

### Creating a culture of performance in the Namibian public service

Remuneration packages of public servants in strategic institutions need to be reviewed in tandem with individual performance measurement systems, so that the best performers are rewarded to create a "new culture" of performance and meritocracy.

The "level of temptation" should be reduced so that at least 80 per cent parity exists between public and private sector remuneration for similar jobs and similar performance (Klitgaard). If people cannot be found that meet the qualifications and experience, such positions should be kept vacant. It is much better not to appoint a person that cannot perform than appointing a person that is highly likely to be suspended due to incompetence and/or ignorance or corruption and receive a golden handshake to vacate his or her position before his contract period has expired. People in strategic positions should not be appointed based on political affiliation, also known as patronage, or based on family ties, known as nepotism, or because of friendship, known as favouritism and cronyism.

#### UBUNTU

Unlimited discretion should be avoided to reduce opportunities for corruption. However, those public servants who demonstrate that they can be trusted should be allowed wider discretion.



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Individual and group accountability (batho pele and ubuntu) should be in harmony, so that staff members accept answerability for their actions.

Accountability can be increased, by creating cost centres and thereafter performance centres in the public sector. Such centres and their staff must accept liability for inadequate and under-performance as part of service contracts.

Regulating negative feedback loops can break the recurring circular effect of "self-organising", a symptom of systemic corruption. For example, the more people benefit from corruption, the more they become dependent on it. The more dependent they are, the more they will resist changing the system.

Another way to break recurring negative feedback loops is to eliminate corruption prone programmes. For example, programmes containing subsidies and incentive bonuses.

#### References

Klitgaard, R. 2010. *Addressing Corruption in Haiti*.

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