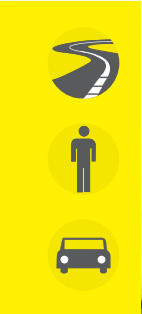




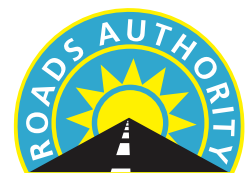
ROAD NETWORK

The Official Newsletter of the Roads Authority
EDITION 01 | **March 2017**



IN THIS ISSUE:

- NaTIS opening | **PAGE 03**
- Launch of RRS | **PAGE 05**
- Performance management system | **PAGE 17**



SAFE ROADS TO PROSPERITY

01

VISION

A sustainable road sector, which is ahead of national and regional socio-economic needs in pursuit of Namibia's Vision 2030

MISSION

Manage a safe and efficient national road network to support economic growth

VALUES

Innovation, Service Excellence, Open Communication, Good Governance, Quality, Teamwork, Commitment

CONTENTS:

From the Editor	02
NaTIS opening	03
Launch of RRS	05
Ismael Interview	07
RA Year End Function	09
KM Marker	11
Get to know your colleague	12
Inspiration Corner	14
Vox Pops (Plans for the new year)	15
PMS	17

"Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved."

- Mattie Stepanek

MESSAGE FROM THE EDITOR



"The only way to do great work is to love what you do. If you haven't found it yet, keep looking - don't settle!"

- Steve Jobs

Dear Colleagues,

I recently saw a clip that altered my view on gratitude and life in general. We tend to equate happiness to success and earthly possessions. What I have learned from that clip is that happiness is not found in any one particular moment or item, but it is found when you are content with what you have and you are grateful for it. I have the pleasure of meeting people from all walks of life in my profession and I have realised that you are responsible for your own happiness.

It's admirable to see that many colleagues are working towards achieving their dreams. Dreams can take years, or even decades to realise. The secret is to not give up, but rather to celebrate each step you take towards the goal.

Talking about achieving your dreams, we spoke to a few colleagues about what they have learned in the past year and their plans for the new year. Read more about that on page 15.

The RA is an organisation where all staff members are given opportunities to learn and to advance in their careers.

We caught up with Ismael (page 07) who completed his training in Lesotho last year as part of an agreement between the RA and its counterpart in Lesotho.

We have our usual *Get To Know Your Colleagues* feature (page 13) and Mr Theo Ndenge once again enlightens us on the progress of the *Performance Management System* (page 17).

If you would like to contribute to the newsletter and/or have suggestions on what to include in future editions, kindly contact us via email at pr@ra.org.na.

Till next time always remember that you are special and no one else has to believe it but you!

Hileni Fillemon
EDITOR

03

HONOURABLE ALPHEUS !NARUSEB OPENS OKAHANDJA NaTIS ONE-STOP CENTRE AND NKURENKURU NaTIS OFFICE



Hon. Alpheus !Naruseb flanked by Ms Hileni Kaifanua: RA Board Chairperson (R) and Mr Isaskar Katuu, Section Leader: Okahandja NaTIS Centre

In line with its Customer Service Charter, which was launched two years ago to improve service delivery, the RA opened a NaTIS One Stop Centre at Okahandja and a NaTIS office in Nkurenkuru in the Otjozondjupa and Kavango West regions respectively.

The Okahandja NaTIS Centre was upgraded to a fully-fledged NaTIS One Stop Centre. This centre was upgraded to the required standards to cater to more customers. In the same vein, the RA established a NaTIS office at Nkurenkuru. This office will only offer over the counter services, which include vehicle registration and licensing as well as learner licence testing.

Honourable Alpheus !Naruseb, Minister of Works and Transport, who officiated at both inaugural ceremonies, emphasised that

the establishment and upgrading of these testing centres will contribute enormously to effective and efficient service delivery.

“These new offices will bring much needed NaTIS services closer to people, as well as relieve pressure off some existing centres that are congested,” he remarked.

Speaking at the Okahandja NaTIS opening, he said: “This newly upgraded centre will stop the residents of Okahandja from travelling to Windhoek for NaTIS services. Not only will it save our people travelling costs, but it will also decrease the congestion at the Windhoek NaTIS centres.”



Hon. !Naruseb unveiling the plaque at Okahandja NaTIS Centre



Mr Melvin van Wyk, Divisional Manager of TIRS catching up with the Mayor of Okahandja, His Worship Congo Hindjou

..... Honourable !Naruseb also asserted at the opening of the Nkurenkuru NaTIS office that the Kavango West region is a newly established region with Nkurenkuru as its regional capital. Hence, before the establishment of this office, the Rundu NaTIS One Stop Centre catered to both the Kavango East and West regions. The community in this area had to travel approximately 200 kilometres to and from Rundu for NaTIS services.

"I am, therefore, very happy and proud to announce that our people will no longer have to travel to Rundu for over-the-counter services," !Naruseb affirmed.

Speaking at the same event, Honourable Sirkka Ausiku, Governor of Kavango West, in her welcoming remarks extended a congratulatory message to the Minister for taking NaTIS services closer to the people of the Kavango West region.

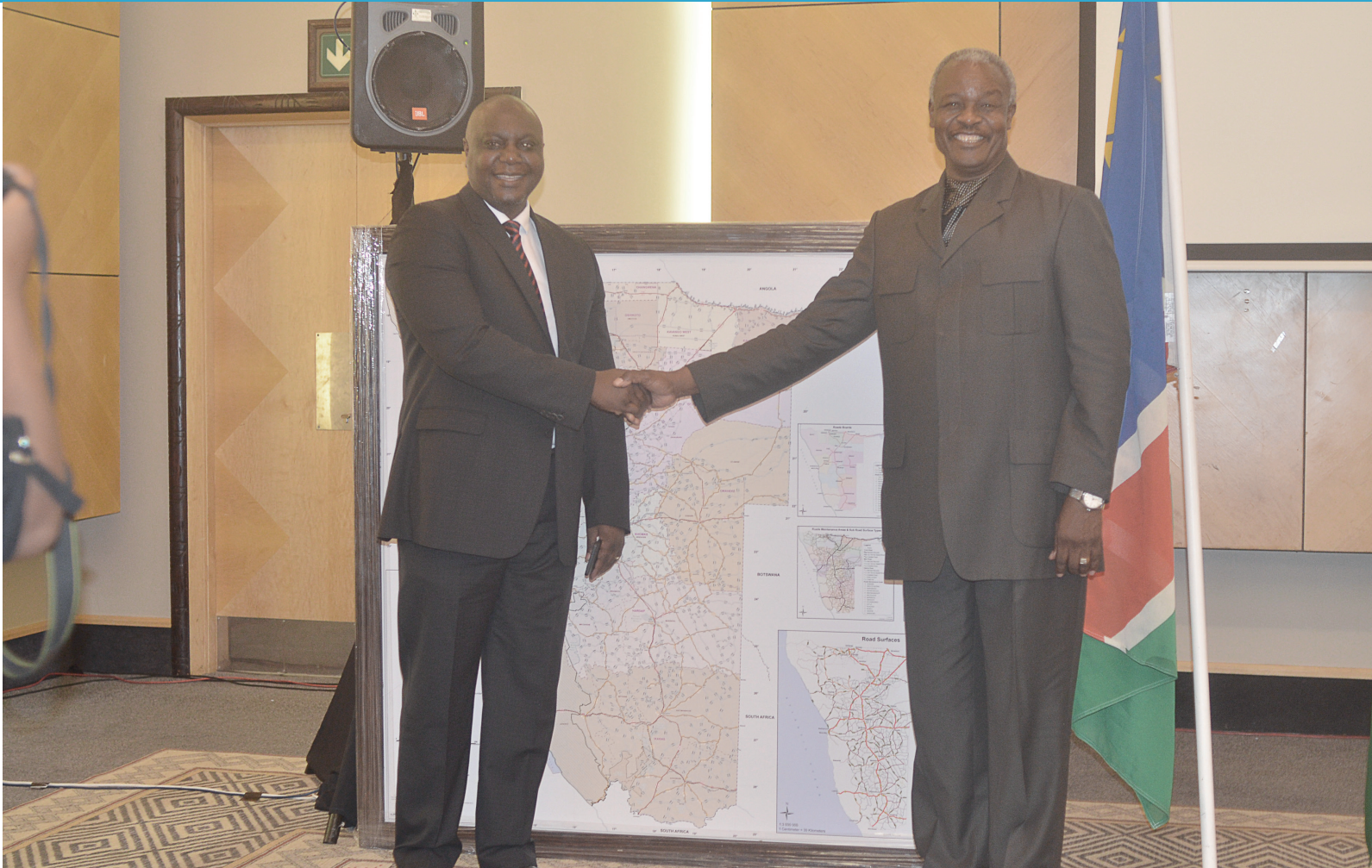
"I would like to take this opportunity and thank Honourable !Naruseb for officially bringing NaTIS to Kavango West region, particularly Nkurenkuru town. The inhabitants of the region will now have access to NaTIS services without driving 260km to and from Rundu," the Governor stated.

She further added that the establishment of the NaTIS Nkurenkuru office will usher and create employment within the transport business of this region: "As you all can see, we don't have taxis in town; as a result, our community members walk long distances within Nkurenkuru town and even outside its boundaries. I hope that from next week we will not be on foot anymore as taxi transport will be available to take us around the town, transporting our learners to schools."

In conclusion, the Governor further requested the people of Kavango West region and the Namibian nation at large to always do the right thing, by applying for NaTIS services using the correct procedures and only with authorised NaTIS officials.

05

RA LAUNCHES ROAD REFERENCING SYSTEM (RRS)



Hon. !Naruseb congratulating Mr Conrad M. Lutombi, RA CEO, on the launch of the RRS

..... The RA launched a Road Referencing System (RRS) at an event that was attended by Honourable Alpheus !Naruseb, Minister of Works and Transport, and other key stakeholders in the road construction industry. The RRS is a computerised location-referencing system for the total road network of Namibia, and it is operated as a sub-system of the RA Integrated Road Management System (RMS).

The RMS of the RA has been developed to assist the RA with the management of the national road network of 48,327km. This is a unique provision that ushered Namibia to the forefront of road asset management system development and implementation.

The main function of the RRS is to provide the RA with one process through which all road network features, attributes and data may be referenced, including road names, numbers,

start and end of roads, the district location and the region. In addition, accurate maps of the road network using geographical information systems will be produced at least once a year and distributed to all stakeholders.

The launch of the RRS was officiated by Honourable Alpheus !Naruseb, Minister of Works and Transport, at the Windhoek Country Club Resort in Windhoek last year. "This project is a big milestone not only for the RA, but the whole country, as it provides the backbone to proper planning and management of all road related projects in Namibia. This is a clear testimony that the RA is indeed making significant strides towards fulfilling its mission, which is to manage a safe and efficient national road network to support economic growth", the Minister commented.

A presentation about the RMS was done by the Divisional Manager: RMS, Ms Sophia Tekie, and a presentation with a demonstration on the RRS was done by the Acting Senior Engineer, Ms Fanueline Karaerua at this occasion.

This system is a major milestone not only for RA, but also the country as a whole as it concerns safety and local referencing systems for towns to be developed in the future. This also facilitates the erection of permanent KM markers throughout the bitumen road network so that all accidents can be reported using a reference location.

The RRS is now enabled and all stakeholders can benefit from this significant technologically advanced enhancement and its impact. Furthermore, the launch has served as a platform for the input and exchange of technology and ideas in how to cover all our stakeholders' specific needs.

The RA is the custodian of the RRS on behalf of the Namibian Government and this web-based system is one of its kind in the SADC region.



Ms Sophia Tekie, Divisional Manager: RMS and her colleagues from RMS were joined by RA staff members and stakeholders from the engineering fraternity at the launch of the RRS that was held at the Windhoek Country Club Hotel and Casino in Windhoek

07

ROADS AUTHORITY AND LESOTHO DIRECTORATE OF ROADS SEAL THE DEAL ON AN EXCHANGE PROGRAMME



Ismael Tuyenikomwene on site

The Roads Authority (RA) and the Directorate of Roads in Lesotho entered into an agreement to initiate an exchange programme for engineers-in-training from the two institutions. The agreement allows the attachment of suitably nominated engineers, engineers-in-training, or employees of Roads Directorate Lesotho (RD Lesotho) to an identified on-going construction project or division of the RA.

The aim is to learn from one another and apply best practices, as well as strengthen and share knowledge and conduct skills transfer programmes between the two countries. In the agreement, the RA/RD accepts to train nominated candidates. The engineers-in-training will be attached to an identified project for a period of six (6) months. In addition, the engineers-in-training shall be attached to a project site as part of a resident engineer's staff or consulting engineer working on a project for the RA/RD Lesotho.

To that effect, the RA selected its first attaché engineer-in-training, Mr Ismael Tuyenikomwene. After Ismael's internship ended the RA hosted an engineer from the Lesotho RD, Mr Motjomeka James Mqabela who was attached to the Otjinene-Grootfontein project from June to December 2016.

Here's what Ismael had to say about his experience in Lesotho:

TELL US ABOUT YOURSELF

I am Ismael Tuyenikomwene. I completed my engineering programme in 2012 at the Universidad de Oriente, Santiago de Cuba in Cuba with a Bachelors of Science in Civil Engineering.

I joined RA on the 1st of December 2012, in the Network Planning and Consultation Division as an engineer-in-training. My love for my work has helped me to prioritise work over other things in life, and ensures that I have all that I am expected to do in place as part of my office work activities.

DESCRIBE YOUR JOURNEY TO LESOTHO AS AN EXCHANGE ENGINEER

I went to the Kingdom of Lesotho under the Engineers Exchange Programme through the RA's Technology Transfer Centre and ASANRA, with Mrs Palesa Hekandjo as the main coordinator. It was quite interesting as the project I was attached to required the construction of a bridge (Senqu Bridge), which was 147.5m long, and a 1.9km approach road in Quthing District, Kingdom of Lesotho.

I was the first candidate to be recruited for the newly established programme, and I am proud of the two countries, Namibia and Lesotho, for making this initiative a reality.

WHERE DID YOU DO YOUR ATTACHMENT?

I was attached at the Ministry of Public Works and Transport of The Kingdom of Lesotho, under the Department of Roads Directorate. During my stay in Lesotho, I worked on site with a consulting firm called Snow Mountains Engineering Consultants (SMEC) from South Africa, in association with ELITE Lesotho based in Lesotho, and Contractors Stefanutti Stocks and Penny Farthing, both South African companies. I was working as an assistant to the Assistant Resident Engineer and often worked from the site laboratory.

WHAT HAVE YOU LEARNED FROM THIS EXPERIENCE? ANY BEST PRACTICES?

I gained some vital knowledge in engineering, which includes the following:

- Preparing concrete designs for concrete casting of bridge structures
- Slump taking during concrete mixing

- Preparing cubes for cubes breaking (compressive strength of concrete cubes)
- Conducting a road compaction test for each road layer with a Troxler
- Designing of culverts
- Creating drainage and subsoil drainage design
- Inspecting reinforcement before and after the casting of the concrete

It is in light of the above that I can say that the most fascinating thing about my stay in Lesotho was that I acquired adequate practical experience on road and bridge construction, and I realised the importance of site labs for construction sites.

Importantly, quality control fascinated me and I can say it is an application I regard as a best practice from the laboratory aspect for construction in general. I was also really hoping to gain extensive knowledge in design; unfortunately, the design stage had already been done before I joined the team.

WHAT WAS THE MOST FASCINATING THING ABOUT YOUR VISIT?

Something special I experienced was the way the bridge deck was constructed and launched over the abutments and piers. The bridge is made of steel beams. These beams were to be assembled and brazed within the launching yard and then launched onto the top of the abutments and piers, from one end of the bridge to the other by small hydraulic jacks mounted onto the wall of the abutment at the side of the launching yard.

These jacks could protrude only 700mm per pull, so it took almost a month to pull the whole 147.5m of the bridge deck over the piers to the abutment. This technology is new in our industry; hence, it was the first time for most engineers on that project to observe this strategy and acquaint themselves with it from the perspective of further developments.

HOW ARE YOU NOW APPLYING THE KNOWLEDGE YOU ACQUIRED IN LESOTHO?

The skills, knowledge, and experience I attained from Lesotho harmonise with my work at RA. Being a Project Control Engineer for road constructions and rehabilitation gives me an opportunity to apply my newly gained knowledge. Therefore, I am now aware of exactly what to look at and what kind of information I have to determine for any section, stage, or certain type of work of construction if I am sent for site inspection.

I can also determine whether or not the information provided to me is correct, and I can take the necessary remedial actions in case something goes wrong. All this enhances safety, quality, and standards for our roads.

ARE THERE ANY DIFFERENCES, IN TERMS OF ENGINEERING PRACTICES, CULTURE AND TRADITION BETWEEN NAMIBIA AND LESOTHO?

In terms of engineering, Lesotho and Namibia's practices are similar. Although there is a slight difference in the RA manuals and the manuals of the Roads Directorate of Lesotho. They use the same FIDIC and COLT that we use.

In terms of tradition, people from Lesotho respect and value their tradition. They strongly believe in using traditional healers and herbs for medication. They also strongly believe in what their ancestors say for some reasons that I cannot correctly identify. But, some of them believe in Christianity as well. Further, they still cover their body with blankets and walk around wrapped in them even in the hot sun.

Generally, they are very kind people and make you feel at home irrespective of your racial or geographical origin. They have a lot of knowledge in politics to the extent that most of their conversations centre around politics, and they are keen to know their country's political status and continuously update this knowledge as well.

WHY DO YOU THINK THIS EXCHANGE PLATFORM IS GOOD FOR THE TWO COUNTRIES AND THE CIVIL ENGINEERING SPHERE IN GENERAL?

The engineers exchange program is a great idea, because it provides an opportunity to be educated and exploit opportunities to learn from the experience of other experts. It is an eye opener in terms of knowledge acquisition and skills. It is also a platform to unite the SADC community and support the engineers from our continent in terms of acquisition and transfer of knowledge.

IS THERE ANYTHING EXCITING YOU WOULD LIKE TO SHARE WITH THE RA TEAM?

I would like to sincerely thank the CEO of the Roads Authority and its management for providing me with such a wonderful opportunity to work with the Roads Directorate of the Kingdom of Lesotho and make our RA dream a reality. I would also like to thank ASANRA for this unique innovation, the engineers exchange program. I believe and hope that this platform will continue and others will have the same opportunity that was entrusted to me.

09

ROADS AUTHORITY YEAR END FUNCTION



10

ALOHA! NAMIBIA



11

NEW KILOMETRE MARKERS TO INCREASE ROAD SAFETY ON OUR NATIONAL ROADS



A KM Marker on the Oshakati-Okahao road (M0111). It is located at 46km from Oshakati.

T0111

The Top Number represents the actual road number

DID YOU KNOW?

74

The Bottom Number represents the total kilometres



The RA embarked on a country wide installation of Kilometre (KM) Markers on Namibia's surfaced road network. This exercise was done during October and December of last year.

The main objective of the KM Markers is to label every kilometre on the national road network.

The Markers also incorporate road numbers. Because of these KM Markers, the RA and other stakeholders will now be able to record specific locations where accidents occur and this will simultaneously enable emergency services to be easily directed to the exact location to provide prompt assistance. In addition, this will help the RA to identify "black spots" where accidents occur. The data provided from these KM Markers will be analysed to establish the clear objective of implementing infrastructural road alterations that will reduce accidents at "black spots" on our national road network.

Also, the KM Markers will assist road users in identifying their exact location in the road network, which will enable them to get speedy assistance in the case of a breakdown or any other emergency.

After the completion of the installations, an extensive public educational campaign was done to raise awareness about the importance of the KM Markers.

Theo Ndenge clinches CEO's Trophy

Congratulations to Theo Ndenge for clinching the coveted CEO's Trophy for 2016. This award of excellence is awarded to an individual or division that has shown outstanding performance at the end of each year. Other recipients from previous years include the Maintenance Division and Transport Information and Regulatory Services.



Theo Ndenge receiving his trophy from the Mr Conrad Lutombi, RA CEO, at the staff year end function that was held at the NamPower Convention Centre in Windhoek

GET TO KNOW YOUR COLLEAGUES



Mandie Hendrieka Stephanus

I AM: Mandie Hendrieka Stephanus

I JOINED THE ROADS AUTHORITY: 1 April 2014

BACKGROUND AND EXPERIENCE: I worked at NaTIS (//Kharas Regional Council) from the 4th of November 1999 (opening of the registering authority) until the 31st of December 2001. I then moved to the Keetmanshoop Municipality and became a supervisor of the Keetmanshoop Registering Authority. I worked at this office from the 2nd of January, 2002 until the end of June 2007.

In July 2007, I took up a position at Namdeb in Oranjemund. My tenure at Oranjemund ended in January 2010.

Whilst at Namdeb, I felt something was missing in my daily work, as I was not really passionate about what I was doing. Hence, I was very fortunate to rejoin the NaTIS environment in Oranjemund as a supervisor in July 2010. I hold this position to date.

WHAT MOTIVATED ME TO JOIN THE ROADS AUTHORITY: I am passionate about working with people and the law, and I thought that this is my opportunity to make my mark as a road user.

WHAT I LIKE ABOUT MY JOB: It makes me happy, especially when customers leave our office satisfied.

CHALLENGES IN MY CAREER: I deal with customers from all walks of life, and they can be difficult to satisfy at times, particularly when they expect us to deviate from the laid-down procedures and legislation.

WHAT I WANT TO ACHIEVE DURING MY TENURE AT THE ROADS AUTHORITY: To ensure that we issue learner licences, driver's licences, and roadworthy certificates to competent drivers and roadworthy vehicles with the objective of minimising the incidence of accidents on our roads.

HOW I WOULD LIKE MY COMPANY TO HELP ME TO PROSPER IN MY CAREER: I would like RA to make twinning agreements, outreach programmes, and regular refresher trainings.

MY NEXT CAREER GOAL: Transport Inspector. I would love to stay with the Roads Authority for as long as I can.

IN MY SPARE TIME: Family time.

MY FAVOURITE QUOTE: Never ever give up in life.

WHAT WE DON'T KNOW ABOUT YOU: I am very bad at remembering names.

I WOULD LIKE TO ENCOURAGE MY COLLEAGUES TO: Always try your best to do the right thing.



Teopolina Namandje

I AM: Teopolina Namandje, I am called "Teo" by many.

I JOINED THE ROADS AUTHORITY: November 2015

BACKGROUND AND EXPERIENCE: I was born and raised in a small village called Oshikulu in the Oshikoto region of Namibia. I completed my primary and secondary school education at my village. I then enrolled for my tertiary education

13

GET TO KNOW YOUR COLLEAGUES

at the then Polytechnic of Namibia (now the Namibia University of Science and Technology), where I received a Bachelor's of Technology Degree in Economics. Upon the completion of my undergraduate degree, I developed a passion for the broader context of developmental economics. This fuelled my decision to register for a Master's Degree in Development Finance at the University of Stellenbosch in South Africa, which I completed in 2015.

My current job as a Senior Transport Economist entails providing economic planning and the evaluation and prioritisation of roads and transport projects and programmes. I am further responsible for the preparation and completion of the annual 5-year rolling budget for the RA in line with the Medium to Long Term Roads Master Plans. I also conduct assessment and evaluation of the national road network to enable cost effectiveness and economical investment in the road networks. Prior to this, I worked for the Ministry of Industrialisation, Trade and SME Development as an economist, concurrently serving as the Regional Head for the Omaheke Regional Office promoting industrial development in the region.

WHAT MOTIVATED ME TO JOIN THE ROADS AUTHORITY:

My postgraduate academic study largely contributed to the broadening and reinforcing of my interest in this field of work. Studying development finance provided me with a basic overview of infrastructural development and financing as well as the broader aspect of development finance within Namibia and the broader SADC Region.

WHAT I LIKE ABOUT MY JOB: Being a Transport Economist can be exciting. My job comprises various components: economics, planning, finance, and a bit of engineering as well. This combination excites me and concurrently gives me a comprehensive knowledge of the main concepts in all these fields. Furthermore, this job contributes to an understanding of the design, implementation, and evaluation of road projects from my perspective on engineering, economics, investment, and finance.

CHALLENGES IN MY CAREER: Sometimes, lack of data impedes my work. However, I manage such situations by fixing this with an effective workaround.

WHAT I WANT TO ACHIEVE DURING MY TENURE AT THE ROADS AUTHORITY:

I would like to contribute to a team that develops best practices, innovates financing models, and makes advancements in the development of the road network by working together. Also, along with my team I would like to ensure that RA's mission is executed aptly.

HOW I WOULD LIKE MY COMPANY TO HELP ME TO PROSPER IN MY CAREER:

I would like my employer to enhance my managerial and problem-solving skills as well as administrative abilities in various related fields.

MY NEXT CAREER GOAL:

I want a higher role wherein I can manage others and even manage bigger projects. I would like to first grow to the level of a manager and later become an executive either at RA or any other reputable institution in Namibia. Furthermore, one day, I would like to work for an international organisation, such as the African Development Bank or the World Bank.

IN MY SPARE TIME:

I love to read inspirational books. I also like to indulge myself in fitness activities. After hours, I'm likely to be spotted at a fitness studio performing fitness dancing, yoga, or pilates.

MY FAVOURITE QUOTE:

"You can do anything, but not everything," David Allen.

WHAT WE DON'T KNOW ABOUT YOU:

There is a lot you don't know. One is that I was an athlete during my primary school years. I won several regional awards in various athletic activities. I then went to a boarding school and did not pursue this sport.

I WOULD LIKE TO ENCOURAGE MY COLLEAGUES TO:

Give importance to their job. They should never stand still, but learn all the time to stay ahead and abreast of new developments in this industry. Let's all be a part of an effective and efficient team for the betterment of our country, specifically in the transport sector in order to achieve Vision 2030. My colleagues should motivate themselves by considering the fact that whatever we do today is for the betterment of our future generations, which can only be achieved if we are committed to what we do.

The Alchemist by Paulo Coelho is one of the best-selling books in history. The story of Santiago, the shepherd boy on a journey to realise his “Personal Legend” has inspired people all over the world to live their dreams.

Here are ten of the most popular passages and lessons to apply to your life:

1. Fear is a bigger obstacle than the obstacle itself

“Tell your heart that the fear of suffering is worse than the suffering itself. And that no heart has ever suffered when it goes in search of its dreams, because every second of the search is a second’s encounter with God and with eternity.”

Any new pursuit requires entering uncharted territory — that’s scary. But with any great risk comes great reward. The experiences you gain in pursuing your dream will make it all worthwhile.

2. What is “true” will always endure

“If what one finds is made of pure matter, it will never spoil. And one can always come back. If what you had found was only a moment of light, like the explosion of a star, you would find nothing on your return.”

Truth cannot be veiled by smoke and mirrors — it will always stand firm. When you’re searching for the “right” decision, it will be the one that withstands the tests of time and the weight of scrutiny.

3. Break the monotony

“When each day is the same as the next, it’s because people fail to recognise the good things that happen in their lives every day that the sun rises.”

Gratitude is the practice of finding the good in each day. Life can easily become stagnant, mundane, and monotonous, but that changes depending on what we choose to see. There’s always a silver lining, if you look for it.

4. Embrace the present

“Because I don’t live in either my past or my future. I’m interested only in the present. If you can concentrate always on the present, you’ll be a happy man.”

There’s no point dwelling in the past and letting it define you, nor getting lost and anxious about the future. But in the present moment, you’re in the field of possibility — how you engage with the present moment will direct your life.

5. Your success has a ripple-effect

“That’s what alchemists do. They show that, when we strive to become better than we are, everything around us becomes better, too.”

Growth, change, and evolution are weaved into the fabric of reality. Becoming a better version of yourself creates a ripple effect that benefits everything around you: your lifestyle, your family, your friends, your community.

6. Make the decision

“When someone makes a decision, he is really diving into a strong current that will carry him to places he has never dreamed of when he first made the decision.”

It’s easy to get overwhelmed by the unknowns and finer details of your dreams. Actions will flow out of having confidence in your decision; sitting on the fence will get you nowhere.

7. Be unrealistic

“I see the world in terms of what I would like to see happen, not what actually does.”

Some of the greatest inventions would not have happened if people chose to accept the world as it is. Great achievements and innovations begin with a mindset that ignores the impossible.

8. Keep getting back up

“The secret of life, though, is to fall seven times and to get up eight times.”

Because the eighth time could be your breakthrough. Some of the greatest novels in history were published after receiving hundreds of rejections. Thankfully, those authors never gave up.

9. Focus on your own journey

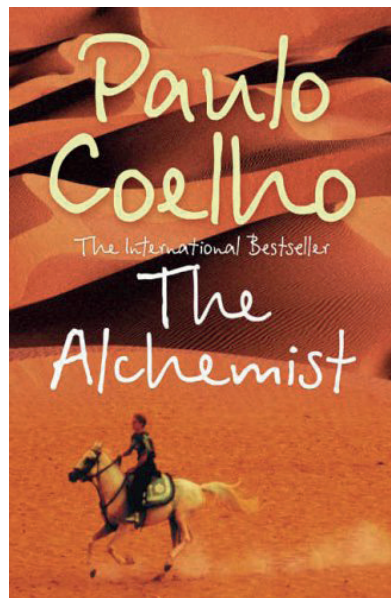
“If someone isn’t what others want them to be, the others become angry. Everyone seems to have a clear idea of how other people should lead their lives, but none about his or her own.”

It’s easy to be influenced by others, but you’ll be miserable if you end up living someone else’s life. There’s nothing wrong with taking advice and learning from others, but make sure it aligns with your desires and passions.

10. Always take action

“There is only one way to learn. It’s through action.”

You can study, read, and listen until you turn blue in the face, but the full experience is when you take action, and let the rubber meet the road. Once you’re done aiming, pull the trigger.



15

VOX POPS (PLANS AND ASPIRATIONS FOR 2017)



The New Year gives us all an opportunity to reassess what we have done in the past year and how we will tackle the new year. To that effect, *Road Network* spoke to some colleagues to tell us their experiences of 2016 and what they are planning for the new year.

ESTER HAMBELELENI HAMUKONDA **ADMINISTRATIVE OFFICER: NaTIS LUDERITZ**

What I have learned from 2016

I have learned that it takes courage and self determination to have an assigned task carried out properly. This I refer to one task assigned to me in the first month of my employment before training, i.e. compilation of the month end reports and submitting them to the right parties. With the understanding and experience I have on finance matters, I compiled the reports and got them 95% done, but couldn't get them fully done due to critical issues beyond my control. This I was only able to complete because of believing in myself. Furthermore, I have learned that Roads Authority values its staff members irrespective of status and emphasised more on its values on which staff must base their services on for best services delivery. Considering how I was brought up and where I come from, I learned that no matter how far you are working from home, you must not forget your values and ways of approaching matters or cases when dealing with different people from different backgrounds with different perspectives in order to get things done.

My plans for 2017

I have so many plans in my calendar, not only for this year, but for my whole life and I believe that I can do all through Christ who strengthens me. I would like to study further and complete the Postgraduate Diploma in Internal Auditing at the University of Namibia and then I will see what else to do from there. I believe in teamwork, because I know that two heads are better than one. Therefore a task will be completed timeously and accurately if people work together to have it carried out. I plan on working together with my fellow team members in order to ensure best service delivery in the national roads networks.



CHRIS MOSHOSHO
SENIOR ADMINISTRATOR:
DM: MAINTENANCE'S OFFICE

What I have learned from 2016

Apart from the many skills that I have developed with my responsibilities at the Roads Authority, I have learned to work with a large number of people from all walks of life. The year 2016 was a huge learning curve for me professionally, and I believe that I received all the support and guidance that my superiors could afford me in their busy schedules.

My plans for 2017

I believe that I should constantly learn and grow and put what I learn into practice. I plan to give my very best in the new year, and to play a significant role in meeting the Vision, Mission and Values of the Roads Authority and the Maintenance Division, and also to be part of a workforce that ensures Safe Roads To Prosperity.

OTTO ANIKO
PERMITS OFFICER

What I have learned from 2016

I learned that we need to develop recommendations for the adoption of a uniform approach to administer and govern the issuing of abnormal load permits and the conveyance of abnormal loads in Namibia. I also learned that we need to work very closely with RTTI to make sure that abnormal load policies and procedures are enforced.

My plans for 2017

My plan for 2017 is to tighten up the overload control policies, make sure that abnormal vehicles do not travel after hours and on embargo days. This will be with the help of transport inspectors and colleagues from the weigh bridge. I also want to make sure that we give the best and most efficient services to our clients when it comes to abnormal load permits.

17

HR CORNER: PERFORMANCE MANAGEMENT SYSTEM GAINING MOMENTUM AT THE RA



Theo Ndenge

This is the first HR corner article being published in the RA newsletter and our focus is on the Performance Management System (PMS).

In this publication we will continue to share different themes. The aim is to keep RA employees informed on a formal note about developments on the PMS project through this platform.

The RA embarked upon the implementation of a working PMS in 2012. The Roads Authority has adopted balanced scorecard methodology to manage organisational and employee performance in a consultative and inclusive approach. Human Resources (HR), as the custodian of the PMS project, is responsible to share highlights on the status of the implementation.

The implementation of this project is in its fourth (4th) year this 2016/2017 financial year. The PMS initiative has been extensively and aggressively implemented in terms of processes, albeit the risk of resistance from stakeholders. The RA resolved that as we are ticking off the set milestones in the ongoing management of performance, we should also be celebrating gradual achievements by rewarding performance efforts according to a distinctive strategy. The strategy entails reward at three (3) levels, namely:

- (a) Organisational or Corporate Level;**
- (b) Divisional or Team Level; and**
- (c) Individual Level.**

The objective of the strategy is to inculcate a visible performance culture in the organisation and to motivate and energise the workforce in the process. Performance is monitored and assessed at the three (3) above mentioned distinctive levels.

The following was the phase-in approach that was used to motivate and encourage employees to see the real-time benefit, for which an employee is either to be developed or rewarded, namely:

- (i) **Phase 1** - Financial year (2012/2013 and 2013/ 2014). These two (2) years were “learning/piloting periods”.
- (ii) **Phase 2** - Financial year (2014/2015). This year was for organisational reward in which RA was due to be rewarded had it achieved a corporate scorecard rating of 4 or above.
- (iii) **Phase 3** - Financial year (2015/2016). This year was for divisional or team reward aimed at recognising and rewarding a division that achieved a divisional scorecard rating of 4 or above.
- (iv) **Phase 4** - Financial year (2016/2017). This year gives recognition, reward and incentivises individual employees that strives to perform above the normal call of duty for which a salary is paid.

In addition to the smooth-in model, a Performance Management Policy was developed and approved in 2013 to complement and regulate the project implementation. Therefore, the implementation is being fulfilled against an approved policy.

WHAT THE IMPLEMENTATION PROCESS ENTAILED

The implementation has various phases and activities that took place. Amongst other key and significant activities are:

- A)** The establishment of the Performance Management Committee (PMC). The PMC is composed of one representative member from each division with one alternate. The ultimate function of the PMC is:
- To coordinate and facilitate the implementation of the performance management in the respective divisions.
 - To oversee and assist with the implementation of Performance Management System (PMS) in RA.
 - To assist the Divisional Managers and Executive Officers who are drivers of the performance management process in their respective division with coaching and guidance of the employees in their respective division and reporting directly to the full PMC.
 - To serve as PMS focal person and champion of the division.
 - To handle performance management appeals.
 - To perform bi-annual performance verifications at both Divisional and Corporate level.
- B)** Next, was the introductory user-training to all employees (management and general staff alike). All PMC members were also trained on their roles and responsibilities. Executive Committee (EXCO) members were also trained and given awareness sessions in order to understand and to be capacitated to drive or spearhead the performance management process.

In addition to the above awareness, training was intensified and several refresher sessions were conducted to ensure that all staff members are on board in terms of the management of performance in the organisation. Management, including the EXCO received leadership and management development programmes in terms of understanding the management of performance.

C) WHERE WE ARE NOW (UPDATE)

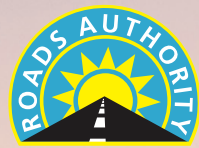
In a nutshell, the RA is now at a cross-road to manage performance and introducing recognition and reward of employees. This means, the RA is in the process of preparing for the recognition and reward of high performers in the financial year 2016/2017. The process will follow the calculation of the averages of the scores from period 1 and 2 of 2016/2017.

Period 1 refers to 01 April – 30 September 2016. Period 2 refers to 01 October 2016 – 31 March 2017. All RA staff will be required to engage during the first two (2) weeks of April 2017 to conduct performance assessments and submit the results to Human Resources through their Divisional Managers/Executive Officers. Divisional Managers/Executive Officers are accountable and responsible for the implementation of the PM in their respective business units/divisions. PMC members of the divisions are only responsible for assisting the Divisional Managers/Executive Officers in coordinating and facilitating the performance management process including contracting, assessment, monitoring and reporting.

In brief, the project is well on track and it is managed well, with minor pitfall of managers and respective employees struggling to keep up with timelines and deadlines to enter and submit performance agreements and assessments.

In our next issue, we will talk about yet another exciting aspect of the performance management project.

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SAFE ROADS TO PROSPERITY

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