# REPUBLIC OF NAMIBIA

## MINISTRY OF GENDER EQUALITY AND CHILD WELFARE

## HUMAN RESOURCES DEVELOPMENT POLICY

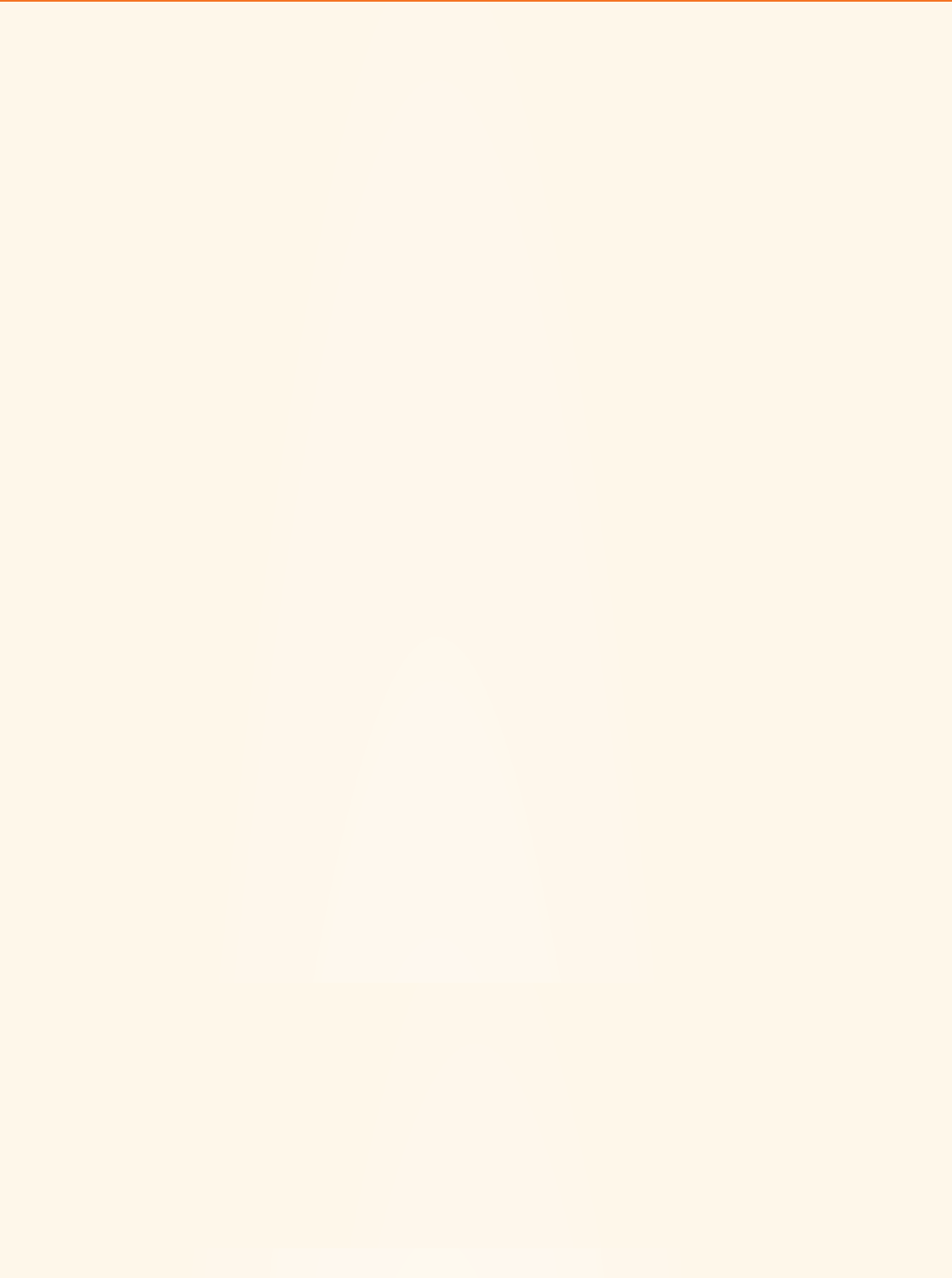September 18, 2013

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# Foreword

The Human Resource Development Policy was designed with the objectives to effectively contribute to the attainment of realizing the ministry's vision. The preparation of this Policy involved extensive team work by various staff members.
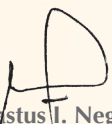
I applaud the Human Resource Development Committee, the Management team of my Ministry and the Directorate of Human Resources Planning and Development, in the Office of the Prime Minister for a pivotal role they played in the development of this policy, especially in the area of providing guidance when needed.

The Human Resource Development Policy is designed primarily as a comprehensive document, which contains various issues regarding the administration of Human Resource Development interventions in the Ministry of Gender Equality and Child Welfare.

Apart from training, it remains the responsibility of supervisors to build capacity of staff members through various mechanisms such as coaching and mentoring in order to enhance performance. The Training and Development includes career development in related specialized fields in order to fulfill our mandate, as it is to ensure gender equality and equitable socio-economic development of women and men and the well being of children.

This policy is a dynamic document and should be used as a guide or a reference in administering the human resource development matters.

I trust that all staff members will make an effort to familiarize themselves with this policy and that they will bring their side to be responsible for their own development.

**Erastus I. Negonga**
**Permanent Secretary**

# Abbreviations

**DPSM**      Department of Public Service Management
**EMDP**      Executive Management Development Programme
**HR**        Human Resource
**HRDP**      Human Resources Development Plan
**ICT**       Information Communication and Technology
**MGECW**     Ministry of Gender Equality and Child Welfare
**MoF**       Ministry of Finance
**MMDP**      Middle Management Development Programme
**M & E**     Monitoring and Evaluation
**NDP**       National Development Plan
**NIPAM**     Namibia Institute of Public Administration and Management
**NQA**       Namibia Qualifications Authority
**OPM**       Office of the Prime Minister
**PAs**       Performance Agreements
**PAMs**      Personnel Administrative Measures
**PDPs**      Personal Development Plans
**PMS**       Performance Management System
**PS**        Permanent Secretary
**PSC**       Public Service Commission
**PSSR**      Public Service Staff Rules
**SMDP**      Senior Management Development  Programme
**HRDC**      Human Resource Development Committee
**T & D**     Training and Development
**TNA**       Training Needs Assessment

# 1.    Introduction

The establishment of the Ministry of Gender Equality and Child Welfare (MGECW) was necessitated by the need to ensure gender equality and equitable social-economic development of women, men and the well being of children at all levels of society.

The Ministry regards staff Training and Development (T and D), as a vital component of creating knowledge, skills, and right attitudes that enable staff members to fulfill the demands of their respective roles within the Ministry. Training is one of those functions performed within an organization that should be given a high priority.

It is often taken for granted that once staff members are appointed in an institution, they are ready to perform responsibilities assigned to that functionary. However, all employees joining the Ministry or being transferred, promoted require some induction and training. Training and Development is an ongoing process that applies to all human resources at all levels in an organization.

According to the Human Resources Development Policy Framework of the Public Service, it is the responsibility of each Ministry to attract, develop and retain its employees through innovative interventions, especially in critical skill shortage areas, such as social workers and gender experts among others. This does not mean that other skills are overlooked as they are equally important to service delivery by the Ministry.  Therefore, , the MGECW in its quest  to attract, develop and retain its employees to enable the Ministry to achieve the national objectives as set out in Vision 2030, developed its Human Resources Development policy in line with national policy framework.  In doing that, **the Ministry will make use of NIPAM first and foremost, which is a training institute of government specializing in administrative and management training for public servants to ensure that there is common culture and ethos in the public service.**

# 2.    Policy Statement

## 2.1    Purpose

The purpose of the Ministerial HRD Policy is to:

- Provide clear guidance to the Ministry on the implementation of Human Resources Development Plan (HRDP);
- Provide guidance to staff members on opportunities for individual training and development ;
- Ensure involvement and commitment of all staff members and support from senior management;
- Create a conducive environment for personal growth and professional development.

## 2.2    Objectives

- To provide ways to administer and coordinate training and development interventions;
- To ensure compliance to HRDPF of the public service;
- To provide guidance in addressing training needs and ensure that they are met;
- To ensure the availability of the necessary resources for training;
- To ensure a culture of continuous learning and improved service delivery.

## 2.3    Scope of policy application

a.    This Policy is applicable to all staff members employed in the Ministry on a full time, part time, temporary and short term contract. The policy is not applicable to consultant and interns attached to the Ministry for practical experience.

b.    The policy is applicable to all staff members irrespective of their age, gender, disability, ethnic background, race, religion or health status,

taking into account their ability to successfully cope with the work or position concerned.

# 3. Classification of training and development programmes

Training is classified in accordance with the Ministerial HRD Training Policy as follows:

## 3.1 Mandatory Training (funded 100%)

- Induction and orientation;
- Foundation courses at Namibia Institute of Public Administration and Management (NIPAM);
- Executive Management Development Programme (EMDP) course;
- Senior Management Development Programme (SMDP) course ;
- Middle Management Development Programme (MMDP) course;
- Information Communication and Technology (ICT).
- Mentorship and coaching

## 3.2 Competence Based Training through approved Training Needs Assessment (funded 100%)

## 3.3 Short Term Functional and Technical Training *(funded 100%) Examples:*

- Counseling,
- Presentation skills,
- Monitoring and Evaluation,
- Project Management,
- Gender Mainstreaming Training

### 3.4 Workshops, Conferences, Seminars, Symposiums, and benchmarking visits (funded 100%)

### 3.5 Procedures to attend training and development programmes

- Supervisor motivates;
- Director recommends;
- Permanent Secretary (PS) approves/disapproves on recommendation of the HRD Committee.

### 3.6 Qualifying Training (funded 100%, 50% or 20%)

In the context of the Ministry qualifying training shall include all training and development leading to the academic/vocational qualifications, whether obtained through full, part and distance learning mode. The Ministry shall only fund applications from recognized institutions and accredited by Namibian Qualifications Authority (NQA).

### 3.7 Procedures to apply for qualifying training and development programmes -

- The applicant applies;
- Supervisor motivates;
- Director recommends to HRD Committee;
- The TC recommends to PS;
- The PS approves/disapproves on recommendation from the HRD Committee.
- The Public Service Commission (PSC) approves/disapproves. (50/50 or full time)

# 4. Funding for Training and Development

## 4.1 Granting of financial support by the Ministry

Support will be granted in terms of the HRDPF of the public service as follows:

- "Where the requested T & D is in line with the Ministry HRD Plan, the Ministry will fund 100% of the total costs";
- "Where the requested T & D is individual-driven but work-related, the Ministry will fund 50% of the total costs involved"; and
- "Where the requested T & D is not demanded by the Ministry and are not work-related, only 20% of the total costs involved will be met by the Ministry."

## 4.2 Donor funding

- All donor-funded T&D activities shall be coordinated by the HRD Committee and the procedure to be followed shall be the same as that of applying for training and development funded by the Ministry.

## 4.3 Criteria for funding

The following criteria shall apply for funding:

**a. Qualifying courses**

4.3.1 The staff member must have been in the MGECW for a period not less than one year to qualify for study financial assistance, however, consideration may be made for certain job classes based on the needs of the directorates;

4.3.2 The emphasis of funding qualifying courses as part of staff development should focus on strengthening the employee's skills on the job;

4.3.3 Applications of staff aspiring to obtain up to Grade 12 qualification should be encouraged, and may be considered. Assistance after completion of

Grade 12 may be considered for any other fields of study relevant to the Ministry;

4.3.4   A staff member who has been assisted to obtain the certificate/national higher certificate/diploma/degree qualification, may only be re-considered for financial assistance after continued employment of a period equal to the period of study;

4.3.5   Financial allocation and approval will be guided by the total number of applications received and financial resources available.

**b.       Short-term courses**

4.3.6   Areas of training identified in the TNA results of the Ministry as well as in the staff member Personal Development Plan will receive high priority.

## 4.4    Cost

The Ministry will allocate at least 20% of its wage bill for T & D purposes and 25% of that allocation is to be utilized for NIPAM courses. The actual allocations paid to individuals are outlined at point 4.1 above.

All donor-funded T & D activities are to be coordinated by the TC of the Ministry.

## 4.5    Repayment

Repayment will be in the form of:

**4.51    In-service bonding**

•        In order to ensure a return on investment for the Public Service, the Ministry will ensure that any such staff member signs an In-service Bonding Agreement,  if the staff member is going on an approved T & D programme for a period of six (6) months or more, depending on the cost of the programme;

•        In case of a breach of study contract, the Ministry will then recover moneys invested in the staff member's T & D;

- The formula and procedures for bonding are determined by the OPM's HRPD directorate guidelines. These take into account the total cost to the Public Service for participation in the development intervention, and calculate the pro rata amount of the staff member's complete remuneration package for his/her work hours invested;
- The Ministry will re-align its T & D Policy in budget management and guidelines in line with the revised OPM DPMS guidelines.

## 4.6  Repeating a course

In case a staff member fails some subjects or the entire course, he/she shall repeat the course at his/her own cost, after which he/she could re-apply to participate in the programme.

# 5.  Role players and their Responsibilities

## 5.1  The Staff Member

Staff members are obliged to commit themselves to continuous development by actively participating in the compilation and implementation of their individual TNA outcomes and PDPs, applying their competences actively in the work environment, and creating opportunities for such competences to be transferred to others.

## 5.2  The Supervisor

- Supervisors who are not familiar with the TNAs shall consult the Ministerial Training Officer for assistance;
- Supervisors in collaboration with staff members are obliged to identify the performance gaps and ways to address them during the compilation of PAs and PDPs;
- Supervisors are required to ensure that staff members attend training courses offered by NIPAM first and foremost and only where such

training is not offered by NIPAM can be referred to  other credible training providers,.

- Supervisors provide functional induction, orientation, and technical training including mentoring and coaching as provided for in the Public Service Induction and Orientation Framework;
- Supervisors are required to carry out pre and post evaluation of T & D interventions to identify in reasonable time the impact of the intervention;
- Supervisors must keep a training schedule for each staff member.

## 5.3    The Training Officer

The functions of the Training Officer are to:

5.3.1    Advise and guide the Ministerial HRD Committee (HRDC) on the Implementation and  revision  of the policy

5.3.2    Serve as a secretariat and member of the HRDC;

5.3.3    Scrutinise Training and Development applications to ensure that where NIPAM is providing such training intervention, staff members attend NIPAM courses and where NIPAM is not offering such, outside training agencies are recommended.

5.3.4    Advise the PS on matters regarding   the establishment and functioning of the HRDC;

5.3.5    Establish and maintain an effective training record system;

5.3.6    Advise HR Practitioners, supervisors and staff members on individual training and developmental needs resulting from performance appraisal reports;

5.3.7    Develop training programs, scheduled training projects liaise with the Directorates  regarding budgeting for trainings and submit an annual training budget to the HRDC for consideration;

5.3.8    Organize and coordinate training sessions including facilities, equipment and develop training aids;

5.3.9    Develop a yearly HRDP;

5.3.10   Present induction courses;

5.3.11   Obtain, liaise and confirm with all sections in the Ministry regarding nominations for courses;

5.3.12   Liaise with NIPAM on the training calendar and nominations of staff members to attend NIPAM Courses.

5.3.13   Carry out with a view to developing new approaches to training and revising existing training materials in consultation with the MHRDC;

5.3.14   Liaise with the DHRD in the OPM for the presentation of courses by external institutions, where NIPAM does not have the capacity, after consultation with the MHRDC;

5.3.15   Bi-annually report through the HRD Committee and PS to the OPM DHRD, on all training activities carried out within the Ministry;

5.3.16   Disseminate all relevant information through HRDC members to ensure it reaches all staff members;

5.3.17   Implement, review and evaluate existing training programs, follow up on reports reports of staff members who have undergone training;

5.3.18   Conduct TNAs;

5.3.19   Source T & D providers;

5.3.20   Coordinate HRDC meetings.

## 5.4   The Human Resource Practitioner

All training that is related to HR matters is the responsibility of the HR Practitioner.

**Human Resources Practitioners should:**
- Conduct HR related trainings for staff members;
- Identify qualifying trainings and inform the HRDC accordingly;
- In the absence of the Training Officer the HR Practitioner has to co-ordinate the training function.

## 5.5   The Permanent Secretary

5.5.1   To ensure that HRD Policy within the Ministry is reviewed from time to time to meet HR needs;

5.5.2   To ensure that there is a HRDP in the Ministry and budget allocated for trainings;

5.5.3   To ensure that a HRDC is in place;

5.5.4   To approve/disapprove all qualifying and non-qualifying training applications.

## 5.6    The Human Resources Development Committee (HRDC)

5.6.1    The HRDC is responsible for issuing guidelines from time to time to regulate the practice of T & D;

5.6.2   To review the Ministerial HRD Policy;

5.6.3   To discuss and review the HR  Plan;

5.6.4   To review training applications in line with the HRD Policy and recommend;

5.6.5   To develop M & E tools to assess annual training conducted for individual staff;

5.6.6    Set training and development strategies;

5.6.7   Solicit funding from development partners;

5.6.8   Report to PS on training and development interventions;

5.6.9   Oversee functions of the Training Officer.

# 6.    Monitoring and Evaluation

## 6.1    Purpose of monitoring and evaluation

6.1.1   To evaluate effectiveness of training before, after and during interventions with the aim of ensuring quality service delivery;

6.1.2   To monitor the training activities through evidence from the monthly/quarterly/annual reports;

6.1.3   Make follow ups and evaluate training presented and inform the HRDC accordingly;

6.1.4   The HRDC shall play the role of M & E.

## 6.1　Policy Audit

The Internal Audit Unit is responsible for auditing the implementation of the HRD Policy.

## 6.3　Training and Development Records

6.3.1　T & D records system is to be established and maintained by the Training sub-Division. The design and management of these records will be determined by Ministerial HRD Policy guidelines;

6.3.2　T & D records are designed to capture institutional memory and learning; all copies of T & D materials received or generated during and as a result of participation in a training or development intervention remain the property of the Ministry e.g. laptops, flash discs, training manuals etc. These training materials need to be kept within the resource centre or strong room of the Ministry.

6.3.3　Reports of International workshops and conferences attended are to be circulated within 1 week to all managers and other staff members concerned and be presented at the next administrative management meeting consisting of Lessons learnt and a Plan of action on how it can be applied to Namibia.

## 7.　Review of the Ministerial HRD Policy

•　The responsibility for the maintenance and review of the Ministerial HRD Policy is with the HRDC. The reviewed Policy is to be approved by the PS.

# 8.    Relevant legislation, policies and regulations

This Policy Framework should be read in conjunction with the following legislation, policies and regulations:

- The Public Service Act, 1995 (Act 13 of 1995);
- The Regulations issued in terms of the Public Service Act;
- The Public Service Staff Rules (PSSR);
- The Namibia Institute of Public Administration and Management (NIPAM) Act No. 10 of 2010;
- The Personnel Administrative Measures (PAMS);
- The Namibia Qualifications Authority Act, 1996 (No. 29 of 1996);
- The Performance Management System Principles and Framework Document;
- The Performance Management Policy for the Public Service of Namibia;
- Vision 2030, and
- National Development Plans.

# 9.    Success Factors

**The following success factors will be crucial in the implementation of the HRD Policy:**

- Performance Management System (PMS);
- Management and leadership commitment;
- Availability of resources;
- Effective communication;
- Cooperation of staff members
- Training and development plan;
- Monitoring and evaluation;
- Training and development management system

## 10. Conclusion

This Policy aims to improve institutional capacity and internal efficiency through knowledge, skills and attitudes. The Policy has been revised to align it with the new HRDPF of 2012 and any provision that is not clear, the HRDPF for the Public Service should be consulted first before approaching the OPM for interpretation.

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