonesty includes, but is not limited to:

- Using the ideas, words, works or inventions of someone else as if it is your own work.
- Using the direct words of someone else without quotation marks, even if it is referenced.
- Copying from writings (books, articles, webpages, other students’ assignments, etc.), published or unpublished, without referencing.
- Syndication of a piece of work, all or part of an assignment, by a group of students, unless the assignment was a legitimate group assignment.
- The borrowing and use of another person’s assignment, with or without their knowledge or permission.
- Infringing copyright, including documents copied or cut and pasted from the internet.
- Asking someone else to prepare an assignment for you or to write or sit an assessment for you, whether this is against payment or not.
- Re-submitting work done already for another course or programme as new work, so-called self-plagiarism.
- Bringing notes into an examination or test venue, regardless of whether the notes were used to copy or not.
- Receiving any outside assistance in any form or shape during an examination or test.

All forms of academic dishonesty are viewed as misconduct under NUST Student Rules and Regulations. Students who make themselves guilty of academic dishonesty will be brought before a Disciplinary Committee and may be suspended from studying for a certain time or may be
expelled. All students who are found guilty of academic dishonesty shall have an appropriate endorsement on their academic record, which will never be erased.

FEEDBACK ON ASSIGNMENT QUESTION NUMBER ONE

Most papers lack originality and poor technical structure.

1. To approach your next assignment question academically you need first of all to compose a suitable main heading/ topic from the given problem statement.

2. Next will be your Table of Content (to guide your discussion) consisting of:

   1. **Introduction,**

      The introduction should cover the general description of the study. The introduction should provide a brief overview and also to provide the paper approach and logic of interpretation.

   2. **A heading (This should be relevant)**

      Students should at all-time provide transitional statements connecting the heading to the sub headings.

       2.1 **Relevant Sub-headings**

       2.2 **Sub-headings**

   3. **Conclusion** – The conclusion is a summary of the discussions’ findings. Note, no new information should emanate in this summary. Citation is discouraged as it may provide new information not covered in the discussion.

   4. **Recommendations** – Recommendation should be your preferred solutions based on shortcoming. These are your own suggestion and citation is discouraged. It should preferably be in bullets format however with a transitional statement.
References (not numbered). – Note, all in-text cited sources should be listed. Students are reminded to ensure compliance with the APA style format both in-text and listing. List only all in-text cited sources. Students are encouraged to make use of recommended academic search engines such as Google Scholar Sage, Ebscohost, Francis and Taylor, Science Direct, Springer Link, Jstor among others. Note, Wikipedia is not recommended for academic use. Avoid using this source.

1. Introduction

In the introduction you are expected to introduce the concern and how it will be discussed in your submission briefly. You may define key concepts here. To come up with relevant definitions you need to consult various resource materials. In conformity with academic ethical requirement, you need to acknowledge all the sources you have consulted both in-text and on the Reference, page using the APA format.

Additionally, in your introduction you are expected to indicate your analysis of the assignment by being specific about what the assignment will address and what will be covered. The introduction should cover the general description of the study. Briefly, the introduction should provide a brief overview and also to provide the paper approach and logic of interpretation.

In your introduction, provide the brief overview of foreign induced conflicts world over. It is advised that you are as general as possible. However, towards the end of your introduction, it is binding that a student provides the paper approach and logic of interpretation. This is done to set the paper direction as per the question.

2. Discussions

Your discussions should be guided by sub-headings as reflected in the Table of Contents. Note that “BODY” is not a heading so is “DISCUSSIONS”. Students should thus reframe from the use of the two as their headings and instead tailor their headings in accordance with the question.
Conflicts in Cameroon as influenced by the two foreign languages provided the base of analysis. Students were thus asked to assess additional foreign influences on African conflicts. Some presented the Cameroon case, which is wayward out of context. Some provided other influences such as borders, religions and education amongst others. Students are however challenged by the ability to paraphrase and instead majorities copy directly from sources. It is important to note that this act constitutes plagiarism which is an academic offence, it constitutes academic theft and have serious consequences in the assessment of the assignment. Students are thus encouraged to embrace own work and paraphrase however not changing few works or altering few words. Credit to students who continues to embrace own work and most importantly maintaining their voice and rightly acknowledging sources. Keep up the good work. Lastly, students should comply with the set instructions as contained in the tutorial letter.

3. Conclusion

A conclusion is a brief summary of the discussion’s findings without new information emanating. An observation is made that students still quote in the conclusion which brings in new information. Students should thus refrain from this practice and also to avoid copying conclusions from other studies as observed and instead summarize their own work without new information emerging. Avoid quoting at this stage.

4. Recommendations

In this regard, students approached this part differently. However, it should be noted that recommendations should be based on shortcoming as solutions. Avoid being vague. Students were supposed to suggest strategies promoting African unity peace and self-love collectively and not to provide split then as solution for African Unity, solutions for African Peace and solution for Self-love as evident in many assignments. This should also guide students in the future should they encounter questions of this nature. Suggestions were also copied. It is advisable to note that these should be your own solutions that your see fit to address identified challenges. Therefore,
only in few isolated cases students provided meaningful recommendation as many were filled with direct copied work that does not address challenges.

Language

The issue of grammatical errors still remains of great concern throughout your assignment two, which is worrisome. It is advisable that you complete your assignment well in advance in order to have ample time to proof read your work. If necessary, give your work to someone independent to proof read your work.

References (on a separate page)

This page should contain all in-text sources. The sources should be presented using the APA referencing format, unnumbered, alphabetically arranged and aligned text left. Students are expected to use the APA consistently to avoid being suspected for engaging yourself in serious academic dishonesty such as plagiarism and cheating etc. Visit this link for APA guide available on nust website: http://library.nust.na/sites/default/files/NUST%20Library%20Brief%20APA%20Guide%202016.pdf

COMMON MISTAKES/SHORTCOMINGS

Common mistake/shortcomings observed are:

Disregarding technical requirements; (writing a submission that does not have the Cover page (with all required identification details, Table of Contents, Main heading, Subheadings, numbering of bother papers and headings and subheadings etc.,). Students are encouraged to use the assessment sheet as a guiding tool in this regard throughout.

Students are provided with a sheet attached to the tutorial letter, with a clear instruction that they be attached to each of the four submissions. However, many submissions are done without this sheet. The sheet is useful in assessing and grading and without it; marker-tutors are challenged and student consequently may not know where they have done well or
underperformed areas of improvement. Students are urged to comply with this instruction - equally as to others – and attach the assessment sheets for either hand or electronically submitted assignments.

Finally, some students appear to have not taken time to read and understand the question before answering. Thus, instead of focusing on the given assignment question they concentrated on discussing other issues not asked. Indeed, not focusing on the question is a serious academic mistake and will not earn you marks. Please be careful about these.

**Now that you have read and familiarize yourselves with the above guidance on how you should have approached your second assignment, let us now look at the possible answers (but not limited) to your assignment 2.**

**QUESTION 1 (25 MARKS)**

1. Public managers are continuously tasked with a decision-making duty. In the attempt to make these decisions, they need to ensure that these decisions are ethical. Politicians and public servants have discretionary powers that go beyond the manuals, orders, job descriptions and legal framework of their position and duties, professional ethics comes in as a guideline, in addition to the formal regulations.

1.1 **Discuss ethics and morality using practical examples pertaining to the public sector in Namibia.**

Ethics and morals relate to “right” and “wrong” conduct. While they are sometimes used interchangeably, they are different: ethics refer to rules provided by an external source, e.g., codes of conduct in workplaces such Ministries, Agencies and Offices or principles in religions. Morals refer to an individual's own principles regarding right and wrong.

According to Fox and Meyer, (1995:45) ethics is a process, by which we clarify right and wrong and act on what we take to be right.
Whereas, according to Fox and Meyer, (1995:83) morality refers to a system of moral standards or behaviour based on practices and activities which are considered right or wrong. In public management, it embodies values such as honesty, efficiency, equity and fairness. A societal level of moral standards of behaviour is based on religious, political and social value systems.

In Namibia there are two guidance for public servants in terms on how they should conduct themselves.

(a) Public Service Ethical Standards

The Public Service Act, 1995 (Act 13 of 1995) and the regulations promulgated thereunder require that public servants do not engage in remunerative activities outside of the public service without the requisite permission. It includes as misconduct, subject to disciplinary procedures, the following conduct:

- performance of private work by public servants related directly or indirectly to his or her official functions or to those of his or her office or failure to declare that any member of his or her household undertakes such work;
- use of position to promote or prejudice the interests of a political party;
- use of position or use of property of the State to promote the interests of a private business or private agency, except in the performance of official duties;
- acceptance of a commission, fee or reward, pecuniary or otherwise, to which he or she is not entitled by virtue of his or her office, or failure to report the offer of the same;
- misappropriation or misuse of property of the State;
- contravention of a prescribed code of conduct.

In addition, public servants are required to make a written declaration to their Permanent Secretaries, or in the case of a Permanent Secretary, to the Secretary to Cabinet, of certain private interests.
(b) Codes of Conduct

The Namibian Constitution provides a general framework concerning the standards of conduct of the President, Ministers and Members of the National Assembly and National Council and Members of Regional Councils, by setting qualifications to hold office and, in the case of the members of the Cabinet, establishing the following broad rules:

“Cabinet Ministers may not take up any other paid employment, engage in activities inconsistent with their positions as Ministers, or expose themselves to any situation which carries with it the risk of a conflict developing between their interests as Ministers and their private interests.” (Article 42(1)).

“No members of the Cabinet shall use their position as such or use information entrusted to them confidentially as such members of Cabinet, directly or indirectly to enrich themselves.” (Article 42(2)).

1.2 Give a scenario in which an employee has committed an offence with in a public institution. In your discussion, outline the procedures followed in disciplinary action in the public sector and how grievance is handled.

There are several offences that an employee may commit such as the following:

Not doing your duties or refusing to do it

- Being extremely careless in your work, to the extent that carelessness amounts to gross negligence
- Being seriously incompetent (incapable of performing)
- Refusing to carry out work related orders
• Repeatedly being late at work
• Being dishonest in your work environment
• Being disloyal to the state (e.g. leaking of 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, rebellions or insulting)
• Sexually harassing someone (annoying someone repeatedly in a sexual or sex-related way)
• Gross (very obvious) abuse of authority.

If you’re dissatisfied or discontent with something official that has been done, the first step you take is to go to your supervisor. Your supervisor is responsible for finding out the cause of your complaint, and must do everything in his/her power to solve the problem. If she cannot solve your problem s/he needs to inform you about this within five working days of receiving your complaint. You’ll also be informed of your right to appeal to the highest authority (in this case your permanent secretary).

In your letter of appeal, the following information must be provided;

• your name and job designation
• Full details of the reasons for your dissatisfaction
• What steps have been taken; and
• Statements of any other people, if any, who supports your complaint.

Upon receiving of your written representation within 10 working days, the Permanent Secretary submits it to the undersecretary. The entire matter is then thoroughly investigated.
2. Namibia is a constitutional democracy founded on the “Rule of Law“ and justice for all. In the same vein, Article 1(1), of the constitution of the Republic of Namibia states that, Namibia is a sovereign, secular, democratic and unitary state. Provide explanatory notes on the true meaning of Article 1(1) of the Namibia constitution.

Inclusive in your discussion should be:

- **Discuss in detail the principle of state policy under Chapter 11 of the Namibia constitution**
  - Promotion of the general welfare of the community (Art.95)
  - Foreign relation (Art.96)
  - Asylum (Art.97)
  - Principles of Economic order (Art.98)
  - Foreign investment (Art.99)
  - Sovereign ownership of resources (Art.100)

Each student was expected to discuss in details what each principle of state policy means and entails. Each student was further expected to include examples on each principle of state policy.

**TOTAL MARKS FOR ASSIGNMENT 02: 50 MARKS**

**END OF ASSIGNMENT 02**

I wish you all the best with the final assessment.

Yours sincerely,

Ms. Helena Imene

Marker /Tutor: Public Management in Namibia

+264 81 8353155

Imenehnk@gmail.com