



**NAMIBIA UNIVERSITY
OF SCIENCE AND TECHNOLOGY**

**Faculty of Commerce, Human
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ECONOMIC POLICY RESEARCH ASSOCIATION

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VALUES & ETHICS IN THE PUBLIC SERVICE: FIT FOR PURPOSE FOR AFCFTA?

Presented by Johan Coetzee NUST, EPRA Management
& Ongenga Technical College Board Member

PROCESS FOR FIT FOR PURPOSE

Process requirements EU Model?

- 1) **Free Trade Agreement - AFCFTA**
- 2) **Customs Union - SACU**
- 3) **Common Market - Free movement of people capital & labour –**
- 4) **COMESA**
- 5) **Economic Union – Inter Africa Regional integration Agriculture Trade - EU**
- 6) **Full Economic Integration – no trade borders - 1 currency - 1 citizenship – EU**
- 7) **Federation of African States- political integration – United States of Africa**

WHY DO FREE TRADE AGREEMENTS FAIL?

Politics **before economics**

No provision for **exit of EU**

Inconsistent **application of rules to enable member states to qualify**

EU Central Bank credit extension created dependency on central bank for monopoly control without accountability to EU Parliament

Closing of **5000** community banks **Germany 10yrs**

ROADMAP

What is the **engine** of growth in any country?

What money does the public service create?

What is the **purpose** of a public service?

Where is the money coming from?

Do we allow the private sector to grow?

What is the statistics **demonstrating**?

What is stats saying about our **policies**?

Which values/policies/legislation need to **change**?



IMPLICATIONS FOR FIT FOR PURPOSE

Policies NP for standardization 2020 – **regulations – standardization – inspections – certification – quality AFCFTA**

Standardisation – **products services - education prof services Tarif Barriers TBs NTBs**

Regulation – **forced/voluntary overregulation?**

SADC **cooperation & integration prior to AFCFTA or simultaneously?**

Public servants/**risk managers/policy implications**

Trade facilitation between countries – values of negotiation/mediation tolerance/creativity

IMPLICATIONS FOR FIT FOR PURPOSE

TBs – permits regulations licenses import tax export tax

NTBs – quotas royalty's subsidies

Standardise & remove Tariff barriers Non -Tariff barriers

Reduce delays & bottlenecks

Ease of doing business 55 days to register a business Namibia

Education Quality Teaching sought after profession Top 10% school leavers

Deregulation of professional services – lawyers auditors engineers accountants Why?

TVAT system in SADC & later AFCFTA

1 stop border posts Tariff barriers Non -Tariff barriers

Cross border & regional value chains

Strengthening neighbours water energy trade peace child & women trafficking

African Peer Review Mechanism – APRM

Rethink outcome policies

Re-engineer systems procedures processes

IMPLICATIONS FOR FIT FOR PURPOSE

New Economic Partnership for Africa's Development – **NEPAD**

Developing own systems – **BRICS banking vs SWIFT**

Member based BRICS commodity backed digital currency aligned with African currency?

Economics **before politics**

Digitisation – interactive websites – payments online – also in schools – AI – Chatbot

Tax free years for start-ups to grow SME – Medium Size Businesses – Zanzibar

Digitised tax system cumbersome & need refinement

Infant industries Tech Banking Dairy Pasta Poultry

CHECKS & BALANCES FIT FOR PURPOSE

Education Quality Teaching sought after profession Top 10% school leavers

Education standardization of educational standards reducing costs – not affordable

Declare & record interests @ meetings

ACC should report to Parliament directly & community oversight bodies

Community audits - checks & balances – public services

CHECKS & BALANCES FIT FOR PURPOSE

Open pre-budget meetings

Ombudsman Auditor General & Parliamentary Committees recommendations implemented

Reducing ministerial discretionary power – WPA AIA MRA EEA Reg 28 EMA

CCA CA

Nigeria Bribe Code Adv Chuma Pax Africa for Comprehensive Security- Closing companies found guilty of

corruption

No fixed penalty for corruption – Why? Be based on size of

bribe/benefit - ACC

Thomas Sowell “The first lesson of economics is **scarcity**. There is never enough of anything to satisfy all those who want it. The first lesson of **politics** is to disregard the first lesson of economics”

What is your accountability as a public servant?

**SELF GOVERNANCE IS THE MOST APPROPRIATE
GOVERNANCE**

Thomas Sowell “It is hard to imagine a more stupid or dangerous way of making decisions than putting those decisions in the hands of **people who pay no price for being wrong**”

Where do your **accountability** start & where do your **responsibility** starts?

Do **you** pay the price for being wrong?

Or do you just follow instructions? Even if unethical?

SELF GOVERNANCE IS THE MOST RELIABLE GOVERNANCE

CHARACTER TRAITS TO IMMULATE

Before Mandela left prison

“As I stand before the door to my freedom, I realise that **if I do not leave my pain, anger and bitterness behind me, I will still be in prison**”

One value from me I want you to take home – take everywhere with you – in life and death & your next life **Why?** Accept accountability & liability – **change yourself before** the world changes you

CHARACTER TRAITS TO IMMULATE

Holding grudges does not make you strong, it makes you weak, it makes you **bitter**.

Forgiveness does not make you weak, it **sets you free**.
Do not imprison yourself.

Leaving our **prejudism/stereotyping/generalisation**

No judgement - never

CHARACTER TRAITS TO IMMULATE

Perseverance – Sam Nujoma – liberation struggle

Listening – Abraham Lincoln ended the USA Civil War & slavery

Discipline – Frans Indongo – building businesses

Love – Jesus – empathy & ability to relate

CHARACTER TRAITS TO IMMULATE

Inspiration – vision – Pan Africanism – Kwame Nkrumah

Integrity – wholeness – Herman Toivo Ya Toivo

Intellectual honesty – Dalai Lama

Trust – good faith – Desmond Tutu

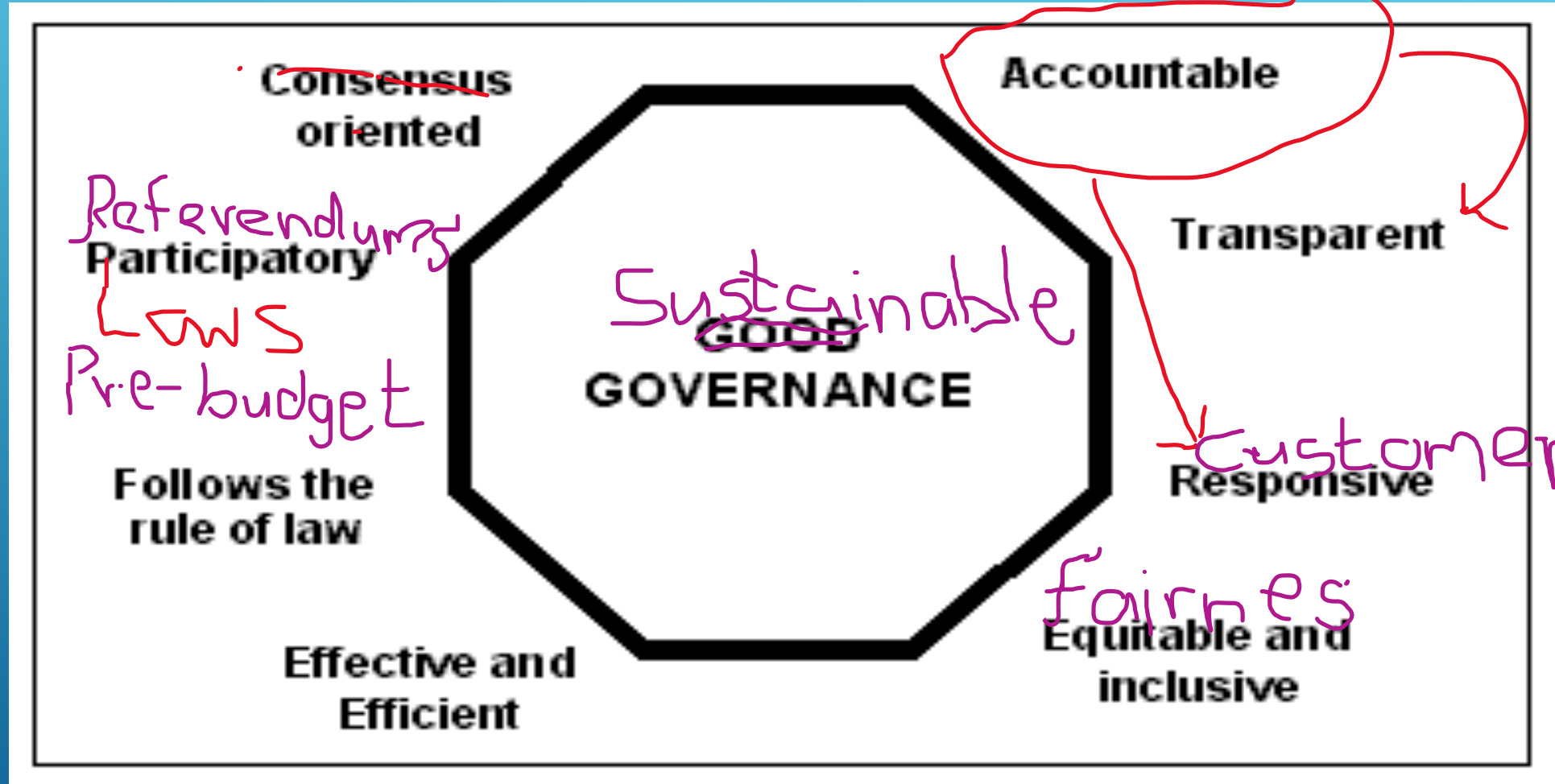
Courage – Martin Luther King

Dignity & respect – Teo Ben Gurirab

HOW TO ARRIVE @ CONSCIOUSNESS

- ▶ **Meditation**
- ▶ **Yoga**
- ▶ **Connection**
- ▶ **Ayurveda**

ETHICS HOW TO PUT IT INTO PRACTICE?

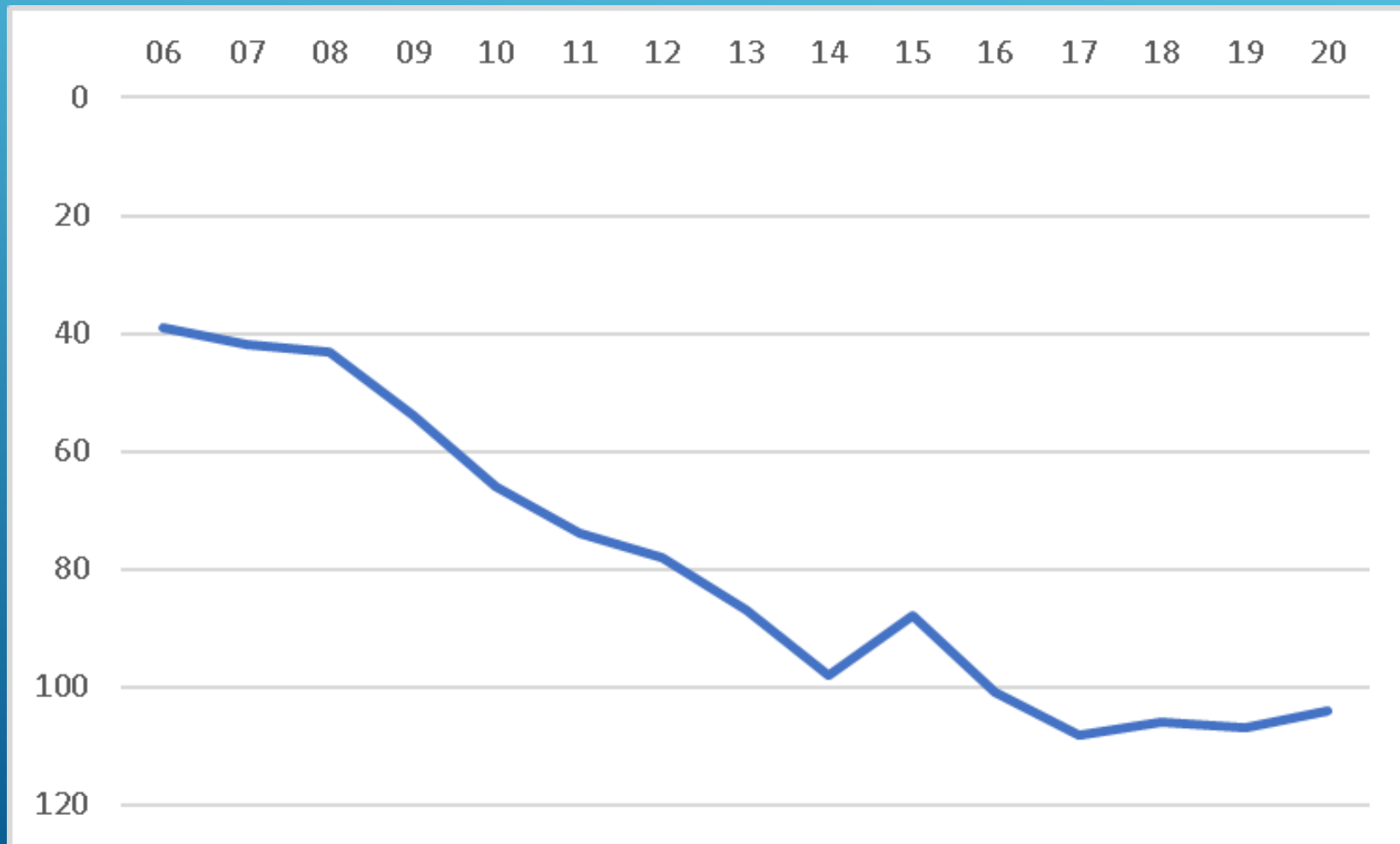


Source: UNESCAP (2009: 1-3)

REALITY CHECK FOR AFCFTA

READY?

Namibia: Ease of Doing Business Ranking (2006 to 2020)



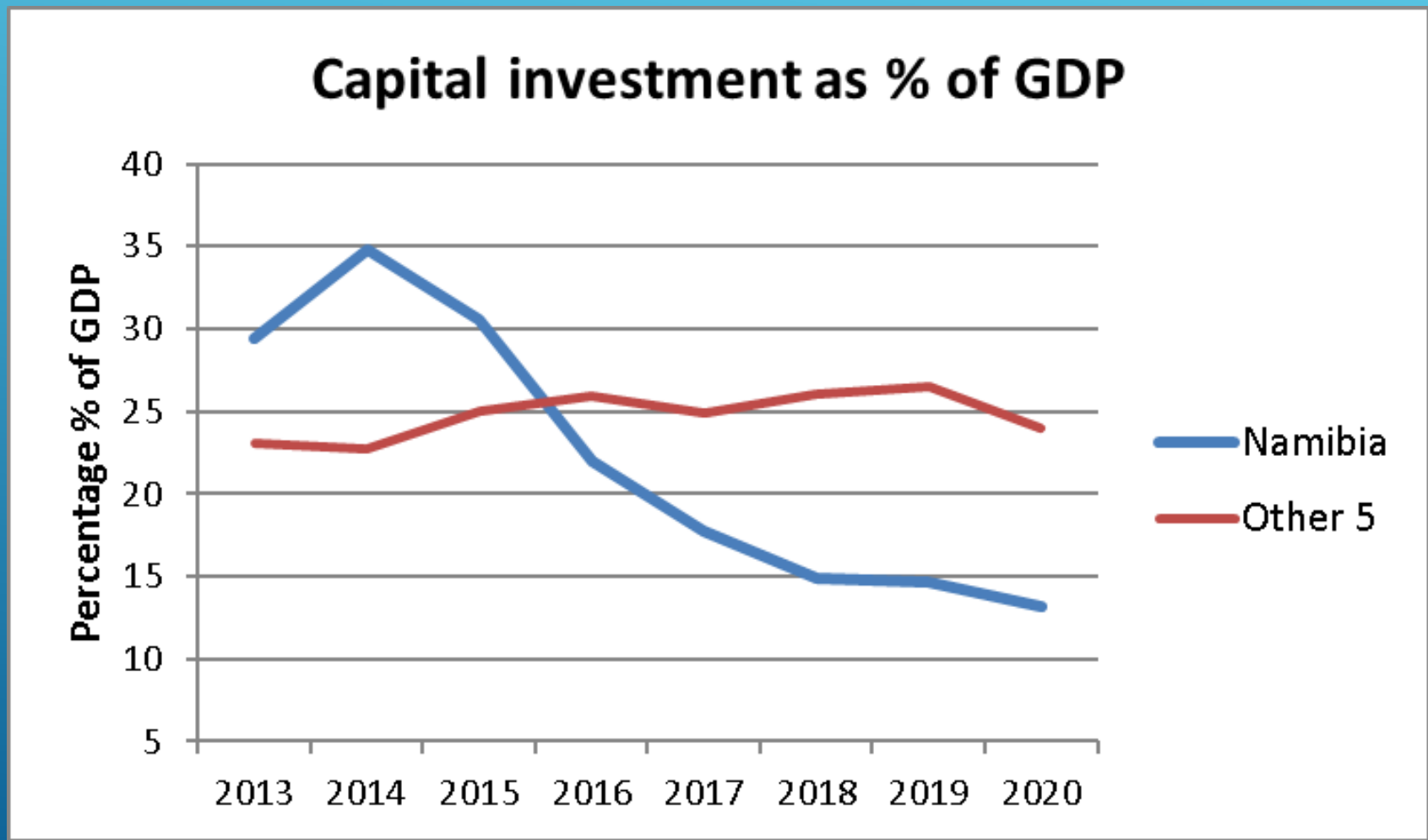
REALITY CHECK

Moody's Credit Ratings

Description of grade	Grade	Country
Prime	Aaa	Singapore
High Grade	Aa1 Aa2 Aa3	Qatar
Upper medium grade	A1 A2 A3	Lithuania Botswana
Lower medium grade	Baa1 Baa2 Baa3	
Non – investment grade, speculative	Ba1 Ba2 Ba3	Puerto Rico
Highly speculative (JUNK)	B1 B2 B3	NAMIBIA
In Default		



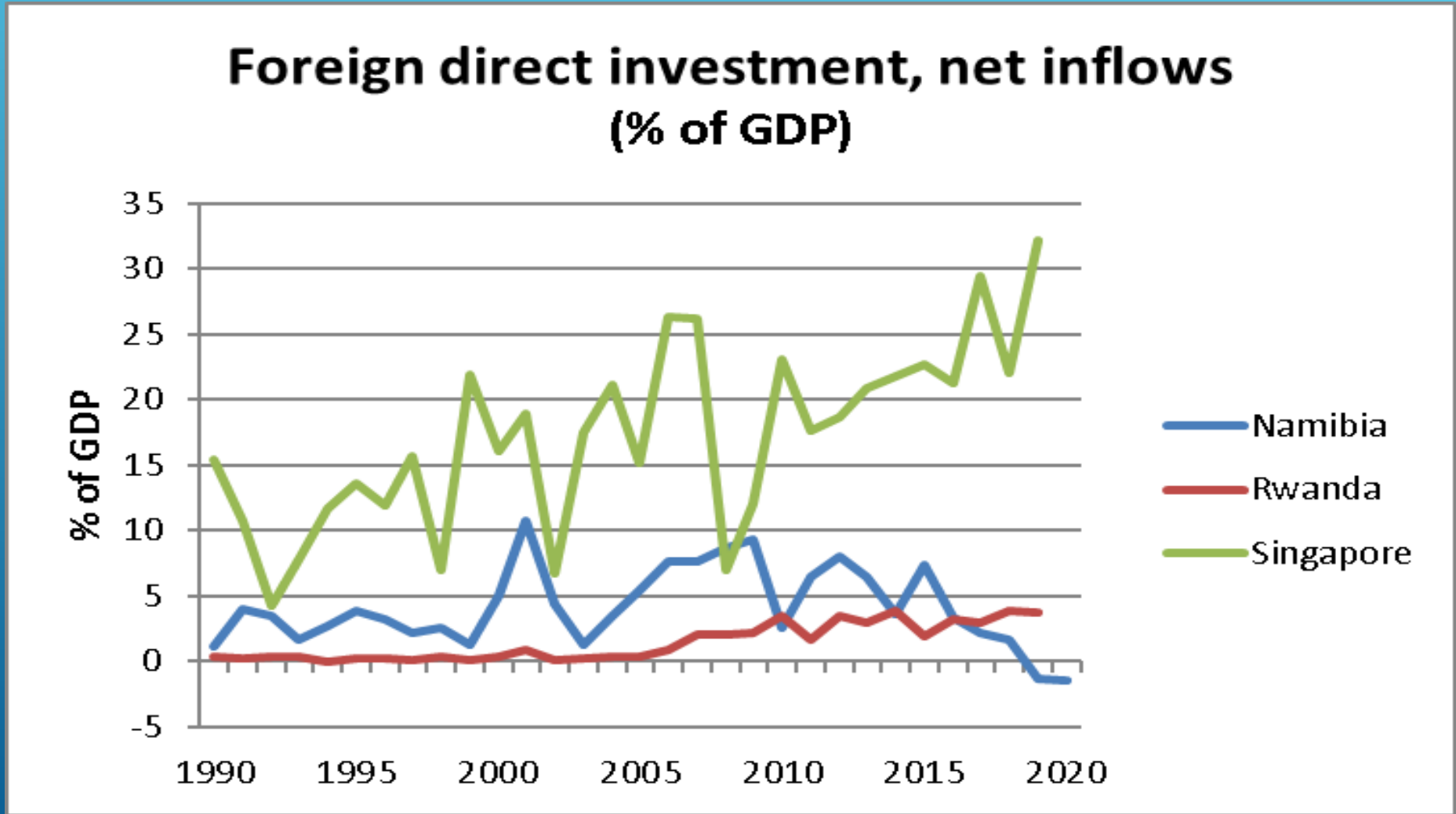
REALITY CHECK



Other = Botswana, Lithuania, Puerto Rico, Qatar and Singapore

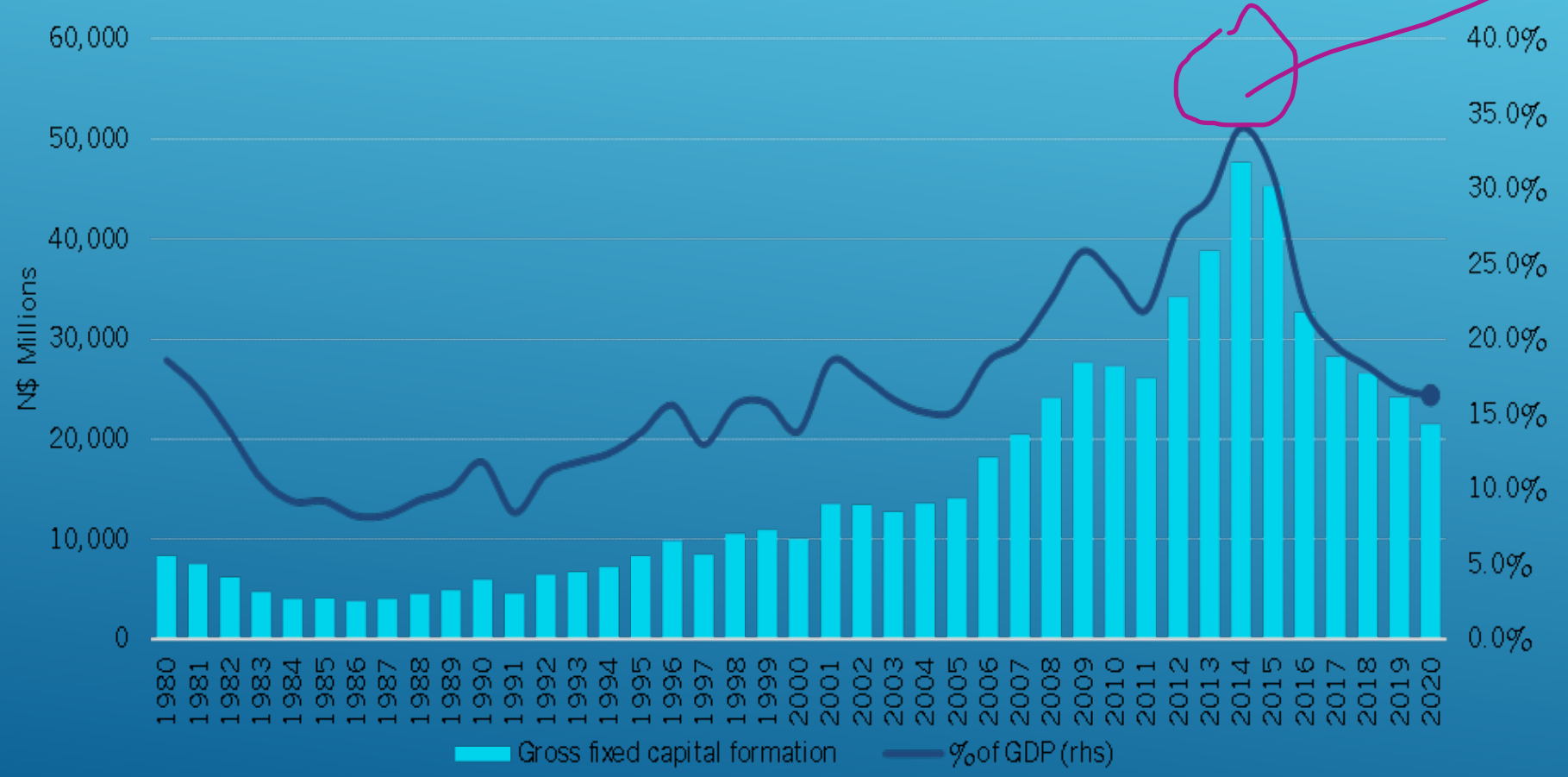


REALITY CHECK

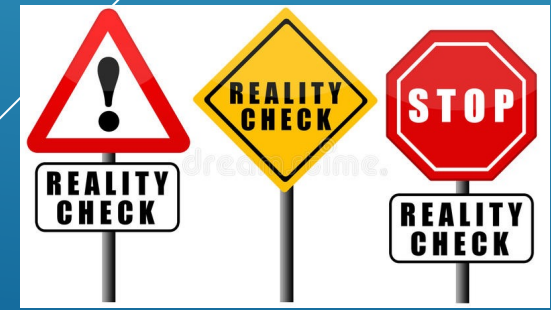


REALITY CHECK

Gross Fixed Capital Formation (constant '15 prices)
Investment as a % of GDP has been declining since '15.



NEED

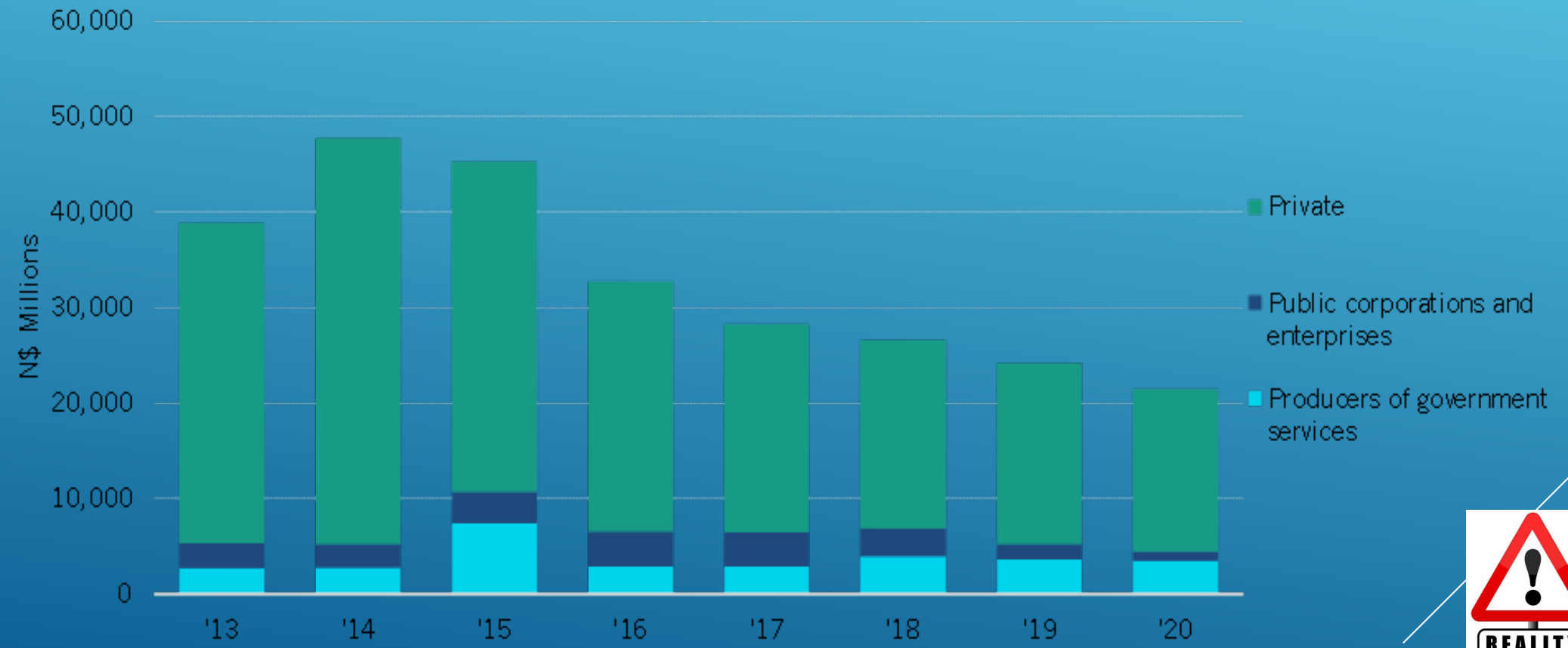


Source: Namibia Statistics Agency

REALITY CHECK

GFCF by ownership (constant '15 prices)

The decline in investment has very much been due to reduced private investment.

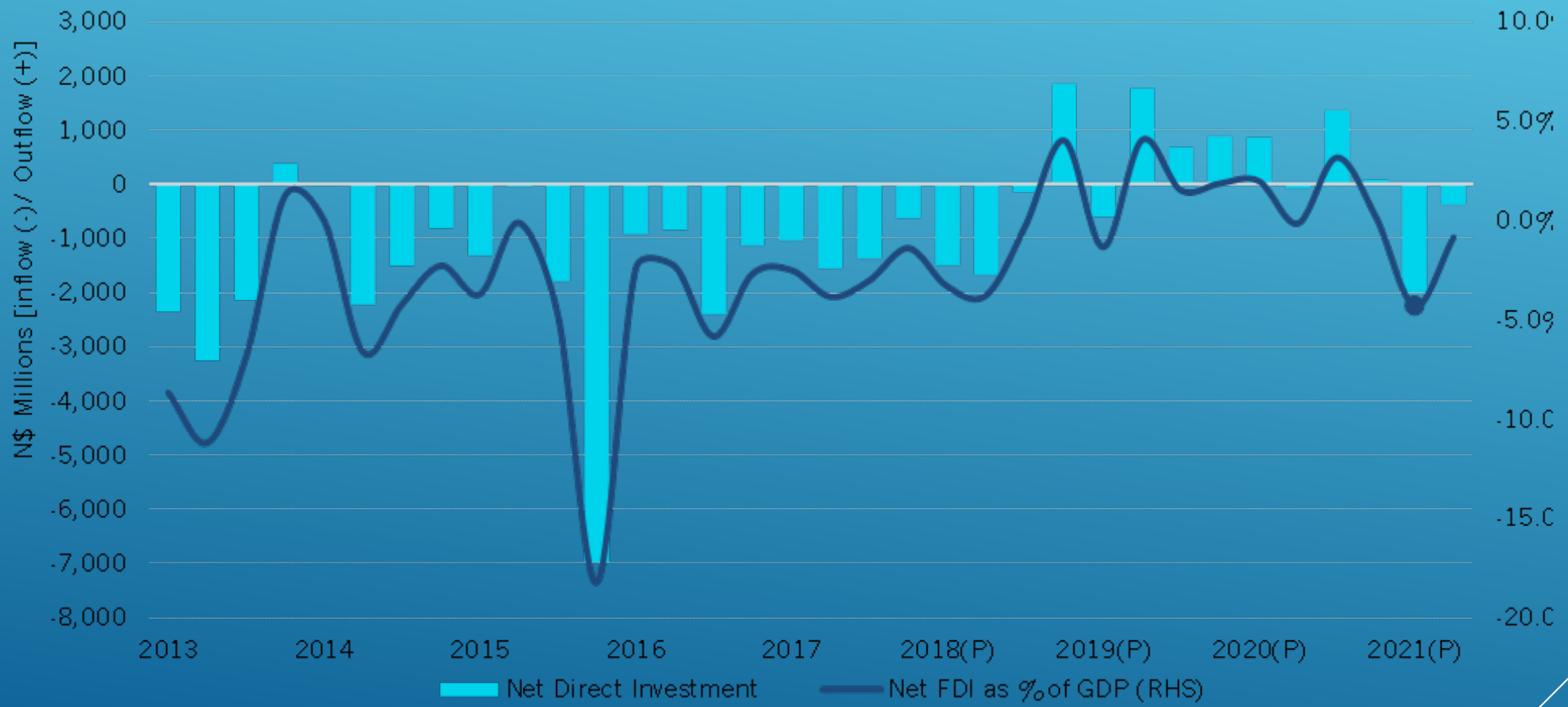


Source: Namibia Statistics Agency



REALITY CHECK

Net FDI
Namibia has seen dramatically reduced net FDI inflows since late '18.

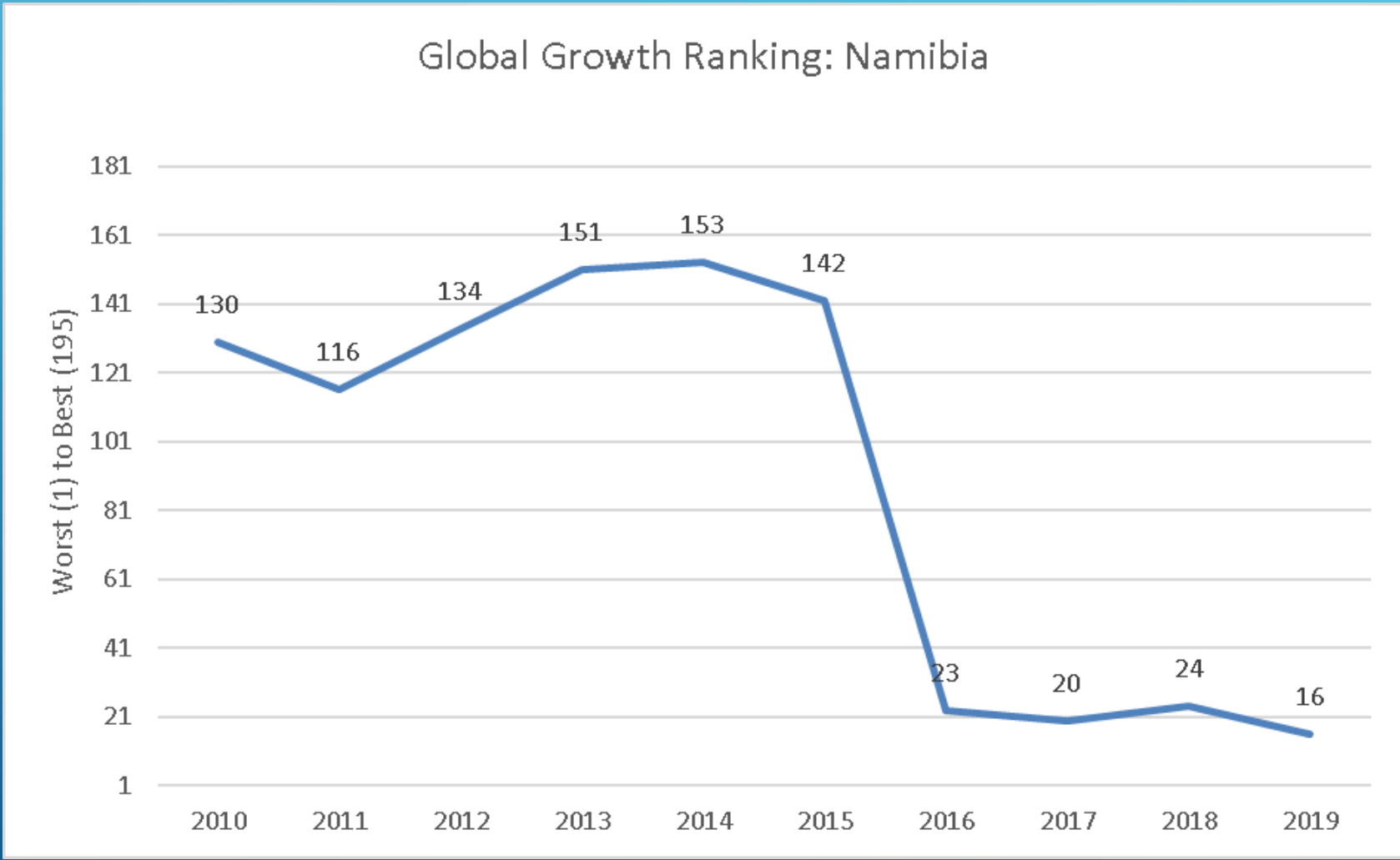


Source: Bank of Namibia

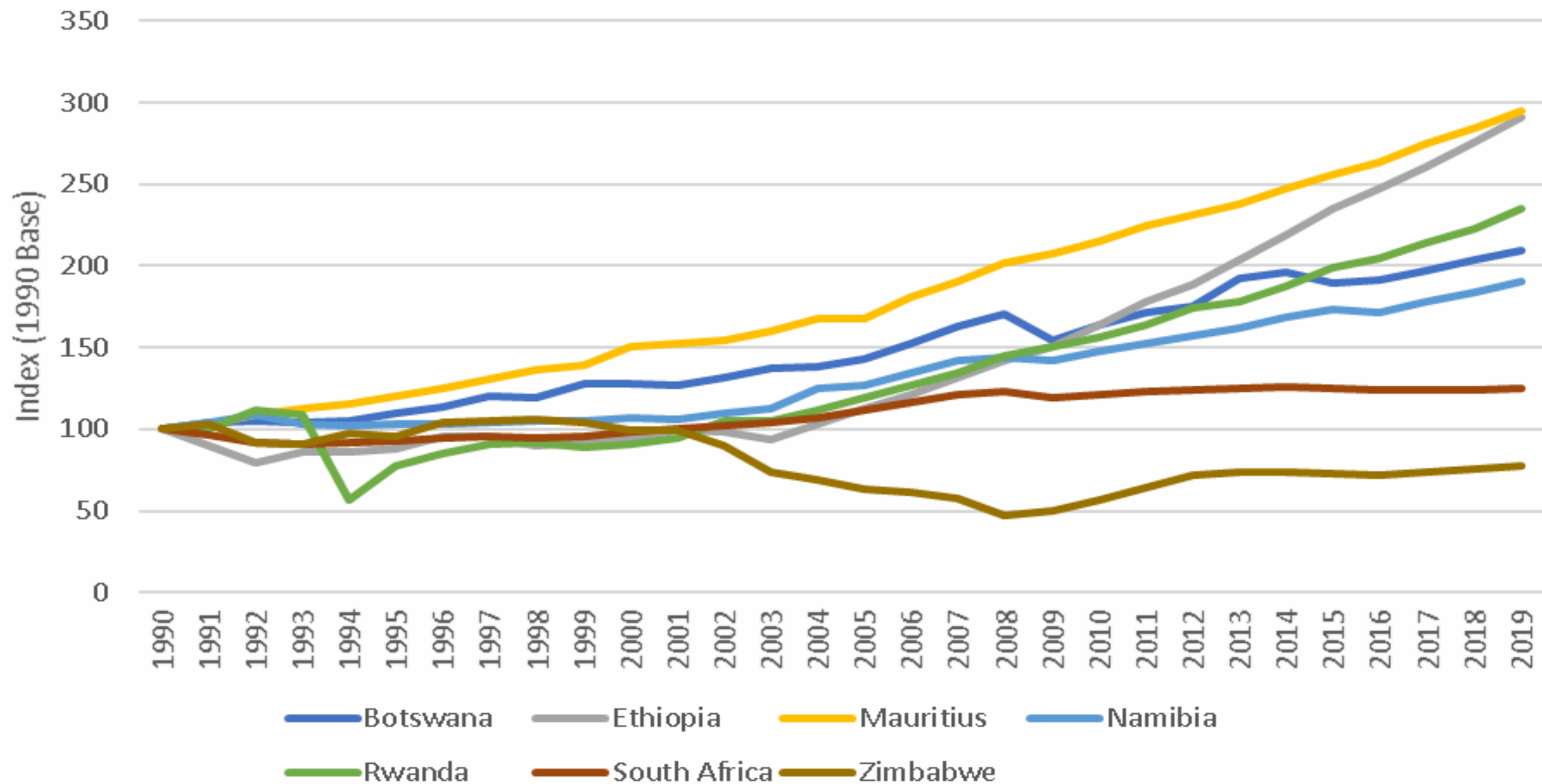


REALITY CHECK

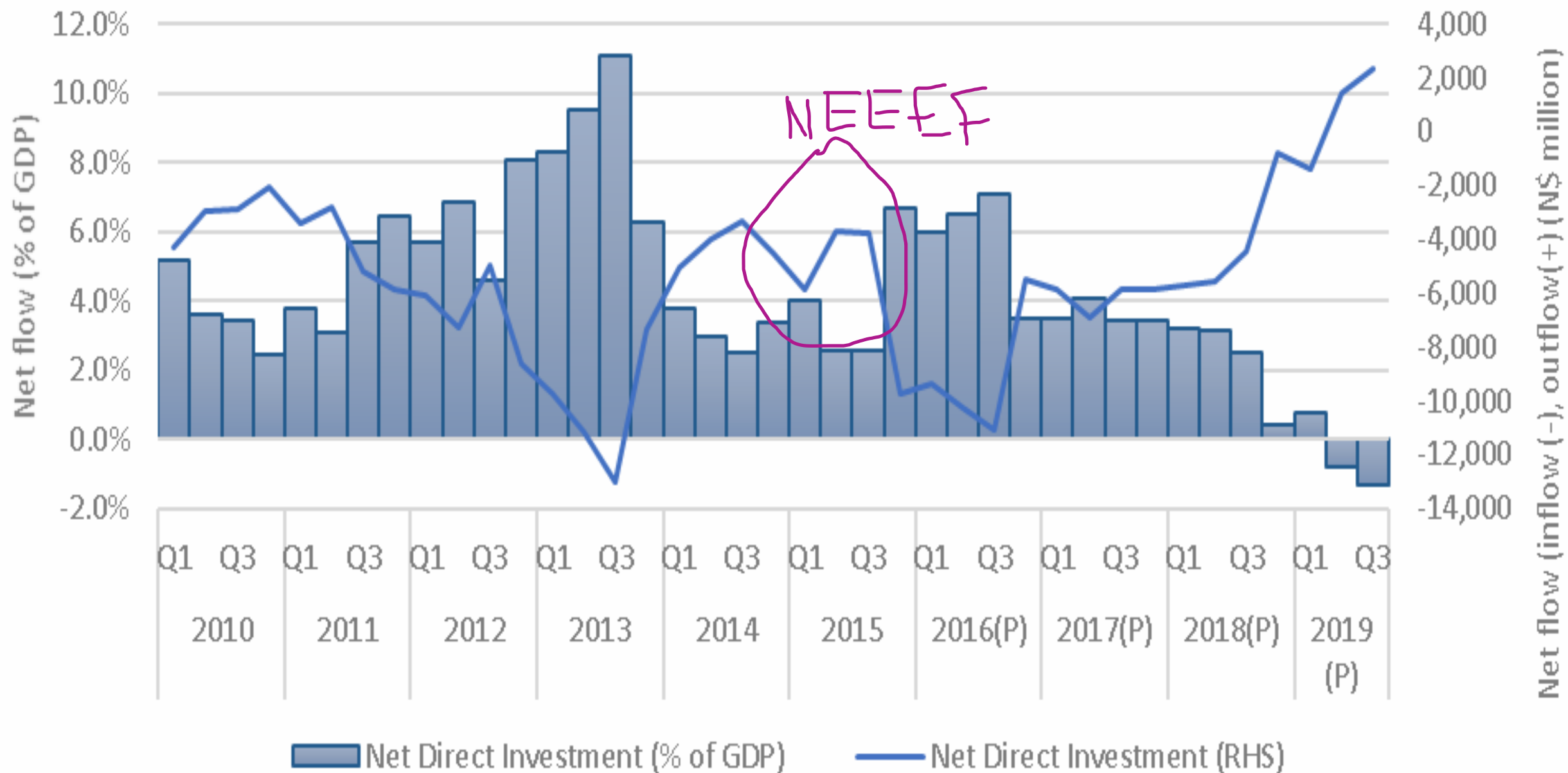
Global Growth Ranking: Namibia



GDP Per Capita (Index)



Net Direct Investment (Rolling 4Q)



REALITY CHECK

What is the **engine** of growth in any country?

What money does the public service create?

What is the **purpose** of a public service?

Where is the money coming from?

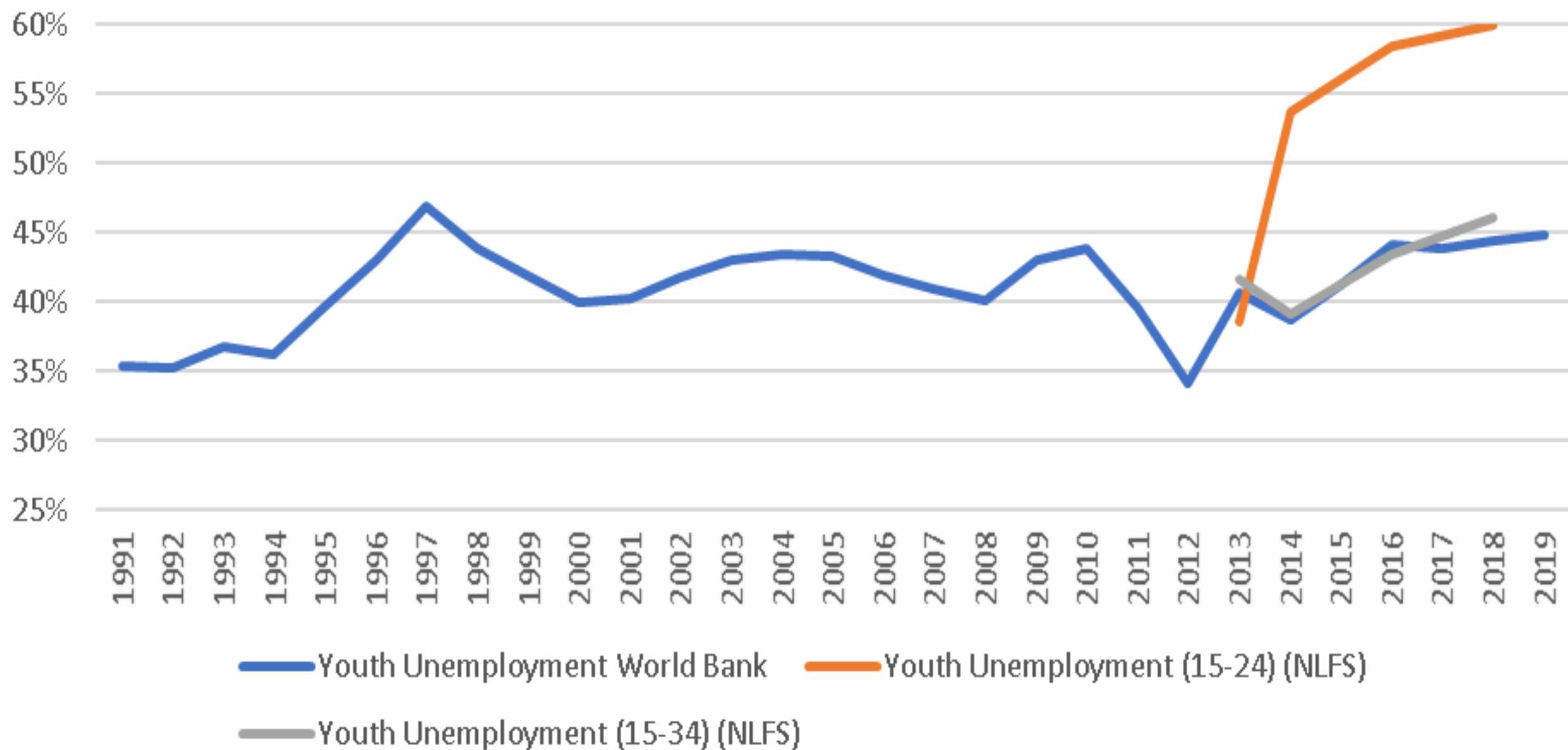
Do we allow the private sector to grow?

What is the statistics **demonstrating**?

Which values/policies/legislation need to **change**?



Youth Unemployment



REALITY CHECK - ETHICAL CHALLENGES

- ❑ The Namibian reported 2022 Namibia's youth unemployment rate as 50% - some economists estimate 60%
- ❑ The prev. labour force survey released 2018 showed Namibia's youth unemployment rate as 46,1%
- ❑ Youth unemployment was estimated as 43% in 2013 39% in 2012 - clear trend
- ❑ At an estimated 33.4% in 2018 - likely now over 40% - general unemployment rate Namibia ranks **WORST** in the world!



REALITY CHECK - ETHICAL CHALLENGES

- ❑ Estimated 86,000 graduates jobless
- ❑ 23.8% educated Namibians unemployed in 2018 - up from 7.8% in 2014
- ❑ Unemployment postgraduates increased from 0.9% in 2014 to 9.5% in 2018



- Namibians **trusting** the president “somewhat” or “a lot” dropped 21% 2014 - 2019, 81% - 60%
- Citizens’ **trust** in NA plunged since 2014 lowest level - 45%- since 1st Afrobarometer 1999
- Popular **trust** in institutions responsible for law & order declined to 61% army, 60% police, & 54% courts of law
- 54% **trust** NEC decrease from 74% 2014
- 21% of respondents **trust** NEC “a lot”

- Can **trust** be bought?
- Can **respect** be gained by force?

AFROBAROMETER SURVEYS — THE ROLE OF **TRUST**

- ❑ Can you **manage/control** perceptions/allegations?
- ❑ What are the **implications** if you are accused of corruption/conflict of interest/allegations of being unethical?
- ❑ What happened **if you do nothing** about the above?
- ❑ What **should** you do?

AFROBAROMETER SURVEYS — THE ROLE OF **TRUST**

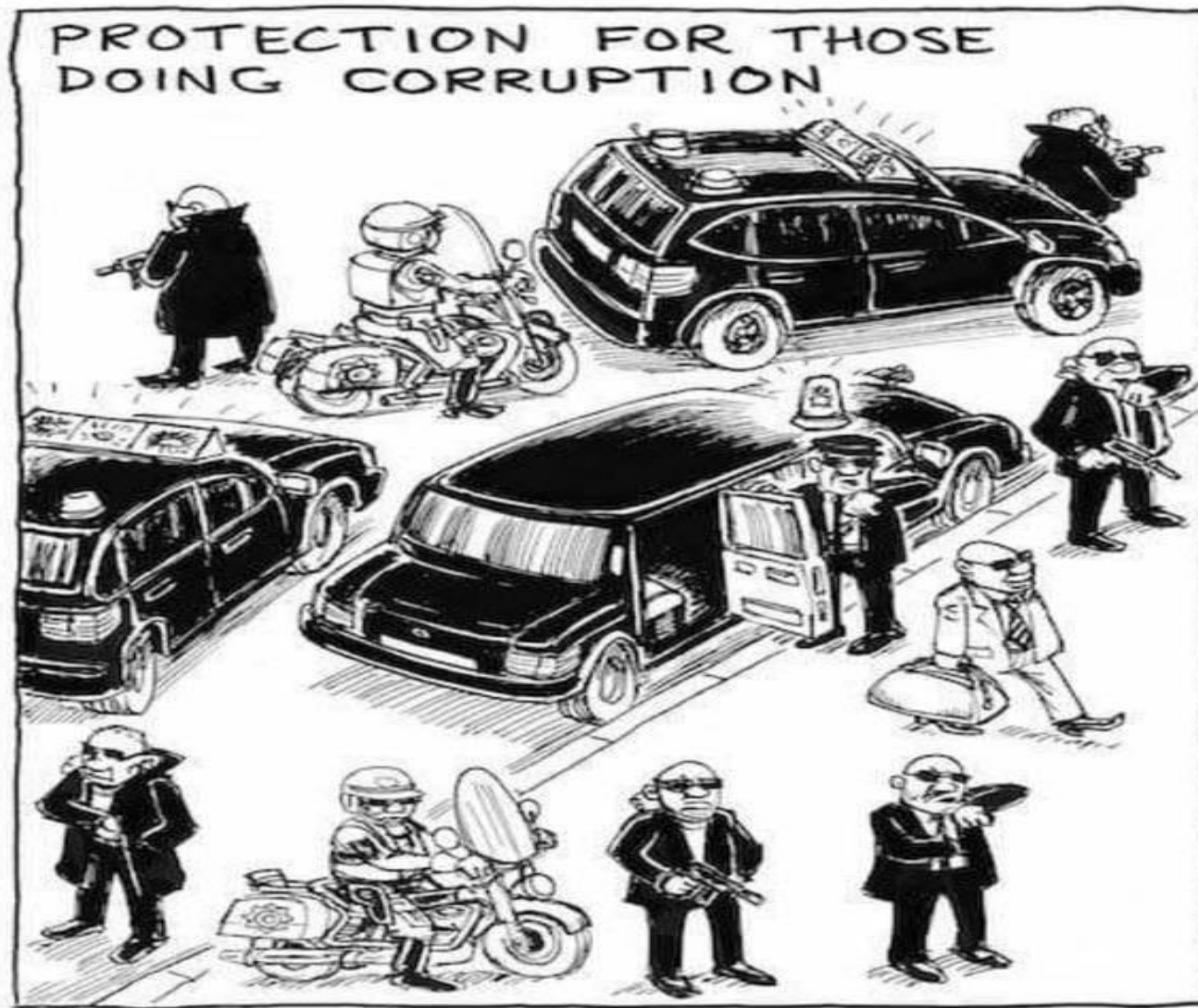
- **Executive power increasingly** dominating other branches
- **Trust** in Grn leadership 2014 82% - 53% 2021 Pres
- **Voter turnout** @ local government decreasing Dec 22 - 12%
- Decreasing **trust** in government institutions & Pres
- Regulatory **capture** - NAMCOR NAMFISA

GOVERNANCE TRENDS

- ❑ Some MPs - criminal records? Does it make **ethical** sense?
- ❑ ACC effective? - A troubled watchdog? To be assisted by CBO/communities? Independent? Should we be worried?
- ❑ Public education <6 000/38 000 Grade 11?
- ❑ Namibian Construction from 7% - 2%/GDP?
- ❑ Procurement exemptions 2019/20 - 46% >?
- ❑ PPPs – TransNamib/D&M Rail - Business as usual **or conflict of interest?**
- ❑ Hyphen Africa – limited **transparency** or protecting business secrets?
- ❑ Recon Africa/NAMCOR/Grn - **Business as usual** or conflict of interest?

GOVERNANCE TRENDS

HAVE PPPS BECOMING INSTITUTIONS OF EXTRACTION? WHY DO NATIONS FAIL?



IS AFFIRMATIVE ACTION APPLIED CONSISTENTLY & ETHICAL?

According to Equity Commissioner the Goal is: (Not in the Law)

“Demographic Representation”

Unintended Consequences:

No more than 7% Herero in workforce – CoW?

No more than 7% of Damara in workforce – Public Service?





POLICY MATTERS!

Ethical & unethical policies
Which policies may be unethical?
What are **your responsibility**?



EMPLOYMENT EQUITY ACT EMPLOYERS' DUTIES ≥ 10 EMPLOYEES

- ❑ In terms of AfCFTA what can be a challenge with-?
- ❑ **Duty** to give preferential treatment - if suitably qualified
- ❑ **Duty** to train Namibians
- ❑ **Duty** to prepare & submit affirmative action (AA) plans:
 - (a) set out affirmative action objectives
 - (b) list numerical goals for increasing representation of persons in designated groups
 - (c) establish timetable for achievement of objectives
 - (d) set out an internal procedure to monitor & evaluate AAP
 - (e) identify a senior employee with overall responsibilities for implementation of AA Plan



EMPLOYERS' DUTIES ≥ 10 EMPLOYEES

- In terms of AfCFTA what can be a problem with-?
- Duty** to consult
- Duty** to analyze workforce, review employment practices and prepare statistical reports
- Duty** to keep records
- Inspectors may enter and inspect
- Equity Commissioner may “disapprove” a plan
- Several **criminal offences**
- GRN may **refuse** right to do business -licenses, permits, etc



EMPLOYERS' DUTIES ≥ 10 EMPLOYEES

- Employers must register on GRN portal
- Must list all vacancies and new positions on portal
- Must receive CVs from Employment Service Bureau
- Must give preference to such (GRN) candidates
- If not, criminal offence
- Private employment agencies highly regulated and **MUST** act as GRN enforcement officer

ETHICAL **or** something else?



ETHICAL IMPLICATIONS ARE...?

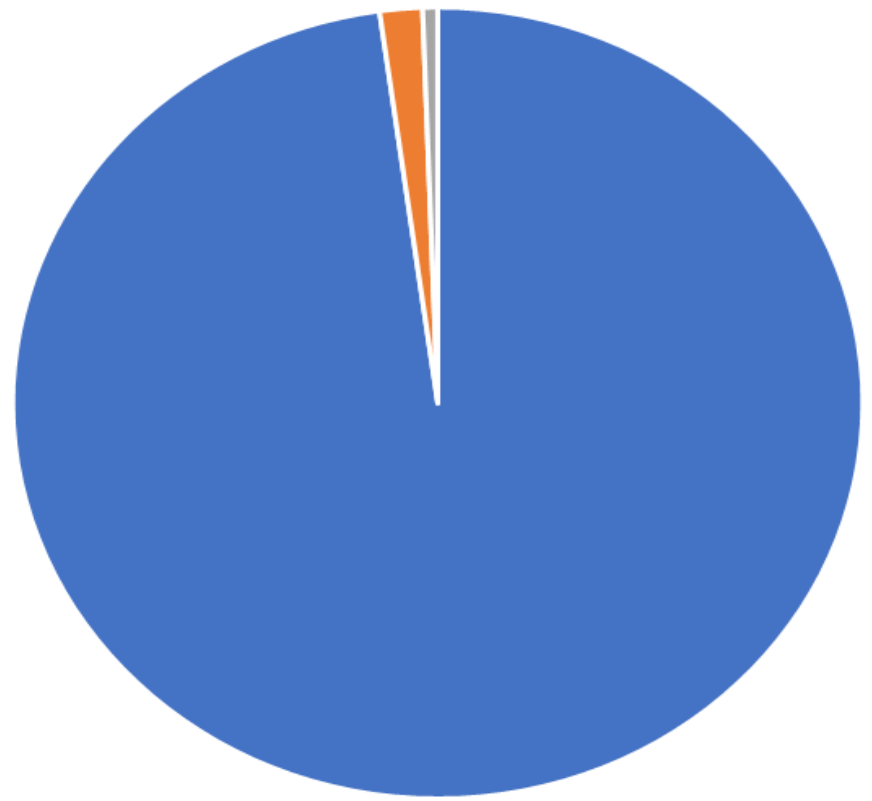
- ❑ AA and ESA target only or mainly white males? True **or** not?
- ❑ 923 reportable employers (REs) reporting on total 275 679 employees
- ❑ Total REs employed 6 048 white males
- ❑ 1 571 white males senior & executive management
- ❑ 98% of workforce of REs from designated groups
- ❑ REs employ on average 300 employees
- ❑ OF THOSE 300 EMPLOYEES
 - 6.5 employees white males
 - 1.07 employees white males senior management
 - 0.6 employees executive directors

FROM THE EEC DATA – 2018 latest Survey



JUSTIFIED **BUT** ETHICAL?

EMPLOYEES EMPLOYED BY REPORTABLE EMPLOYERS



**TARGET &
ONLY PURPOSE OF
AFFIRMATIVE
ACTION ACT**

0.5% of workforce

- Employees from Designated Groups
- White Males Middle Man & Lower
- White Males Senior Management and Higher

At what cost?



NATURAL CONSEQUENCES OF EE ACT?

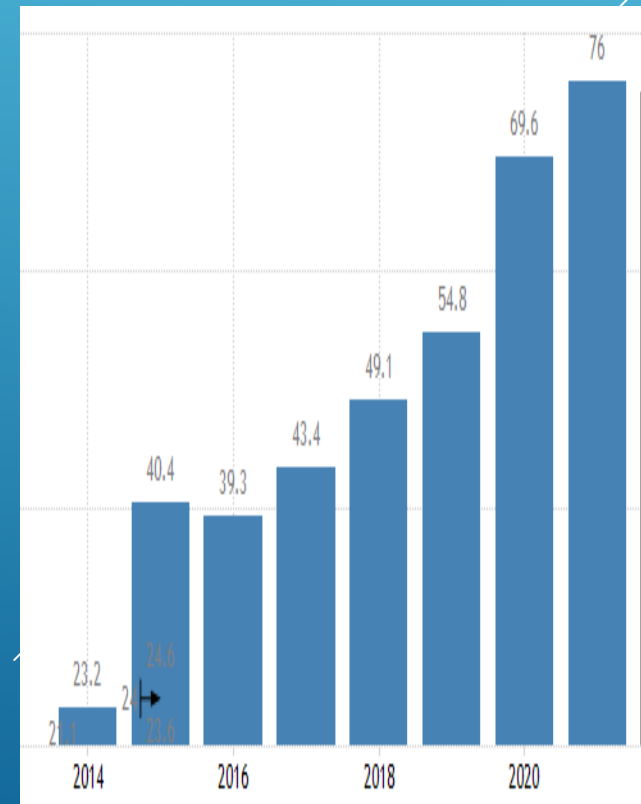
- ❑ Increased **Cost** to Business
- ❑ **Incentive to Reduce** Employees
- ❑ Disincentive to Employ More Employees
- ❑ **Disincentive** to Expand Business Operations
- ❑ **Incentive to Bypass Labour Laws** -> Ind. Contractors
- ❑ Pushing **Competence to Margins** – poor suffer most
- ❑ Overall:
 - Increase **Unemployment**
 - Hamper Business/Economic Growth**
 - Reduce Competitiveness**

NATURAL CONSEQUENCES

WHO WILL SUFFER MOST?

The unemployed and many of the currently employed who will become unemployed

- GOVERNMENT DEBT TO GDP MASSIVE
- CREDIT RATING = JUNK
- BLOATED PUBLIC SECTOR
- NO MORE LIFELINES FROM GRN
- “Activists” / Unions to the rescue? No
- Populist game to gain power **or** much needed?



REGULATORY AGENDA INCREASE COST & **DECREASE BUSINESS?**

SEPTEMBER 2022 REGULATIONS

AFFIRMATIVE ACTION (EMPLOYMENT) ACT EMPLOYMENT SERVICES ACT

“relevant employers” and “designated employers” as defined in these acts will now include **ALL EMPLOYERS** who employ **10 OR MORE** employees

...the previous threshold was 25 employees... **What relevance to improve FIT FOR PURPOSE FOR AFCFTA?**

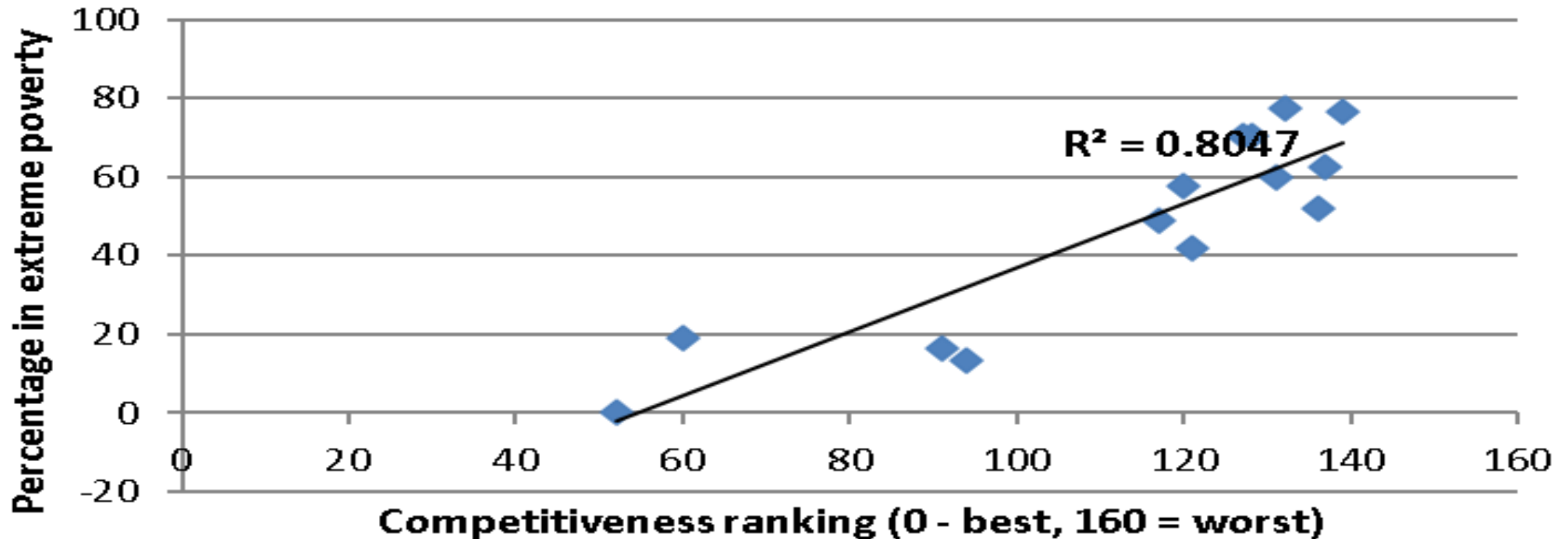
REALITY CHECK OF ETHICAL CHALLENGES

- ❑ 25% of country's dwelling units still impoverished housing units or shacks
- ❑ 36.6% of dwellings are detached houses
- ❑ 42.6% of households countrywide have no toilets
- ❑ 53% of households in Namibia use firewood as main source of energy

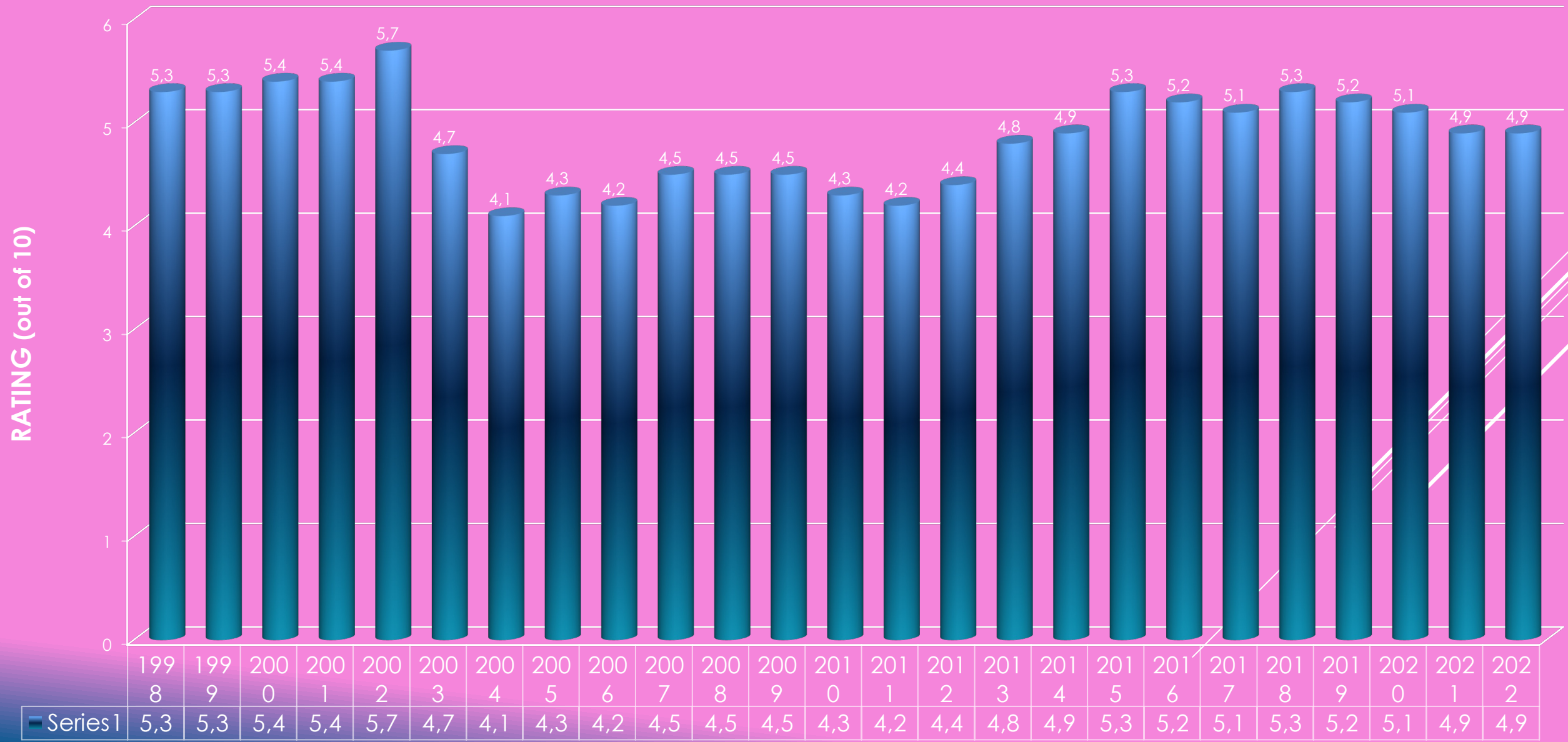


REALITY CHECK

SADC: Relationship between extreme poverty (<1.90\$) and competitiveness



TI ANNUAL RATING 1998-2022



REALITY CHECK

- 1st 25 years of exceptional economic **growth & living conditions**
- Growing expectations not being met. Youth unemployment?
- Drastic economic **slowdown** since 2014?
- Radical** economic redistribution NEEEF & dominant state?
- Increasing **discretionary role** of ministers?
- Failing** public institutions & fragmentation?
- Increasing enclaves **self sustaining pockets** of beneficitation?



INSTITUTIONS OF EXTRACTION?

- ❑ “Institutions that permit the elite to rule over and exploit others, extracting wealth from those who are not in the elite” (Acemuglo)
- ❑ Example - Colonial Powers & *Apartheid*
- ❑ GIPF - Confiscated evidence. Is it **ethical**?
- ❑ Fishrot – “GRN Objectives”
- ❑ SME Bank “Easier Access to Finance”
 - ❑ Are board members SME Bank being **held accountable**?
 - ❑ Is it **ethical** what they did?
 - ❑ What about their **fiduciary duties**?
 - ❑ **Who** said they are not accountable?
 - ❑ **Who should** be held accountable?
 - ❑ Who develop these **systems** of extraction?
 - ❑ **Who execute** the systems of extractions?

- ▶ Free trade for transactions – grow business – export –economies of scale
- ▶ Fragmentation of professional services
- ▶ Bottlenecks & overregulation
- ▶ Investment friendly policies? Investment Bill, NEEEF & Employment Equity Act
- ▶ Drastic improvement in quality **education** – Finland, Singapore, Zimbabwe, Rwanda
- ▶ Reducing **corruption** probable?
- ▶ **Who** will reform & transform a culture of unethical conduct?
- ▶ Better **managed** mega projects Neckartal, Petroleum Depot Walvis Bay possible?
- ▶ Increased **transparency** likely? Hyphen Africa Hydrogen tender
- ▶ **Reduced Grn involvement in business** – NAMCOR & 256 filling stations. Why?

FIT FOR PUPOSE CRITERIA FOR AFCFTA?

- ▶ more successful implementations Harambee $\pm 17\%$ NDP5 & Vision 2030
- ▶ more inclusiveness equal treatment as Veterans
- ▶ less BEEE failures
- ▶ less discrimination, -ethical tensions, -tribal conflicts, -name calling
- ▶ colonialism, liberation struggle, *Apartheid*, genocide “Have we reached the ultimate stage of absurdity when some people are held **responsible** for things that happened **before they were born**, while other people are not held responsible for what they themselves are doing **today**” Thomas Sowell
- ▶ **no judgement no violence forgiveness connectedness/consciousness gratitude**

HOW TO BECOME FIT FOR PUPOSE FOR AFCFTA?

- ▶ Thomas Sowell “**Competition** does a much more effective job than government at protecting consumers” &
- ▶ “The real goal should be **reduced government spending**, rather than balanced budgets achieved by ever rising taxes to cover ever rising spending”.
- ▶ Gandhi – “Change starts with **You**” & “**Be** the change You...”

CONSEQUENCES OF LEGISLATION/POLICIES/ TRENDS FOR AFCFTA?



AUDIT – WHAT HAVE BEEN COVERED?

What is the **engine** of growth in any country?

What money does the public service create?

What is the **purpose** of a public service?

Where is the money coming from?

Do we allow the private sector to grow?

What is the statistics **demonstrating**?

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Which values/policies/legislation need to **change**?



tangi unene

When faced with unethical decisions of politicians and public office bearers: What do you do?

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jcoetzee@nust.na

www.epra.cc

performance ethics sustainable governance
fiduciary duties & anti-'Ulingilingi' strategies
regional economic governance



REPUBLIC OF NAMIBIA

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14 July 2023

Prof Johannes Coetzee
Associate Professor: Public Management
Department: Governance and Management Sciences
Namibia University of Science and Technology
WINDHOEK

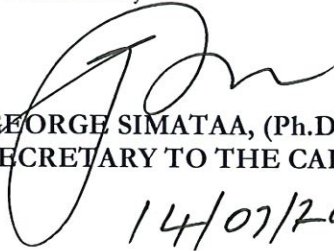
Dear Prof. Coetzee

**INVITATION TO DELIVER AND PRESENT A PAPER DURING THE 2023 AFRICA
PUBLIC SERVICE DAY (APSD) CELEBRATIONS, KATIMA MULILO, ZAMBEZI
REGION; 24 – 27 JULY 2023**

1. The Office of the Prime Minister will be hosting the 2023 APSD Celebrations in Katima Mulilo, Zambezi Region, from 24-27 July 2023.
2. The event will be attended by more than 400 civil servants from Offices, Ministries, Agencies, Regional Councils, Local Authorities, and Public Enterprises. The 2023 APSD will be celebrated under the theme: **“The African Continental Free Trade Area (AfCFTA) will require a fit for purpose African Public Administration to succeed”**.
3. In this regard, the Office of the Prime Minister is hereby requesting you to deliver and present a paper on Sub-Theme 1, which is **“Values and Ethics in the Public Service”**. The public lectures will be held on Wednesday, 25 July 2023.

4. Kindly confirm your acceptance and availability with Antoinette Stanley email: Antoinette.Stanley@opm.gov.na Tel: 061 287 3022 / 0818457553 or Hiskia Tjaronda at Hiskia.Tjaronda@opm.gov.na Tel: 061 287 3084 / 0814397228, not later than 19 July 2023.
5. Kindly, accept, Prof. Coetzee, the assurance of my highest regards.

Your sincerely


GEORGE SIMATAA, (Ph.D.)
SECRETARY TO THE CABINET
14/07/2023





African Union Commission
Department of Political Affairs
Peace and Security



Zambezi Regional Council



Republic of Namibia
Office of the Prime
Minister

DRAFT PROGRAMME OF THE NAMIBIA CELEBRATION OF THE 2023 AFRICA PUBLIC SERVICE DAY

DAY 1:
Monday, 24 July 2023
Zambezi Region, Katima Mulilo, University of Namibia (UNAM)

TIME	AGENDA	PRESENTER
09:00 - 10:00	Gates open for Exhibitors Gates open for Public	Office of the Prime Minister APSD Technical Team and Zambezi Regional Council Coordinating Team
DAY 2: TUESDAY, 25 JULY 2023		
DIRECTOR OF PROCEEDINGS Ms. Regina Ndopu- Lubinda; Chief Regional Officer, Zambezi Regional Council		
08:00 - 08:20	Registration	Office of the Prime Minister and Zambezi Regional Council
08:20 - 08:25	Moderator	Mr. Jonas Mbambo – TV News Anchor
08:25 – 09:10	Presentation: Main Theme (The African Continental Free Trade Area (AfCFTA) will require a fit for purpose African Public Administration to succeed)	Mr. Ebson N. Uanguta - Deputy Governor: Bank of Namibia
09:10 - 10:10	Panel Discussion	Mr. Sakeus Kapenda – Deputy Director: Trade Promotions, Ministry of Industrialisation and Trade (MIT) Mr. Sam Shivute – Commissioner: Namibia Revenue Agency (NamRA) Representative from Ministry of International Relations and Cooperation (MIRCO) Representative from Ministry of Home Affairs, Immigration, Safety and Security (MHAISS)

		Mr. Simasiku Matali – Acting CEO Namibian Standards Institution (NSI) Ms. Stacey Susa-Pinto – Chief Executive Officer: Namibia Trade Forum (NTF)
10:10 - 10:30	Questions and Comments	Mr. Jonas Mbambo
10:30 - 10:45	Responses from Panelists	Mr. Jonas Mbambo
10:45 - 11:15	HEALTH BREAK	
11:15 - 11:25	Cultural Performance	Local cultural group
11:25 -11:30	Moderator	Ms. Jane Kandetu – Media Practitioner
11:30 -12:15	Presentation: Sub-Theme 1 (Values and Ethics in the Public Service)	Prof. Johannes Coetzee - Associate Professor: Public Management (NUST)
12:15 – 13:00	Panel Discussion	Mr. Sankwasa Mubita - Acting Executive Director: Namibia Institute Public Administration Management (NIPAM) Ms. Marina L. Matundu - Head: Public Education and Corruption Prevention Anti-Corruption Commission of Namibia (ACC) Ms. Thekla Jarman – Deputy Director: Integrity, Office of the Prime Minister (OPM)
13:00 - 13:15	Questions and Comments	Ms. Jane Kandetu
13:15 - 13:30	Responses from Panelists	Ms. Jane Kandetu
13:30 - 14:30	LUNCH	
14:30 - 17:00	Onsite Service Provision and Sport Activities	Office of the Prime Minister Wellness, Ministry of Health and Social Services, and Zambezi Regional Council
DAY 3: WEDNESDAY, 26 JULY 2023		
DIRECTOR OF PROCEEDINGS Ms. Tuyakula Haiping – Deputy Executive Director, Office of the Prime Minister		
08:00 - 08:20	Registration	Office of the Prime Minister and Zambezi Regional Council

08:20 - 08:25	Moderator	Mr. Jonas Mbambo
08:25 - 09:10	Presentation: Sub-Theme 2 (Digitalisation of the Public Service)	Dr. Sadrag P. Shihomeka – HOD: Higher Education and Lifelong Learning (UNAM)
09:10 - 10:10	Panel Discussion	Mr. Fillemon Johannes: Deputy Director: IT Infrastructure Development, Ministry of Information Communication Technology Dr. Nashilongo Shivute- Deputy Chairperson : Public Service Commission Secretariat, Office of the Prime Minister (OPM) Ms. Enid Murotua – Chief Systems Analyst (DPSIT): Office of the Prime Minister (OPM)
10:10 - 10:30	Questions and Comments	Mr. Jonas Mbambo
10:30 - 10:45	Response from Panelists	Mr. Jonas Mbambo
10:45 – 11:15	HEALTH BREAK	
11:15 – 11:25	Cultural Performance	Local Cultural Group
11:25 – 11:30	Moderator	Ms. Jane Kandetu
11:30 -12:15	Presentation: Sub-Theme 3 (The importance of implementing the Customer Service Charter (CSC) in the Public Service of Namibia)	Ms. Susan Ntema - Director: Performance Improvement, Office of the Prime Minister (OPM)
12:15 – 13:00	Presentations/Panel Discussion	Christell Nassauw – Chief Public Relations Officer, Office of the Auditor-General, Namibia Mr. Oscar Muhapi – Deputy Director: National Civil Registration, Ministry of Home Affairs, Immigration, Safety and Security (MHAISS) Officer Mr. G. Salyani - Deputy Director: Administration, Erongo Regional Council
13:00 - 13:15	Questions and Comments	Ms. Jane Kandetu
13:15 - 13:30	Responses from Panelists	Ms. Jane Kandetu
13:30 - 14:30	LUNCH	
14:30 - 17:00	Onsite Service Provision and Sport Activities	Service Providers and Exhibitors

DAY 4: THURSDAY, 27 JULY 2023**DIRECTOR OF PROCEEDINGS****Mr. I-Ben Nashandi – Executive Director, Office of the Prime Minister**

07:30 - 08:00	Assembling of Staff Members from Offices, Ministries, Regional Councils, Public Enterprises, Organisations and the General Public at Zambezi Regional Council	Office of the Prime Minister APSD Technical Team and Zambezi Regional Council Coordinating Team
08:00 - 08:30	March from Zambezi Regional Council to UNAM Campus	Namibian Police Brass Band
08:30 - 09:00	Arrival of Hon. Ministers and Distinguished Guests	Protocol
09:00 - 09:30	Arrival of Rt. Hon. Dr. Saara Kuugongelwa-Amadhila, Prime Minister, MP	Protocol
Background Performance		
09:30 - 09:45	Namibia National Anthem and African Union Anthem	Ministry of Information Communication Technology (MICT)
09:45 - 09:55	Prayer	Local Pastor
09:55 - 10:10	Welcoming Statement to Zambezi Region	Hon. Colonel (Rtd) Lawrence Sampofu – Governor: Zambezi Region
10:10 - 10:25	Choir	Local cultural group
10:25 - 10:55	Keynote Address	Rt. Hon. Dr. Saara Kuugongelwa – Amadhila, Prime Minister, MP
10:55 - 11:10	Cultural Performance	Local cultural group
11:10 - 11:40	Awards Ceremony	Rt. Hon. Dr. Saara Kuugongelwa – Amadhila, Prime Minister, MP
11:40 - 12:00	Overview of 2022 APSD Celebration and 2024 Criteria for Awarding	Dr. George Simataa: Secretary to the Cabinet
12:00-12:10	Vote of Thanks	Mr. I-Ben Nashandi – Executive Director, Office of the Prime Minister
12:10 - 12:15	AU and National Anthems	Ministry of Information Communication Technology
12:15-12:25	Group Photo	PRO-OPM
12:25 - 13:00	Visitation of Exhibition Stands	Rt. Hon. Dr. Saara Kuugongelwa-Amadhila, MP, Prime Minister and all the Distinguished Guests
13:00 - 14:00	Lunch	

NAMIBIA NATIONAL ANTHEM

NAMIBIA land of the brave
Freedom fight we have won
Glory to their bravery
whose blood waters our freedom

We give our love and loyalty
together in unity
Contrasting beautiful Namibia

NAMIBIA our country
Beloved land

Of savannahs
hold high the banner of liberty

Refrain:

Namibia our country
Namibia motherland
we love thee.

AU ANTHEM

Let us all unite and celebrate together
the victories won for our liberation
Let us dedicate ourselves to rise together
to defend our liberty and unity

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life

Let us all unite and sing together
to uphold the bonds that frame our destiny
let us dedicate ourselves to fight together
for lasting peace and justice on earth

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life

Let us all unite and toil together
to give the best we have to Africa
The cradle of mankind and fount of culture
our pride and hope at break of dawn.

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life