REPUBLIC OF NAMIBIA

FOLLOW-UP PERFORMANCE AUDIT REPORT

WITHIN THE MINISTRY OF EDUCATION, ARTS AND CULTURE ON THE DELAY IN THE REMUNERATION OF TEACHERS

FOR THE FINANCIAL YEAR ENDED 2012/2013, 2013/2014, 2014/2015

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REPUBLIC OF NAMIBIA

TO THE HONOURABLE SPEAKER OF THE NATIONAL ASSEMBLY

I have the honour to submit herewith my follow-up performance audit report within the ministry of education, arts and culture on the delay in the remuneration of teachers for the financial year ended 2012/2013, 2013/2014, 2014/2015, in terms of Article 127(2) of the Namibian Constitution. The report is transmitted to the Honourable Minister of Finance in terms of Section 27(1) of the State Finance Act, 1991, (Act 31 of 1991) to be laid upon the Table of the National Assembly in terms of Section 27(4) of the Act.

JUNIAS ETUNA KANDJEKE
AUDITOR-GENERAL

WINDHOEK, July 2017

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ABBREVIATIONS

ABBREVIATION	**EXPLANATION**
MOBESC	Ministry of Basic Education, Sport and Culture
MEAC	Ministry of Education, Arts and Culture
MOF	Ministry of Finance
OAG	Office of the Auditor-General
HRP	Human Resource Practitioner
TSC	Teachers Service Committee

AUTHORS:
C. LINKS - AUDITOR
J. MUKWENDJE - AUDITOR
G. NELWAMONDO – CHIEF AUDITOR

Executive Summary

The Office of the Auditor-General is authorized to carry out performance audits in terms of Section 26 (1) (b) (iv) of the State Finance Act, (Act 31 of 1991) which reads as follows: (The Auditor-General) "may investigate whether any moneys in question have been expended in an efficient, effective and economic manner". The purpose of the follow-up audit is to provide Parliament with timely information on the audited entity's, operations and to determine the progress made by the audited entity based on the Auditor General's report that was tabled on 28 September 2005.

The main audit report covered the period from April 1999 to March 2002. The audit focused on the Directorate of General Services within the Ministry of Education, Arts and Culture as the audit object. The audit revealed that there are delays in the processing of salary related documents, which further leads to the delay in the payment of teachers' salaries.

The major findings, conclusions and recommendations revealed by the follow-up audit were the following:

1. The audit found that required documentations are submitted through the approved channels which is Teacher-Principal-Inspector-Director. However, the audit also found that there are instances where it may not be necessary to go through this channel. The audit found that there are no stipulated due dates within each stage of the channel and therefore could not determine if there are any delays within the approved channel.

2. The Ministry of Education, Arts and Culture (MOE) vacancy circular list is managed by the Human Resource Practitioners in the regions as it was decentralized to regions from September 2012. The audit found that adherence to the schedule for positions advertised in this circular list is inconsistent. The strict adherence to manage and follow vacancy circular list is challenged by other priority adhoc duties that the personnel officials must undertake.

3. The audit found that Human Resource Practitioners are not provided with a prescribed time frame to spend on the processing of personnel documents in order to speed up the processing of personnel documents of teachers in their offices. Without a prescribed time frame, Human Resource Practitioner may work at their own pace which may result in missing of deadlines and consequently lead to a delay in salary payment to teachers.

4. The audit team requested documents from the audit entity, however, for the duration of the audit, the audit team was only provided with the approved structure for Khomas region only. The audit team could also not be provided with the 15th day statistics for regions visited.

5. The audit team requested documents i.e. the payroll timetable used by the MEAC, which was submitted to the MOF by the audit entity, however, for the duration of the audit, the audit team was not provided with the necessary documents. Thus, the audit team cannot answer on the above recommendation.

6. Interviews and documents reviewed indicated that teachers are encouraged to open personal bank accounts.

Conclusions

1. The absence of a prescribed time frame within the approved channel could render the inefficient.
2. The non-adherence to follow the vacancy circular list renders the appointment process within the MOE inefficient with consequences of lengthy delays.
3. The absence of a prescribe time frame for the Personnel Officials hampers the processing of the required personnel documents for teachers with minimal delays.
4. The audit team requested documents from the audit entity, however, for the duration of the audit, the audit team could only be provided with the approved structure for Khomas region only. The audit team could also not be provided with the 15th day statistics for regions visited and therefore could not conclude if the approved structure was re-evaluated taking into consideration the teachers population.
5. The audit team requested documents i.e. the payroll timetable used by the MOE, which was submitted to the MOF by the audit entity, however, for the duration of the audit, the audit team was not provided with the necessary documents.
6. The Ministry of Finance should also adhere to their approved time-table and not accept submissions made by the Ministry of Basic Education, Sport and Culture after the set dates as per the afore-mentioned time-table.
7. The Ministries are sensitizing teachers regarding the opening of bank accounts

Recommendations

1. The MOE should put in place measures that will ensure the implementation of its recommendations on the information sharing meetings with stakeholders on the recruitment policy framework. Furthermore, MOE should ensure that the Human Resource Practitioner (HRP) minimize or mitigate non-adherence to schedule/vacancy circular and strictly follow and manage it.
2. MOE should put in place a mechanism to provide HRP as well as the Accountants in the salary Offices at Head Office and Regional Offices with a prescribe internal time frame for the processing of required documentation. The time frame should be aligned with the already set time table by Ministry of Finance to ensure effective and efficient operations within the salary and the personnel operations respectively.

3. MOE should ensure that in creation of posts on the establishment of the Directorates and the application of the norms for the salary offices they do away with the imbalances in the staff ratio to ensure effective and efficient operations.
4. The MOE should put in place controls to ensure timely and improved coordination to mitigate challenges faced for the smooth transition from cheque to EFT payment mode on the Integrated Financial Management System.

COMMENTS RECEIVED FROM THE MINISTRY OF EDUCATION, ARTS AND CULTURE

Comments have been received from the Ministry and are included in chapter 2 of this report.

CHAPTER 1- INTRODUCTION

The purpose of the follow-up audit is to provide Parliament with timely information on the audited entity's, operations and to determine the progress made by the audited entity on the implementation of the recommendations made in the Auditor-General's Report.

The report focuses on the payment of salaries for teachers within the Ministry of Basic Education, Sport and Culture. The audit mainly focussed on the divisions Personnel Administration and Financial Management that currently falls under the Directorate of General Services at Head Office. At the Regional offices, the audit concentrated on the current sections, Personnel Administration and Financial Management, which fall under the subdivision General Services.

1.1.The Historical Background of Audit Object

The main audit report covered the period of the financial years from 1999-2002 and focused on the Directorate General Services within the Ministry of Basic Education, Sport and Culture.

The main audit focused on the payment of salaries for teachers within the Ministry of Basic Education, Sport and Culture. The audit mainly focused on the Divisions Personnel Administration and Financial Management that falls under the Directorate of General Services at Head Office. At the Regional Offices, the main audit concentrated on the sections Personnel Administration and Financial Management Division, which falls under the sub-division General Services.

1.2 Main Objective of the Human Resources Division

The main objective of the Human Resources Division is to ensure effective human resource administration and to ensure that Public Service rules are implemented uniformly in the Regional office as well as in the Head Office.

The aim of the Financial Management Division is to render effective and efficient financial services to all the Directorates and their personnel under the control of the Permanent Secretary, at Head Office.

The Ministry of Basic Education, Sport and Culture has undergone a name change and is now called the (MEAC) Ministry of Education, Arts and Culture. The MEAC now has Regional Offices within the Regional Councils in each of the fourteen educational regions.

1.3 The Ministry's Mission Statement

The Ministry of Education, Arts and Culture is committed to provide accessible and equitable quality education and training for skilled, productive and competitive nation.

1.4 Design of the follow-up audit

1.4.1 The audit object

The Directorate General Services within the Ministry of Education, Arts and Culture is the audit object.

1.4.2 Time and geographical limits

The follow-up audit covers three financial years of 2012/13, 2013/14 and 2014/15 in order to establish trends in the system for comparison purposes.

The MEAC has fourteen regional educational offices and three of these were visited. They are Khomas, Kavango East and Kavango West.

1.4.3 Methods of data collection

The following methods of data collection were used to carry out the follow up audit:

Interviews

The following staff were interviewed:

- Director (Programmes and Quality Assurance) x 1
- Inspectors of Education x 3
- HR Practitioners x 2
- Teachers x 21
- Principals x 5
- Chief Accountants x 2
- Accountant x 1
- Senior Accountants x 2
- Chief HR Practitioner x 1
- Senior HR Practitioner x 1

Document analysis

The following documents were analysed:

- Assumption of duty
- Appointment letters
- Appointment advices
- Pay slips
- MEAC Circular - Subject: Organization & Establishment of the Ministry of Education (MEAC) & Regional Directorates of Education
- 15th Day Statistics

All information received was analysed to determine whether the recommendations have been implemented or not, if not what were the reasons.

CHAPTER 2 FINDINGS

2.1 General Finding

The auditors managed to obtain the assumption of duty documents for the teachers that were appointed during the period under review from three of the schools visited. This information from the regional offices visited was used to determine when the teachers received their first salaries. An analysis from a sample of 31 teachers' files indicated the time it took for teachers to receive their first salary payments as illustrated in table 1 below:

Table 1: Time it took Teachers to receive first salary

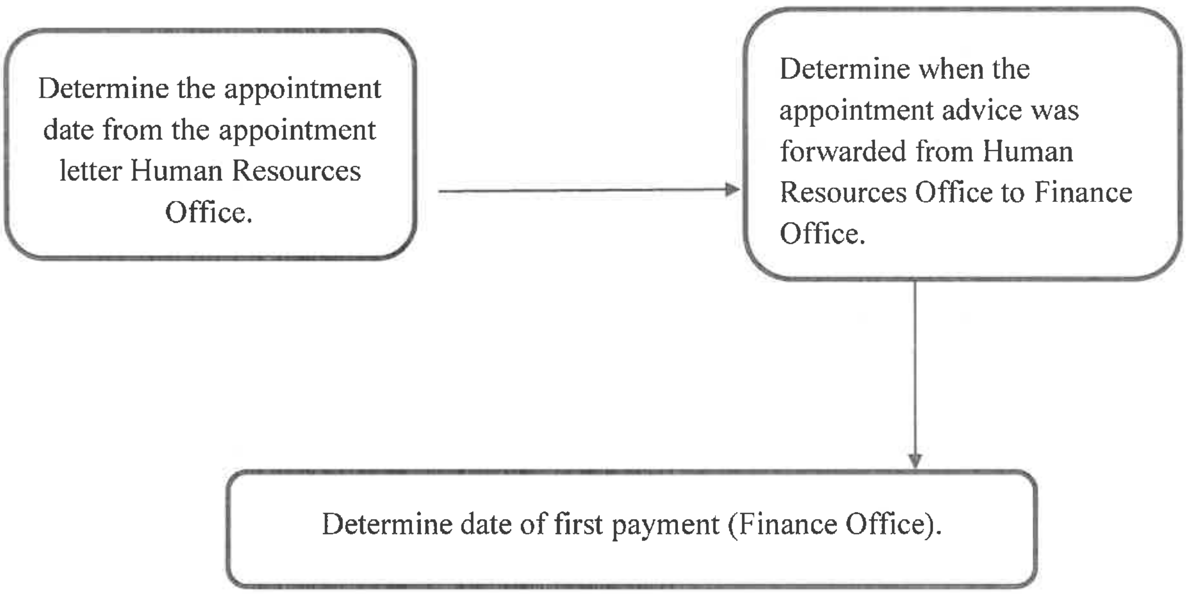
Source: Auditors own analysis

Period it took to receive first salary payment	Sample Size	Number of teachers	Percentage
1 month	31	8	25.8
2 months	31	8	25.8
3 months	31	8	25.8
4+ months	31	7	22.6
TOTAL			**100**

From interviews conducted in the Kavango region, the auditors learned that the MEAC is experiencing a challenge with the system that goes on and off. For example when they experienced power features, the system can only possibly resume the following day.

The auditors intended to perform a walk through test as per the flow chart below:

Chart 1



However, at the time of finalizing this report, only some documents i.e. appointment letters and appointment advices from two regions were provided to the audit team. Other documents required i.e. documents indicating the date of first payment were still not provided. The objective of this walkthrough test was to determine how long it took the sampled teachers to receive their first salary. Due to the non-submission of the requested documentation, the audit team could not completely perform the walk through test and therefore could not determine and confirm where the delay in the system is.

2.2. The Auditor-General's (AG) report recommended that Human Resource Practitioners at Regional level should not accept documentation from all stakeholders who did not follow the approved channels

The audit found that documentation is now being submitted through the approved channels, which is Teacher – Principal – Inspector – Director. However, the audit also found that there are instances where it may not be necessary to go through this channel. For example, when there is an outstanding document at regional office for a teacher, the Human Resource Practitioners may call the teacher directly and instruct them to submit the specific document directly to the Human Resource Practitioners to avoid further delays.

The audit further found that there are no stipulated due dates within each channel and could therefore not determine if there are any delays within the approved channel.

2.3 The Auditor-General's (AG) report recommended that the schedule for positions advertised in the MBESC vacancy circular list, should be strictly followed and managed by the Human Resource Practitioners who is the organizing body in the appointment process

The MEAC vacancy circular list is managed by the Human Resource Practitioners in the regions as it was decentralized to regions from September 2012. The audit found that the adherence to the schedule for positions advertised in the vacancy list circular is inconsistent. Human Resource Practitioners stated that at the time of managing the schedule they are also tasked to attend to other duties and programmes such as processing incentives or instructed by OPM (Office of the Prime Minister) to prioritize their attention to providing statistics first.

According to the Human Resource circular No 1 of 2017, a concern was raised by the regions that there are delays in filling of posts by Teaching Service Committee (TSC) and its Secretariat. In a report issued on 28 September 2015 regarding the recommendations for filling of promotional posts at schools in the teaching service the following matters were identified.

- Delays exist in the recruitment from the date when a post became vacant until the assumption of duty at all regions. See Annexure 1. The information on the filling of Principals and Head of Department positions shows that there was a delay of 37 out of 42 principals which represents 88% and 40 out of 42 Head of Department which represents 95respectively. A mere 12% principals and 5% Head of Departments positions were not delayed.
- Incomplete/ non-submission to the TSC for recommendation through the Permanent p (PS) Office.
- Delays in the submitting outstanding documents to the TSC.

2.4. The Auditor-General's (AG) report recommended that Human Resource Practitioners should be given a prescribed time frame to spend on the processing of personnel documents like, appointment advices and advices for salary adjustments, in order to speed up the processing of personnel documents of teachers in their offices

The audit found that Human Resource Practitioners are not provided with a prescribed time frame for processing of personnel documents such as appointment advices and advices for salary adjustments, in order to speed up the processing of personnel documents of teachers in their offices. The interviewees stated that if there is a prescribed time frame they are not aware of it.

Without a prescribed time frame, personnel staff may work at their own pace which may result in missing cut off dates and consequently lead to a delay in salary payment to teachers.

Comments from the Ministry states that the Ministry took note of the recommendation and agrees that no prescribe time frame is in place to spend on appointment advices and advices for salary adjustment.

2.5 The Auditor-General (AG) report recommended that the Ministry of Education, Arts and Culture should revise the allocation of the accountants at Salary offices from the overstaffed to understaffed Educational Regions in order to do away with the imbalance in the staff ratio

The audit team requested documents from the audit entity, however, for the duration of the audit, the audit team could only be provided with the approved structure for the Khomas region. The audit team could also not be provided with the 15th day statistics for the regions visited.

The documents requested were:
- Approved staff structure (filled and vacant positions) for the period under review; and
- 15th day statistics for Khomas, Kavango East and Kavango West.

The Organizational and establishment document provided by the Ministry regarding, the creation of posts for the Directorate of Education for the Khomas region of 2015, indicates that the adjustment to the establishment results from the increase of learner numbers, the continuous expansion of existing schools and the ongoing demand for more schools. It further stated that the current staff compliment as per the approved provision norm of August 2006 for the Khomas Education Directorate is no longer sufficient.

Henceforth, the Ministry re-evaluated its current norm and in October 2015 requested (Ref. S/2/1/2/2/6) only for the posts that meet the norm requirements to be created for the Khomas region.

The norm for the ratio between Accountant and salary files is 1/500 meaning that for every 500-salary files only one Accountant is needed. The document further indicates that the Accounts Assistants is renting support to the Accountant in the accounts maintenance, the bookkeeping of financial transactions, clerical and accounting.

The following amendments on the existing organization and establishment of the Directorate of Education for the Khomas Region with effect from 1 March 2016 are illustrated in the table below:

Table 2 Structure for the section Salaries and Allowances

Name	Total Needed	Positions	Additional positions
Grade 7 (Senior Accountant)	3	1	2
Grade 8 (Accountant)	9	3	6
Grade 11 (Accounts Assistants)	3	0	3
Grade 6 (Chief Accountant)	1	1	0

Source: Organizational Structure provided by the Auditee

The auditors were not provided with the 15 day statistics and therefore could not determine if the approved structure was re-evaluated taking into consideration the teachers' population.

2.6 The Auditor-General's (AG) report recommended that accountants in the Salary Offices at Head Office and Regional Offices should adhere to the timetable as set out by the Ministry of Finance (MoF) to ensure efficiency and effectiveness in the salary operations of the Ministry of Basic Education, Sport and Culture

The audit team requested documents i.e. the payroll timetable used by the MEAC, which was submitted to the MoF by the audit entity, however, for the duration of the audit, the audit team was not provided with the necessary documents. Thus, the audit team cannot answer on the above recommendation.

Comments by the Ministry states that the Ministry adheres to the time table as set out by the Ministry of Finances however there is no internal time table hence the recommendation to implement such is accepted.

2.7. The Auditor-General's (AG) report recommended that the Ministry of Finance should also adhere to their time-table and not accept submissions made by the Ministry of Basic Education, Sport and Culture after the set dates as per the afore-mentioned time-table

The audit team requested documents i.e. submission registers for payroll timetable from the audit entity, however, for the duration of the audit, the audit team was not provided with the necessary documents. Thus, the audit team cannot answer on the recommendation, as mentioned above.

2.8 The Auditor-General's (AG) report recommended that the Ministry of Basic Education, Sport and Culture should encourage teachers to open personal bank accounts and should explain the importance of having a bank account for salaries

Interviews and documents review indicated that teachers are encouraged to open personal bank accounts.

According to an official correspondence from the Ministry of Education on the Industry Proposed Cheque Phasing out Strategy. All Directorates were urged to ensure that individuals to whom payments are due, have submitted banking details for payments to be made by means of electronic funds transfer as all cheque payments will be faced out by 30 April 2017.

CHAPTER 3 CONCLUSIONS

1. **Acceptance of documentation from all stakeholders outside of the approved channels**

The absence of a prescribed time frame within the approved channel could render the inefficient processing of personnel documents.

2. **The strict adherence to the schedule for positions advertised in the MOE vacancy circular list**

The non-adherence to follow the vacancy circular list renders the appointment process within the MOE inefficient with consequences of lengthy delays.

3. **Human Resource Practitioners should be given a prescribed time frame to spend on the processing of personnel documents**

The absence of a prescribed time frame for the Personnel Officials hampers the processing of the required personnel documents for teachers with minimal delays.

4. **Revise the allocation of the accountants at Salary offices from the overstaffed to understaffed Educational Regions**

The non-provision of requested documentation during the audit resulted that the auditors could not conclude if the approved structure was re-evaluated taking into consideration the teachers population.

5. **Accountants in the Salary Offices at Head Office and Regional Offices should adhere to the timetable as set out by the Ministry of Finance (MoF)**

The absence of an internal time frame that is aligned with the time table already set by Ministry of Finance will hamper the effective and efficient operations within the salary office's operations.

6. **The Ministry of Finance should also adhere to their approved time-table**

The audit team requested documents i.e. submission registers for payroll timetable from the audit entity, however, for the duration of the audit, the audit team was not provided with the necessary documents. Thus, the audit team could not conclude on the recommendation.

7. **Encourage teachers to open personal bank accounts**

The Ministry is sensitizing teachers regarding the opening of bank accounts.

CHAPTER 4 RECOMMENDATIONS

4.1. Acceptance of documentation from all stakeholders outside of the approved channels and the provision of prescribed time frame to spend on the processing of personnel documents

The Ministry of Education, Arts and Culture should produce a prescribed time frame within the approved channel to strengthen the processing of personnel documents.

4.2. The strict adherence to the schedule for positions advertised in the MBESC vacancy list

The MEAC should put in place measures that will ensure the implementation of its recommendation on the information sharing meetings with stakeholders on the recruitment policy framework. Furthermore, MEAC should ensure that Human Resource Practitioners minimize or mitigate non-adherence to strictly follow and manage the schedule /vacancy circular list.

4.3. Human Resource Practitioners (HRPs) and Accountants at Heads Office and Regional Offices should be given a prescribed time frame to spend on the processing of personnel documents

MEAC should put in place a mechanism to provide HRPs as well as the Accountants in the salary Offices at Head Office and Regional Offices with a prescribed internal time frame for the processing of required documentation. The time frame should be aligned with the already set time table by the Ministry of Finance to ensure effective and efficient operations within the salary and the personnel operations respectively.

4.4. Revision on the allocation of the Accountants at Salary offices from the overstaffed to understaffed Educational Regions

MOE should ensure that in creation of posts on the establishment of the Directorates and the application of the norms for the salary offices they do away with the imbalances in the staff ratio to ensure effective and efficient operations.

4.5. Encourage teachers to open personal bank accounts

The MOE should put in place controls to ensure timely and improved coordination to mitigate challenges faced for the smooth transition from cheque to EFT payment mode on the Integrated Financial Management System.

Filling of Positions for Principals and Head of Department

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
Erongo	Head of Department	4 months &19 days	3 months, 21days	12 days	8 months & 22 days		
	Head of Department	5 months & 19 days	2 months, 15days	19 days	8 months & 22 days		
	Head of Department	5 months & 19 days	2 months, 16 days	27 days	9 months & 2 days		
	Principal	8 months & 3 days	4 months	1 month &12 days	1 year, 2 months & 15 days	8 MONTHS	
	Principal	1 year & 9 months, 3 days	4 months	1 month & 21 days	2 years, 2 months & 24 days		
	Principal	6 months & 25 days	2 months & 22 days	1 month & 3 days	10 months & 20 days		
Hardap	Head of Department	3 months & 14 days	5 months & 15 days	13 days	9 months & 12 days		
	Head of Department	2 months & 14 days	21 days	19 days	3 months & 4 days		
	Head of Department	1 year, 1 month & 14 days	1 month & days	19 days	I year, 3 months & 21 days		
	Principal	4 months & 14 days	5 months & 29 days	1 month & 6 days	11 months & 19 days		
	Principal	14 days	5 months & 29 days	1 month & 6 days	7 months & 19 days		
	Principal	14 days	5 months & 29 days	1 month & 6 days	7 months & 19 days		
Kavango East	Head of Department	5 days	5 months & 20 days	1 month & 20 day	7 months & 15 days		
	Head of Department	1 month & 14 days	10 months & 9 days	1 month & 1 days	1 year & 24 days		
	Head of Department	1 month & 14 days	6 months & 11 days	1 month & 9 days	9 months & 4 days		
	Principal	10 months & 22 days	4 months & 5 days	1 month & 17 days	1 year, 4 months & 14 days		

Filling of Positions for Principals and Head of Department (*Continued*)

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
	Principal	3 months & 20 days	4 months & 5 days	1 month & 17 days	9 months & 12 days		
	Principal	3 months & 20 days	4 months & 5 days	3 month & 6 days	11 months & 1 day		
Kavango West	Head of Department	1 month & 16 days	4 months & 29 days	1 months & 8 days	7 months & 23 days		
	Head of Department	3 months & 25 days	4 months & 7 days	1 months & 13 days	8 months & 15 days		
	Head of Department	1 year, 3 months & 22 days	3 months & 6 days	25 days	1 year, 7 months & 23 days		
	Principal	6 months & 22 days	4 months & 11 days	3 month & 1 days	11 months & 4 days		
	Principal	1 month & 16 days	5 months & 26 days	3 month & 21 days	11 months & 3 days		
	Principal	3 months and 25 days	3 months & 23 days	I year, 1 month & 1 day	1 year,7 months &19 days		
Khomas	Head of Department	3 moths & 18 days	3 months & 8 days	5 months & 21 days	1 year & 17 days		
	Head of Department	26 days	3 months & 12 days	6 months & 15 days	10 months & 3 days		
	Head of Department	*	5 months & 24 days	5 months	10 months & 24 days		
	Principal	6 months & 20 days	2 months & 21 days	1 month & 19 days	11 months		
	Principal	2 months & 6 days	3 months & 28 days	3 months & 21 days	10 months & 3 days		

Filling of Positions for Principals and Head of Department (*Continued*)

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
	Principal	1 year, 1 month & 26 days	3 months & 28 days	1 month & 6 days	1 year, 6 months & 19 days		
Kunene	Head of Department	41 days	2 months & 20 days	1 month & 6 days	1 year, 1 month & 9 days		
	Head of Department	6 months & 15 days	6 months & 8 days	10 months & 8 days	1 year, 1 month & 18 days		
	Head of Department	3 years, 2 months & 14 days	9 months & 9 days	1 months & 20 days	4 years, 1 month & 13 days		
	Principal	1 month & 14 days	4 months & 8 days	7 months & 4 days	1 year & 26 days		
	Principal	1 month & 14 days	4 months & 8 days	5 months & 23 days	11 months & 15 days		
	Principal	1 month & 14 days	4 months & 8 days	5 months & 23 days	11 months & 15 days		
//Karas	Head of Department	10 months & 19 days	2 months & 23 days	1 month & 8 days	1 year,2 months & 20 days		
	Head of Department	*	2 months & 3 days	1 month & 10 days	3 months & 13 days		
	Head of Department	10 months & 19 days	2 months & 22 days	1 month & 9 days	1 year, 2 month & 20 days		
	Principal	2 months & 24 days	2 months & 28 days	28 days	6 months & 20 days		
	Principal	1 month & 2 days	1 month & 18 days	1 month & 1 day	3 months & 21 days		
	Principal	*	2 months & 10 days	3 days	2 months &13 days		
Ohangwena							
	Head of Department.	5 days	2 months & 17 day	1 month & 11 days	4 months & 3 days		
	Head of Department.	2 months & 7 days	3 months	3 months & 9 days	8 months & 16 days		

Filling of Positions for Principals and Head of Department (*Continued*)

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
	Head of Department.	6 months & 11 days	5 months & 5 days	1 month & 20 days	1 year, 1 month & 6 days		
	Principle	*	4 months & 8 days	2 months	6 months & 8 days		
	Principle	11 days	6 months & 17 days	1 month & 10 days	6 months & 8 days		
	Principle	*	4 months & 21 days	1 month & 20 days	6 months & 12 days		
Omaheke	Head of Department.	6 months & 25 days	4 months & 4 days	1 months & 3 days	1 year & 2 days		
	Head of Department.	6 months & 25 days	4 months & 4 days	1 month & 3 days	1 year & 2 days		
	Head of Department.	6 months & 25 days	4 months & 4 days	1 month & 3 days	1 year & 2 days		
	Principle	6 months & 24 days	4 months & 20 days	2 months & 21 days	1 year, 2 months & 65days		
	Principle	6 months & 27 days	4 months & 14 days	1 month & 22 days	1 year , 1 months & 3 days		
	Principle	6 months & 27 days	4 months & 14 days	22 days	1 year & 3 days		
Omusati	Head of Department.	1 month & 20 days	4 months & 7 days	1 month & 26 days	7 months & 23 days		
	Head of Department.	19 days	2 months & 22 days	2 months & 19 days	6 months		
	Head of Department.	*	2 months & 11 days	1 month & 19 days	4 months		
	Principle	1 month & 15 days	4 months & 2 days	1 month & 27 days	7 months & 14 days		
	Principle	*	16 days	1 month & 27 days	2 months & 14 days		

Filling of Positions for Principals and Head of Department (*Continued*)

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
	Principle	*	3 months & 19 days	1months & 24 days	5 months & 13 days		
Oshana	Head of Department.	14 days	5 months	2monts & 8 days	7 months & 22 days		
	Head of Department.	1 year & 1 month	5 months & 3 days	1 month & 25 days	1 year, 7 months & 22 days		
	Head of Department.	6 months & 14 days	2 months & 29 days	1 month & 29 days	11 months & 12 days		
	Principle	7 months & 1 day	2 months & 12 days	6 months & 5 days	1 year, 3 months & 18 days		
	Principle	*	4 months & 7 days	2 months& 24 days	7 months & 1 day		
	Principle	*	2 months & 4 days	3 months & 2 days	5 months & 6 days		
Oshikoto	Head of Department.	21 days	2 months& 2 days	20 days	3 months & 6 days		
	Head of Department.	11 months & 2 days	3 months & 2 days	1 month	1 year, 9 months & 23 days		
	Head of Department.	23 days	6 months & 4 days	26 days	1 year & 3 days		
	Principle	6 months & 15 days	3 months & 11 days	2 months	1 year, 1 month & 27 days		
	Principle	27 days	7 months & 3 days	3 months & 2 days	9 months		
	Principle	*	2 months & 10 days	3 days	2 months & 13 days		
Otjozondjupa	Head of Department.	*	3 months & 1 day	3 months & 11 days	6 month & 12 days		
	Head of Department.	3 months & 18 days	3 months & 7 days	1 month & 25 days	8 months & 21 days		
	Head of Department.	3 months & 18 days	3 months & 1 day	3 months &1 day	9 months & 20 days		
	Principle	4 months & 21 days	3 months & 1 day	1 month	10 months & 1 day		

Filling of Positions for Principals and Head of Department (*Continued*)

Region	Post	# of years/months/days	# years/ months/date	Date approved by Director /PS	Total # of years/months/days	Principal	HOD
		Vacant -advertise	Vacant-advertise-interview			4 Months & 2 DAYS	2 MONTHS & 7 DAYS
	Principle	*	4 months & 10 days	2 months	10 months & 1 day		
	Principle	*	2 months & 17 days	1 month & 16 days	4 months & 3 days		
Zambezi							
	Head of Department.	NA	2 months & 14 days	1 month & 8 days	3 months & 22 days		
	Head of Department.	NA	1 month & 22 days	13 days	2 months & 5 days		
	Head of Department.	NA	1 month & 24 days	12 days	2 months & 6 days		
	Principal	NA	2 months & 29 days	1month & 4 days	4 months & 3 days		
	Principal	NA	6 months & 5 days	1 month & 23 days	7 months & 28 days		
	Principal	NA	5 months & 18 days	1 month & 19 days	7 months &7 days		
						6/42 = 14%	**2/42 = 5%**