

# Ministry of Education, Arts and Culture

# INSTITUTIONAL CUSTOMER SERVICE CHARTER

**OUR SERVICE PROMISE/STANDARDS** 

**DEPARTMENT: FORMAL EDUCATION** 

#### DIRECTORATE: PROGRAMMES AND QUALITY ASSURANCE (PQA)

#### We will:

- develop policies and regulatory frameworks as needs arise;
- develop at least one programme per quarter;
- conduct trainers of trainees (Tots) training on the implementation of programmes, policies, and regulatory frameworks within two months from the date of inception of new development;
- conduct general public training on interpretations of policies and regulatory frameworks at least two months from the date of approval;
- conduct inspections and provide support to identified schools in the delivery of quality teaching and learning at least twice a year;
- analyze all schools' performance annually;
- conduct annual capacity-building programs in the regions and as the need arises;
- create awareness of programs, policies, and regulatory framework twice a year before and after new development, and as the need arises;
- monitor and evaluate the implementation of programmes, policies, and frameworks at least once a year;
- review programs, policies, and regulatory framework after five years upon implementation;

#### **Phone:** +264 61 293 3204

**E-mail:** pqa@moe.gov.na

### DIRECTORATE: NATIONAL INSTITUTE FOR EDUCATIONAL DEVELOPMENT (NIED)

#### We will:

- develop an annual activity plan in the fourth quarter of the financial year; continuously conduct subject research;
- conduct at least two educational researches per annum;
- develop the National Curriculum for Basic Education as the need arises and review after every seven (7) years;
- develop subject syllabuses within three (3) years as the need arises and review after every seven (7) years;
- continuously produce and distribute educational materials;
- evaluate Curriculum Support Materials within three (3) months from the date of submission;
- provide Continuous Professional Development (CPD) for curriculum implementation as per planned programme; monitor and evaluate implementation of curriculum as per planned calendar of activities;
- conduct training for the Namibia Novice Teacher Induction Programme (NNTIP) as per planned calendar of activities;
- conduct Continuing Professional Development (CPD) for professional Teachers Resource Centers' staff as per planned calendar of activities;
- continuously provide library services to teachers;
- print diplomas and transcripts for Inset Basic Education Teachers' Diploma (BETD) within five (5) working days upon receipt of the request;

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E-mail: info@nied.edu.na

#### Website: www.nied.edu.na

#### **DIRECTORATE: NATIONAL EXAMINATIONS AND ASSESSMENT (DNEA)**

#### We will:

- register examination centres within two months upon receipt of the request;
- develop national examination question papers one year prior to the examination date;

### **DIRECTORATE: ARTS**

#### We will:

- organize arts activities and events in the regions eight times a year;
- provide support on the implementation of the arts curriculum at least to 15 schools per quarter or within 15 working days upon receipt of request;
- compile a regional database for artists annually;
- establish and develop at least five art clubs per annum at selected schools or constituencies;
- support and create awareness on initiatives and programmes related to arts as needs arises;
- participate in regional exchange and networking programs at least twice a year;
- continuously facilitate linkages between artists and buyers;
- create market platforms for artists and buyers at least once a year;
- provide advisory and advocating services for the arts in the regions at all times when the needs arises;
- conduct arts training/workshops at least four times a year for selected schools or constituencies;

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#### NATIONAL HERITAGE AND CULTURE PROGRAMS (NHCP)

#### We will:

- continuously identify, define, conserve, safeguard, promote, and protect cultural and natural heritage;
- ensure adherence to museum code of conduct in the collection and preservation of cultural material culture and biological specimens;
- conduct research on natural and cultural heritage quarterly;
- promote and market the use and visitation of the heritage properties and Spaces quarterly;
- document traditional and indigenous knowledge quarterly;
- document and inventory traditional and Indigenous Knowledge Systems annually and heritage site exhibitions and displays;

#### **Phone:** +264 61 276 800

E-mail: nhcp@moe.gov.na

## DEPARTMENT: FINANCE AND ADMINISTRATION

#### Our service promise is finance and Administration includes the following Services:

#### DIRECTORATE: PLANNING AND DEVELOPMENT

#### We will:

- coordinate the planning and development of ministerial strategic plans, annual;
   management plans, performance agreements, and capital projects three months prior to the due date of the preceding plans;
- continuously coordinate and monitor the implementation of ministerial strategic plans, annual management plans
- performance agreements, and capital projects;
- coordinate the mid-term and final review of ministerial strategic plans;
- coordinate the review of annual management plans and performance agreements quarterly;
- evaluate progress on capital projects monthly;
- produce financial execution reports on all capital projects quarterly;
- manage and ensure the implementation of bilateral and multi-lateral agreements when needs arises;
- coordinate the development and produce Medium Expenditure Term Plan and accountability report annually;
- facilitate policy formulation and reviews when needs arises;

#### **DIRECTORATE: GENERAL SERVICES**

#### **DIVISION: ADMINISTRATION AND SUPPORT SERVICES (DASS)**

#### We will:

- inspect vehicle immediately before and after handover;
- provide Transport & Issue Trip Authorities within a day;
- monitor and maintain fleet expenditure monthly;
- collect and distribute license disks within 5 working days after expiration;
- forward request to banks for new and replacement of lost fuel cards within two weeks;
- prepare and deliver orders for servicing and repairs within two weeks after receiving request;
- scrutinize monthly kilometer returns;
- ensure pool vehicle applications for government garage and ministerial pool are provided within two working days provided there are vehicles at government garage;
- submit annual procurement plan within the prescribed timeframe as per the Procurement Act;
- facilitate Bidding processes (Adverts, Evaluation and Awarding) within four months;
- evaluate bidding document within one month after the closing date;
- award bids within the prescribed timeframe;
- process Purchase Order for Goods, Works & Services within two working days upon receipt of approved requisition;
- distribute procurement committee minutes two days before pc meeting;
- verify, Certify Invoices & Submit to finance for payments within two days;
- facilitate the signing of contracts within 30 days after bid awarding;
- continuously manage contracts as per the agreed terms and conditions;

**DIVISION: BUILDING AND MAINTENANCE (BM)** 

conduct monthly Site Inspections on construction work in progress;

provide technical support on contract management when needs arises;

evaluate feasibility studies for projects within 7 working days upon receipt of the report;

verify bids and technical documentation for quality assurance within 14 working days;

provide technical specification (requirement) of projects within 14 working days upon receipt of approved feasibility study report;

attend to emergency maintenance within 24 hours, minor maintenance within 14 working days and major maintenance within

- carry out general stock taking once a year and as the need arise;
- issue and control stock on a daily basis;
- maintain office hygiene at all times;
- attend to switch board at all times;
- provide labor services at all times when the need arises;

monitor the implementation of project quarterly;

three (3)months after award of the contract;

- sort and post mail on a daily basis;
- manage records at all times;

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We will:

- develop national standardized achievement test annually;
- coordinate the appointment of heads of examination centres, assist the head of the examination, cashiers, and invigilators annually;
- facilitate and coordinate the registration process of eligible candidates annually;
- prepare national examination timetables annually;
- appoint markers, moderators, and examiners annually;
- prepare and dispatch national examination consignments one month prior to commencement of examination;
- train Regional Examination Officials annually;
- train heads of examination centres, assist head of the examination, cashiers, and invigilators two months prior to commencement of examination;
- conduct an inspection of examination centers during the national examination;
- coordinate the conducting of national examinations annually;
- coordinate the marking of national examinations annually;
- distribute examination results, statistics and other related information at least three days prior to the announcement of results;
- issue and distribute certificates for national examination at least five months after the release of examination results;
- provide the outcome of authentication of national examination results within two weeks after receipt of application;
- produce examiner's reports on national examination three months after the release of results;
- process payments for service providers within a month after receipt of the invoice;
- process s&t payments for markers within five days after commencement of marking;
- produce standardized assessment test reports two months after the test;

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# **DEPARTMENT: LIFELONG LEARNING, ARTS AND CULTURE**

#### Our service promise in Life Long Learning includes the following Services:

#### DIRECTORATE: NAMIBIA LIBRARY AND ARCHIVES SERVICE (NLAS)

#### We will:

- continuously collect and disseminate information through access to books, e- resources and other educational materials;
- provide free internet daily;
- provide basic computer training monthly;
- support child and adult literacy programs annually;
- srovide Archival and Records Management Services on a daily basis;
- continuously collect and preserve local and international resources;
- provide national and international standard numbers ISBN and ISSN within two (2) working days upon request;

Phone: +264 61 293 3181

E-mail: nlas@moe.gov.na

## DIRECTORATE: ADULT EDUCATION

#### We will:

- develop policies on adult education when needs arises;
- review policies on adult education after every five years;
- continuously oversee the implementation of adult education policies;
- conduct research, plan and develop programmes to suit the needs of adult learners when needs arises;
- monitor and evaluate the implementation of adult education programmes annually;
- develop teaching and learning materials when needs arises;
- continuously raise community awareness about adult education programmes;
   train the trainers of adult learners appually;

- collect GPS coordinates of all established schools when need arises, and continuously maintain and update school maps;
- continuously maintain teacher demand and supply Model;
- ensure the implementation of the Ministerial Human Resource Development Plan at all times;
- coordinate Education Planners' capacity building when needs arises;
- collect data for planning, monitoring, and evaluation purposes;
- analyze, produce, and publish 15th School Day Statistics annually, as well as Education census Report within 3 months after the start of each academic year and distribute them to key stake holders;
- coordinate, compile, analyze, produce, publish, monitor and evaluate Annual education reports per term, including NDP reports, Bi-Annual reports;
- allocate EMIS codes for approved Public and Private schools within 2 days upon receipt;
- produce and distribute UNESCO/UIS reports annually (within 4 weeks after they are received from UIS);
- produce and distribute research project reports when needs arises;

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# **DIVISION: HUMAN RESOURCE**

#### We will:

- update personal file as per request within five (5) working days;
- update Human Capital Management System (HCMS) daily
- ensure that vacant posts are filled within three (3) months;
- attend to request for leave credit days within one working day;
- attend to misconduct cases within one (1) month of their occurrence;
- respond to grievances within five (5) working days;
- process applications on medical aid, social security, Home loan, and GIPF within one (1) working day provided all documents are attached;
- process employees benefit and Social Security claims within 1 working day provided all documents are attached;
- conduct wellness sessions on a quarterly basis;
- terminate employee services within 1 working day upon receipt of notification;
- interpret policies on request by right away or within two working days if we cannot provide an answer instantly;
- conduct Training Need Analysis (TNA) after every three years and/or when needs arises;
- develop the Human Resource Development Plan annually;
- develop annual training Calendar;
- attend and provide feedback to non-qualifying training requests within 7 working days;
- attend to qualifying training requests on a quarterly basis and provide feedback on application status within 5 working days after training committee meeting;
- circulate bilateral agreement courses within of day upon receipt;
- facilitate induction training to staff members within one (1) month from the date of assumption of duty;

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# DIRECTORATE: FINANCE MANAGEMENT

#### We will:

- compile and submit the Ministerial Budget within the deadline given;
- request for the release of funds by the 20th of each preceding month for spending;
- monitor and control the Ministerial expenditure on a daily basis;
- prepare monthly, quarterly and annual reports on budget execution;
- ensure adherence to legal frameworks that guide or regulate procurement at all times;
- process DSA advances within three (3) working days after receipt, and process salary advices within two (2) working days;

## **DIVISION: INFORMATION TECHNOLOGY (IT)**

facilitate payments of projects within 30 working days;

#### We will:

- provide adequate IT hardware/software and network infrastructure on the date of assumption of duty;
- handle all requests and inquiries within a day;
- carry out anti-virus health checks daily;
- monitor network infrastructure daily;
- substitute hardware (components) within 5 working days;
- create IT usage awareness to staff members when need arises
- provide day-to-day helpdesk support;
- backup all servers daily;
- manage all licenses on a yearly basis and renew upon expiration;
- train staff members on new applications within a month from the date of implementation;

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We will:

#### SECTION: PUBLIC RELATIONS (PR)

update ministerial websites regularly;

attend to public inquiries within a day;

produce Ministerial newsletter bi-annually;

safeguard the Ministry's assets at all times;

provide security advise when the need arises;

continuously provide general security services;

**OFFICE OF THE EXECUTIVE DIRECTOR** 

continuously update the risk register;

#### We will:

disseminate information via various Ministerial platforms continuously;

conduct outreach programs on the activities of the Ministry bi-annually;

DIVISION: SECURITY AND RISK MANAGEMENT

liaise with other law enforcement agencies at all times;

manage and control access to the buildings at all times;

continuously monitor suspicious movements around the Ministry's premises;

conduct Investigations on reported security and risk cases/matters within 5 working days;

coordinate the vetting/security clearance process in the Ministry within 2 days upon request;

provide feedback to media inquiries within 24 hours;

continuously provide advice the management on media and communication-related matters;

promote, protect, and uphold the good name and image of the Ministry at all times;

build and maintain relationships with our internal and external stakeholders at all times;

coordinate and attend all official engagements or meetings of the Ministry bi-annually and when need arise;

conduct a risk assessment on Ministry's infrastructures and operations quarterly and when the needs arises;

create security and risk awareness amongst the Ministry's staff members on an annual basis or when the need arises;

<ul> <li>train the trainers of adult learners annually;</li> </ul>	<ul> <li>process overtime claims within 7 working days;</li> </ul>	DIVISION: INTERNAL AUDIT (IA)
<ul> <li>continuously ensure the provision of skills development training through Community Learning and Development Centres (CLDCs)</li> </ul>	process leave gratuity within 2 months;	
as per regional set calendars;	<ul> <li>collect, safe keep, bank as well as report of different sources of Revenue collected by the Ministry daily;</li> </ul>	We will:
<ul> <li>continuously coordinate the identification and training of prospective entrepreneurs;</li> </ul>	• prepare and submit Annual Report to the Auditor General as per prescribed time frames;	<ul> <li>develop an annual activity plan in the fourth quarter of the financial year;</li> </ul>
	<ul> <li>process payments for goods and services are processed within fourteen (14) working days upon receipt of an invoice</li> </ul>	<ul> <li>examine and evaluate financial and operational processes annually;</li> </ul>
<b>Phone:</b> +264 61 293 3188	provided that they comply with rules and regulations;	conduct investigations upon request;
E-mail: dae@moe.gov.na	continuously safe keep financial records;	<ul> <li>provide guidance on the development of financial and operational systems when the need arises;</li> </ul>
		<ul> <li>produce audit reports within 30 days of conclusion of the assignment;</li> </ul>
	<b>Phone:</b> +264 61 293 3064	
	E-mail: fin@moe.gov.na	<b>Phone:</b> +264 61 293 3124/ +264 61 293 3186
		E-mail: IA@moe.gov.na

# When you communicate with us, please provide the following information:

- Your full name
- Postal address/ email address/ telephone number/fax number
- Provide a clear description of your particular concern/s or need/s
- Keep a record of the issue at stake and the person in our Directorate whom you dealt with as well as the date and the time of the communication to improve our services.

The Executive Director Ministry of Education, Arts & Culture Government Office Park, Luther Street Private Bag 13186, Windhoek Namibia

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# Ministry of Education, Arts and Culture

# INSTITUTIONAL CUSTOMER SERVICE CHARTER

# **OUR SERVICE PROMISE/STANDARDS**

# **REGIONAL DIRECTORATES OF EDUCATION, ARTS AND CULTURE**

# **OUR SERVICE PROMISE IN THE REGIONAL DIRECTORATES INCLUDES THE FOLLOWING SERVICES:**

### **SECTION: HIV & AIDS PREVENTION AND WELLNESS** We will:

- provide information on health, wellness including HIV and AIDS and policies for the Education Sector quarterly;
- facilitate the establishment of Health and Wellness, HIV, and AIDS Awareness Clubs for learners in schools in the first trimester of the academic year;
- train teachers to implement HIV and AIDS and general health, wellness, and safety annually;
- monitor and evaluate the implementation of the Integrated School Health Programme quarterly;

# SECTION: EXAMINATIONS

# We will:

- coordinate the registration processes of eligible candidates from January to May;
- facilitate the appointment of heads of examination centers, assistant heads of examination, cashiers, markers, and invigilators by the end of June;
- deliver and collect the examination consignment to and from the centers as per the Dispatch Circular
- train heads of examination centers, assistant heads of examination centers, cashiers, invigilators, and heads of centers in administrating and conducting national examinations and assessments by end of September;
- inspect examination centers three time a year (before, during and after national examinations);
- distribute examination results by end of January;
- analyze, provide statistics and other related information to stakeholders by end of March;
- distribute certificates by end of July;
- facilitate the validation and verification of certificates and provide feedback within 14 working days;

# **SECTION: INSPECTORATE**

# We will:

- monitor the implementation of the national curriculum quarterly;
- coordinate the administration of examinations and assessment as per academic calendar;
- continuously supervise and monitor schools' academic performance in the circuit;
- continuously provide guidance on policy, planning, financial and human resource management;
- monitor the utilization of the education grants and hostel development funds every semester;

# **SECTION: ARTS**

# We will:

- organize arts activities and events in the regions eight times a year;
- provide support on the implementation of the arts curriculum at least to 15 schools per quarter or within 15 working days upon receipt of the request;
- compile a regional database for artists annually;
- establish and develop at least five art clubs per annum at selected schools or constituencies;
- support and create awareness of initiatives and programs related to arts as needs arise;
- participate in regional exchange and networking programs at least twice a year;
- continuously facilitate linkages between artists and buyers;
- create market platforms for artists and buyers at least once a year;
- provide advisory and advocating services for the arts in the regions at all times when the needs arise;
- conduct arts training/workshops at least four times a year for selected schools or constituencies.

# SECTION: HERITAGE AND CULTURE PROGRAMMES (HCP)

# We will:

- organize culture festivals at the constituency level once a year.
- organize cultural festivals at the regional level once a year
- organize culture groups to participate at the National Cultural Festival once a year
- conduct training for culture conveners once a year
- conduct training for culture groups in the regions when the need arises
- organize culture groups for national and state events within five working days upon request
- continuously facilitate the establishment of new cultural groups and School Culture Clubs for Development (SCCDs);
- monitor SCCD activities once per term;
- continuously maintain the Regional Database for Culture Practitioners
- organize inter-regional Cultural Exchange Programmes at least once a year;
- continuously safeguard and preserve cultural and heritage resources;
- conduct research in relevant fields of culture and heritage at least once a year.

# SUBDIVISION: GENERAL SERVICES

# We will:

- conduct Vehicle Inspections upon issuing and return;
- provide Transport & Issue Trip Authorities within 2 days upon receipt of request;
- monitor and maintain fleet expenditure monthly;
- compile annual procurement plan in thirty working days within the first quarter;
- facilitate bidding processes (Adverts, Evaluation, Awarding and managing contracts) within four months;
- generate Purchase Order for Goods, Works & Services after approval of requisition for expenditure within five working days;
- verify, certify invoices and submit to finance for payments within two days;
- carry out general stock-taking once a year and as the need arise;
- issue and control Stock on a daily basis;
- conduct weekly Site Inspections on construction work in progress;
- attend to emergency maintenance within two hours, minor maintenance within a day and major maintenance within four months fter award of the contract;
- maintain school computer labs and administrative computers quarterly;
- handle all call logs and inquiries for regional offices within a day and within seven working days for remote offices/centers;
- carry out anti-virus health checks daily;
- back up all servers' daily;
- monitor regional office network infrastructure daily;
- respond within five minutes on hardware failure or need;
- replace hardware components within three months;
- manage all IT-related licenses on a yearly basis or upon expiration;
- backup of data at regional offices is done weekly;
- train staff members on new applications within a month from the date of implementation;
- facilitate the installation of ICT services at educational institutions when needs arise;
- continuously maintain office hygiene;
- provide labor services at all times when the need arises;
- avail switchboard operators at all times;
- conduct office inspection on a monthly basis;
- sort and post mail daily.

- continuously inspect, monitor and evaluate educational programs in schools;
- identify training needs and provide training to principals, head of departments, teachers, hostel staff once a year;
- identify training needs and provide training to school members once in three years;

## SUBDIVISION: LIBRARIES, ARCHIVES AND INFORMATION SERVICES

# We will:

- respond to all reference queries timely and in a professional way within a day;
- provide free membership to library users within a day of application;
- provide free public access to computers, internet daily, and basic computer training monthly;
- provide access to local newspapers daily;
- provide study space for learners and students throughout the year;
- provide literacy programmes and other programmes for children such as homework help daily;
- ensure preservation of records and other vital collections;
- liaise with the national archives for coordinated efforts of the region's records management issues;

# SUBDIVISION: ADULT EDUCATION

# We will:

- continuously create awareness in the community on adult education programs;
- train new literacy promoters annually prior to the commencement of duty;
- provide teaching and learning materials prior to the commencement of classes by February each year
- conduct refresher courses for literacy promoters monthly;
- continuously provide support to literacy promoters and adult learners;
- establish at least ten basic, post, and Family Literacy Programs (FLP) per constituency;
- identify and train prospective entrepreneurs annually;
- assist entrepreneurs with business plan questionnaire applications for small loans to FNB at least once a year;
- conduct screening and provide recommendations for loan application forms at least once a year;
- provide training and capacity skills through Community Learning Development Centers as needs arise;
- identify suitable trainers as needs arise;
- issue certificates of attendance within ten working days upon completion of the course;

# SECTION: PROFESSIONAL DEVELOPMENT

# We will:

continuously identify teachers training needs;

# SUBDIVISION: PLANNING AND DEVELOPMENT (PAD)

# We will:

- facilitate the development of annual plans before the end of every fiscal year according to ap proved frameworks.
- ensure performance review is done within two weeks after the end of each quarter.
- facilitate data collection of the Fifteenth School Day Statistics (15th SDS) by February each year.
- facilitate data collection of the Semester Return by the end of each semester.
- facilitate data collection of the Annual Education Census (AEC) by the end of October each year.
- capture educational data within four weeks after collection
- continuously identify educational infrastructure development needs and solicit funding for implementation.
- facilitate and process applications for establishing new Public and Private Schools and curriculum extension when needs arise.
- continuously monitor and evaluate the construction of infrastructure and other educational projects.

# SUBDIVISION: HUMAN RESOURCES

# We will:

- fill entry teaching positions within three (3) months and promotional teaching positions within six (6) months
- fill unified positions both entry and promotional within six (6) months
- attend to misconduct cases within one month of their occurrences
- respond to grievances within five working days from the date of receipt
- interpret policies, rules and regulations right away or within three working days if we cannot provide an answer instantly
- process applications for medical aid and home loans within three (3) working 17 days provided all documents are attached
- process applications and claims for social security and GIPF within one (1) working day provided all documents are attached
- update personnel files as per request within two working days
- process leave credit days on a daily basis
- process leave and separation gratuities within five (5) working days
- process leave and separation gratuities within five (5) working days
- facilitate the development of Performance Agreements one month prior to the first month of the next financial year
- ensure performance review is done within 10 working days after the end of each quarter
- facilitate orientation on the date of assumption of duty, induction within one month from assumption of duty, and training two weeks prior to commencement of workshop

# SUBDIVISION: FINANCE MANAGEMENT

# We will:

- prepare and submit the Directorate Budget within the deadline given;
- monitor and control the Directorate expenditure on a monthly basis;
- prepare monthly, quarterly, and annual reports on budget execution;
- ensure adherence to legal frameworks that guide or regulate procurement at all times;
- pay DSA advice within five (5) working days after receipt, and process salary advice within two (2) working days;
- process overtime claims within 7 working days;
- process leave gratuity within 2 months;
- ensure the collection, safekeeping, banking as well as reporting of different sources of Revenue collected by the Directorate daily;
- request for the release of funds by the 20th of each preceding month for spending;
- prepare and submit Annual Report to the Auditor General as per prescribed time frames;
- ensure that payments for goods and services are processed within fourteen (14) working days upon receipt of an invoice provided that they comply with rules and regulations.

# SECTION: DIAGNOSTIC, ADVISORY, TRAINING AND COUNSELING **SERVICES (DATS)**

# We will:

- continuously identify barriers to learning (psychological, social, and medical conditions) among learners
- assess barriers to learning (psychological, social, and medical conditions) among learners as needs arise.
- continuously execute policies related to inclusive education.
- provide training to teachers on life skills and the implementation of learning support to promote inclusive education at least once per quarter.
- support teachers, learners, and parents on the identification of internal and external service providers when the need arises
- sdvice schools on the establishment and placement of learners in (special) resource units when need arises
- provide support to special resource units continuously
- facilitate at least two career guidance activities for learners annually
- provide guidance and basic counseling to learners on personal and psychological challenges at all times when needs arise.
- attend to life-threatening personal challenges within three working days
- sensitize and conduct training on the prevention and management of learner pregnancy annually

- conduct at least one training or workshop for teachers at all phases in various subjects annually;
- conduct school visits on a quarterly basis;
- continuously disseminate policy documents and subject-related information to schools;
- facilitate the setting and moderation of regional examination papers twice a year;
- conduct training needs analysis after every three years or when need arises
- develop the human resource development plan after every three years
- develop an annual training calendar prior to the first month of the next financial year
- attend and provide feedback to non-qualifying training requests within seven working days
- attend to qualifying training requests on a quarterly basis and provide feedback on application status within five working days after the training committee meeting
- circulate bilateral agreement courses within two (2) days upon receipt

provide recommendations on requests for access arrangements and special considerations for learners with diverse needs annually and at all times as needs arise.

# When you communicate with us, please provide the following information:

- Your full name
- Postal address/ email address/ telephone number/fax number •
- Provide a clear description of your particular concern/s or need/s •
- Keep a record of the issue at stake and the person in our Directorate whom you dealt • with as well as the date and the time of the communication to improve our services.

**The Executive Director** Ministry of Education, Arts & Culture Government Office Park, Luther Street Private Bag 13186, Windhoek Namibia

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