



**Ministry of Gender Equality and Child Welfare
Directorate of Child Welfare**

A Human Resources and Capacity Gap Analysis

“Improving Child Welfare Services”

Final Draft Report
Supported by UNICEF and USAID

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Abbreviations:

AIDS	Acquired Immune Deficiency Syndrome
CACOC	Constituency AIDS Coordinating Committee
CBOs	Community Based Organisations
CCCW	Constituency Childcare Worker
DSA	Daily Subsistence Allowance
ECD	Early Childhood Development
FBOs	Faith Based Organizations
GRN	Government of the Republic of Namibia
HRM	Human Resources Management
IT	Information technology
MGECW	Ministry of Gender Equality and Child Welfare
MoE	Ministry of Education
MoF	Ministry of Finance
MoHSS	Ministry of Health and Social Services
MoHAI	Ministry of Home Affairs and Immigration
MRLGHRD	Ministry of Regional and Local Government, Housing and Rural Development
MWTC	Ministry of Works, Transport and Communication
NDP3	National Development Plan III
NGOs	Non-governmental Organisations
NPA	National Plan of Action for OVC
OPM	Office of the Prime Minister
OVC	Orphans and vulnerable children
PACT	Private Agencies Collaboration Together
PEPFAR	President's Emergency Plan for AIDS Relief (United States Government)
PSC	Public Service Commission
RACOC	Regional AIDS Coordinating Committee
UNAM	University of Namibia
UNICEF	United Nations International Children's Fund
USAID	United States Agency for International Development

1 Executive Summary

The Ministry of Gender Equality and Child Welfare undertook an analysis of its human resource and other related capacities during May and June 2007. The analysis was supported by UNICEF and by USAID through its Capacity Project and conducted by three local consultants and two international consultants from the Capacity Project.

The analysis highlighted five key issues for the MGECW:

- OVC as a national priority
- Coordination of the NPA
- Structure and staffing
- Resources
- Information dissemination

Enabling legislative and policy environment have been put in place and a national plan of action with monitoring tools has been finalized. At national level, a multi-sectoral Permanent Task Force for Orphans and Vulnerable Children has been established and is meeting to coordinate efforts. At regional level OVC Forums have been established but are not fully functioning.

Personnel presently employed within the ministry are putting in a huge effort to ensure that social grant applications are being processed to accommodate more orphans and vulnerable children. Other activities such as coordination, sensitization, counseling and follow up are, however, lagging behind. To address this, a new structure has been recommended by the Public Service Commission and approved by the Prime Minister which elevates the child welfare function to directorate level and increases the staff establishment from 136 to 305. This approved structure is only partially filled. The scarcity of social workers is a primary constraint for the MGECW as is the monitoring and supervision of regional and constituency level staff.

In order to fulfill the full range of functions that are allocated to the MGECW, and to the directorate Child Welfare in particular, additional resources are required. This includes improved finances for all the posts within the approved structure and for much needed resources including furniture, equipment, information technology (IT), vehicles and physical facilities. In addition, allocation of funds across directorates within the MGECW and between regions within the Directorate Child Welfare must be reviewed to ensure a more equitable distribution. .

Key Findings and Recommendations:

The findings are presented in a box while the recommendations are numbered.

OVC as a national Priority

Although well highlighted in policies and national plans, issues of orphans and vulnerable children are not yet sufficiently mainstreamed to ensure implementation. The MGECW has limited resources, and with these must balance the huge task of processing of grants with other OVC and NPA duties.

1. Use the national launch of the NPA to profile the needs of OVC and elicit support and highlight the role of the OVC PTF.
2. Launch the NPA at regional level, with NPA translated into regional languages.

Coordination

Regional and Constituency level OVC Forums - the crucial coordinating bodies for OVC issues - are not fully functional according to the criteria provided by the revised Terms of Reference, and require substantial support and supervision to become so. There is little communication between regional forums and the national PTF, between constituency and regional forums, and between regional and constituency forums and other local development and HIV committees.

3. Strengthen the ToR for the OVC PTF, including participation, accountability, decision making, advocacy, reporting etc. Establish a secretariat for the OVC PTF.
4. Use the revised ToR for the OVC forums at regional and constituency level to activate or re-activate the forums, with special attention to links with RACOC and other regional development committees according to the recent review of the M and E Plan for Namibia OVC National Plan of Action 2006-2010.
5. Appoint a senior advisor to MGECW for approximately 12-24 months to assist with the change management process, provide leadership training and guidance to senior staff, with special reference to building regional capacity.

Structure, Staffing and Training

The new structure makes adequate provision for regional level posts, but may necessitate some changes in post profiles especially at national level.

The high number of vacancies in social worker posts throughout the country negatively affect service delivery . Innovative ways of using current staff, incorporating the new cadre of constituency childcare workers and liaising with local volunteers and NGOs/CBOs is needed.

Training will be a critical component of the success of the new structure and the increased staff component. Newly recruited staff and staff in newly created posts as well as existing staff will need training to be orientated to slightly different priorities and responsibilities.

6. Develop a HR plan for the MGECW to describe short, mid, and long term solutions to address HR needs and management processes with special focus on strengthening regional capacity.
7. Approach development organizations to secure financing to cater for the remaining 59 Community Childcare Worker positions for an interim period of up to 1 year, and advocate with GRN for increased budget allocation.
8. Work with University of Namibia to recruit students currently studying; to place fourth year students in the regions and constituencies for their practicum and subsequent employment; and to secure funding for and allocate bursaries to students studying social work.
9. Ensure service provision at constituency level makes full use of all available ministry staff to build community capacity for both ECD and OVC services. Develop guidelines and agreements with civil society organizations to allow MGECW, at constituency, regional and national level to use NGO and CBO volunteers to assist social workers and CCCW to increase and enhance services to OVC and caregivers at community level e.g.– referrals, home visits and information sharing
10. Draw up a plan and schedule of training for new recruits, staff in newly created posts, and staff with new responsibilities to cover areas identified and design an induction or staff development plan.
11. Provide opportunities for leadership training and mentoring for senior staff.
12. Finalize and submit recommendations for staff restructuring to accommodate decentralization, the M&E unit, the implementation of the national OVC database system, the secretariat for PTF, and an OVC Forum focal person.

Resources

The full complement of OVC services is difficult to provide due to a lack of needed equipment, supplies, infrastructure, and vehicles at regional and constituency levels.

Budgets are allocated from the national level and don't necessarily link to regional plans

Although the plan for the MGECW's decentralization has been approved, financing is staggered over the next two to three years.

13. Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation. Provide these guideline figures to regions prior to planning so that regions together with the Directorate do not plan in a vacuum.
14. Complete the analysis of staffing and resource (furniture, equipment, IT, vehicles, offices) needs in the remaining ten regions taking into consideration opportunities to utilize resources available within other directorates for the benefit of OVC. Provide inventory list of needed resources to MoF to justify additional funding

Information

Information, knowledge and expertise regarding OVC is not widely shared

The WFP/MGECW programme has greatly enhanced available knowledge

The only data collected by the directorate is the number of children on grants

The database and the appointment of an M and E officer are major steps forward in helping incorporate M&E data collected by NGOs and other organizations in the regions into MGECW's system. These initiatives need support.

15. Develop mechanism for regular communications between OVC Forums, PTF, Regional Councils, and others
16. Continue with awareness raising campaign for communities on access to child welfare grants and expand it to OVC rights and protection, including popular versions of services available.
17. Implement M and E framework for the NPA; establish M and E unit within MGECW and establish the database in each region

2 Background

The Ministry of Gender Equality and Child Welfare (MGECW), was first established as the Ministry of Women's Affairs in 2000 and mandated to ensure an enabling environment for gender equality and child welfare in Namibia. The Ministry currently has three directorate: Child Welfare; Gender Equality; and Community Capacity Development and Early Childhood Development. The child welfare function, inter alia, supports children's social welfare functions including the oversight and management of child welfare grants, adoptions, custody and control cases and advocacy of children's rights across national, regional and community level.

The MGECW has, through 12 social workers in thirteen regions, managed grant applications for approximately 65000 children up from 28 000 children in 2004. The child welfare function was upgraded from a Division to a Directorate in September 2006 and has in conjunction with other Directorates in the Ministry been working at constituency level to serve orphans and vulnerable children (OVC). With this upgrade and additional responsibilities, the Directorate of Child Welfare went from an approved staff complement of 136 to an approved complement of 305.

During 2004, after extensive consultations, the Ministry facilitated the adoption of the National Policy on OVC and the draft National Plan of Action (NPA) for Orphans and Vulnerable Children (2006 – 2010). These require Government, civil society and donors to focus on the achievement of a five-year strategic plan and annual plans for:

- **Rights and Protection** – to provide frameworks for protecting the wellbeing of all OVC, ensuring the rights of OVC, and ensuring the rights of their caregivers are protected, respected and fulfilled
- **Education** – to ensure that all school-going age OVC attend school and are not deterred from full participation through lack of financial means, material or psychological need, stigma and discrimination, or any other constraints; likewise, to ensure out-of-school OVC have educational opportunities as well
- **Care and Support** – to guarantee that all OVC meet their basic needs including to adult care and supervision, access to social services and psychological support
- **Health** - to make certain that OVC have access to preventative and curative health services, including ARV therapy, both in community and at health facilities
- **Management and Networking** – to ensure the multi-sectoral and multi-disciplinary institutional framework coordinates and monitors the provisions of services and programmes to OVC and their caregivers and promotes action research and networks to share learning.

To focus national attention on the response to the needs of OVC, the National Plan of Action (NPA) for OVC (2006-2010) was finalized in 2006 including the costing and development of a Monitoring and Evaluation framework.

The MGECW is the lead Ministry responsible for the coordination of the implementation of the action plan, and is the convener of the OVC Permanent Task Force (PTF). The PTF was first established by a Cabinet directive in 2002 to oversee and strengthen the response to orphans and vulnerable children and later was mandated to coordinate and implement the NPA. The OVC PTF is chaired by the Directorate of Child Welfare within MGECW. The PTF is the primary OVC coordinating body, which brings together key government ministries, development partners, and civil society partners to coordinate the OVC response. The PTF is responsible for ensuring the NPA is implemented by the respective Ministries and organizations responsible for specific components and tasks outlined in the NPA.

The MGECW is presently undergoing a restructuring exercise in line with the National Policy on Decentralization and is envisaging, amongst others, placing the implementation and supervision of the function of child welfare and the NPA implementation responsibilities within the thirteen regional councils with further representation at each of the constituencies in the region coordinated and managed through the applicable regional council. . For the transfer of the function along with the staff and resources to the regional council, there must be a receiving and functional directorate within the council. Decentralization of community health and the establishment of the Directorate Community Health by the Ministry of Health and Social Services within the regional council structures is thus a prerequisite for decentralization of the child welfare function. Until this is in place, the MGECW cannot decentralize this function.

One of the main challenges in addressing the situation of orphans and vulnerable children (OVC) is the lack of skilled human resources in both the public social service

and civil society sectors. Existing systems and structures are overstretched and ill equipped to cope with the demand and deliver comprehensive, quality services to meet the multi-dimensional needs of thousands of children and youth affected by HIV/AIDS. Meeting these needs requires government commitment and collaboration across ministries and between government and civil society at the national, district, and local level, coordinated by a strong government body with the support of international, national and local donors. Such efforts will create an enabling environment that harmonizes and strengthens the country systems and structures.

It was against this background that a human resource (HR) and capacity gap analysis was conducted with the overall purpose “to review the roles and responsibilities of the Ministry staff, including social workers and record clerks at national and regional level, and ascertain the capacity gaps that hinder fulfillment of their obligations towards children and women in the context of the HIV and AIDS pandemic in Namibia”.

The analysis was supported by UNICEF and USAID.

3 Scope and Focus:

3.1 Focus

To support the rollout of the NPA and specifically the planned de-centralization of child welfare functions, the team of consultants reviewed existing human resource capacity and related needs within the MGECW. The analysis touched upon the contributions of other ministries and institutions in the analysis but focused especially on the MGECW and the Directorate: Child Welfare as the lead ministry responsible for the coordination of the OVC response through the PTF.¹ Working together, the consulting team was able to provide a general review of contributions of several ministries and a more thorough analysis, especially of the capacity of MGECW to manage the following functions:

- Oversight and coordination responsibilities for the implementation of the National Plan of Action with other Ministries, as well as local government structures, private and civil society organizations;
- Social grants relating to children;
- OVC Permanent Task Force – functioning and outputs;
- OVC Forums at regional and constituency levels – functioning and outputs;
- Establishment and strengthening of community-driven initiatives that reach the unmet rights of OVC, and
- Monitoring and Evaluation capacities and requirements, including the OVC database.

¹ This HR and capacity gap analysis did not have the scope or mandate to extensively review the HR and capacity gaps of other sectoral ministries (such as Ministry of Education or Health and Social Services) to fulfill the NPA goals. This was articulated by MGECW at the beginning of the TOR development. However, it is expected that this initial HR and gap analysis focusing largely on the MGECW may act as a first step to widening the scope to fully incorporate other sectoral ministries.

3.2 Specific Tasks

Specific tasks that were required include:

- Identify number of staff by category, evaluate their skills level, and resources available;
- Ascertain current and optimal workload of staff to meet national, regional and constituency level responsibilities, and the goals of the National Plan of Action for OVC (2006-2010), and the OVC Policy;
- Estimate demand and projected demand for services with increasing number of vulnerable children and women and, inter alia, expected increased in maintenance and foster care grant applications;
- Identify staffing, skills and equipment resource gaps at national, regional and constituency level to meet demand for services;
- Ascertain how job descriptions should be revised and developed in national, regional and constituency staffing organogram;
- Make practical recommendations to decentralize services from national to regional and constituency levels;
- Review MGE CW budgets and calculate human and equipment resource gaps to address staffing and skills gaps;
- Finalise recommendations to meet gaps in consultation with MGE CW, and work plan to address the gaps.

4 Methodology

The team that carried out the assessment was comprised of:

Mr. Brian Hollick:	National HR Consultant (Lead) – UNICEF
Ms Yolande Baker:	National OVC Consultant – UNICEF
Ms DeeDee Yates:	National OVC Consultant – UNICEF
Ms Laura Guyer-Miller:	The Capacity Project Consultant – USAID ²
Ms Wanda Jaskiewicz:	The Capacity Project Consultant – USAID
Ms Joyce Nakuta	Ministry of Gender Equality and Child Welfare
Ms Patience Mubita	Ministry of Gender Equality and Child Welfare

2. The Capacity Project is funded by the United States Agency for International Development (USAID). The Capacity Project aims to conduct HR assessment for the NPA using a structured process and tool. The Capacity Project aimed to support the team to take an in-depth look at the human resource implications of implementing the NPA. The HR assessment looked at the numbers, types and skills set of necessary human resources, as well as areas of leadership, management, and communication and coordination. USAID supported the two consultants from the Capacity Project listed above.

The assessment team used a range of data gathering methods to obtain a holistic picture of the MGECW's current capacity to deliver the NPA through its current human resources, the systems and resources to support them, as well as its ability to meet increasing demands in the future. Information was also gathered from several other ministries whose human resource contributions are vital to achieving the NPA.

4.1 Desk review

Initially, a desk top review was carried out of relevant documentation including, but not limited to: The National Policy on Orphans and Vulnerable Children (2004), The National Plan of Action for OVC (2006-2010), Review and Plan to ensure the systematic transition of OVC from Food Assistance to Government Grant (2006), the Decentralization Enabling Act (23 of 2000), Rapid Assessment, Analysis, and Action report (2004), the Training Policy of the Public Service of Namibia, and the Review of Monitoring and Evaluation Plan for Namibia OVC National Plan of Action 2006-2010 Workshop Report, May 2007.

4.2 Tools for Interviews

The consultancy team of UNICEF / USAID created a variety of data-gathering tools to help capture, quantify and qualify the data provided. A tool developed by the Capacity Project was offered as a starting point for conducting the field assessments which included process guidance and a question protocols for determining human resource capacity at various organizational levels and was adapted to reflect the Namibian-specific context.

Five questionnaires were finalized to gather information from the following groups:

- MGECW staff;
- National staff in various ministries;
- Regional Council personnel;
- Constituency office personnel.
- NGOs and CBOs

In addition a training skills inventory was created to provide the consultants with a systematic way to gather and group needed skills sets of the various MGECW cadres in the field.

Together with staff at the Head Office of MGECW, a grid capturing the specifics of a "model office," including support needs (IT and transport), was created for regional positions of social worker, record clerk and community childcare officer. It was against this grid that the current infrastructure support could be vetted, assisting in the quick identification of where support is sufficient or lacking.

4.3 Interviews

The sample of regions to be included in the assessment was identified via discussions between MGECW staff and the UNICEF consultants. Kavango, Karas and Khomas were selected due to their geographic characteristics (rural vs. urban; northern vs. southern location).

Stakeholder groups and individuals to be interviewed were identified in consultation with MGECW (refer Appendix 2) and a schedule for data gathering and reporting was established (refer Appendix 3). It was determined that the assessment sample would include the following:

- **Regional level:** MGECW staff at the regional and constituency level, Regional Council management including the representatives from Health and Education, Councilors, MWTC regional representative, Ministry of Home Affairs representative, Non-governmental organizations (NGOs), and faith –based organizations (FBOs).
- **National level:** MGECW staff within the Directorate Child Welfare as well as Finance, HR, training and the focal person for decentralization; Ministry of Education (Namibia Student Financial Assistant Fund), University of Namibia (UNAM) Office of the Prime Minister (OPM), MRLGHRD (Directorate for Decentralization Coordination), NGOs and FBOs, and PACT.

In order to cost needs, three furniture retailers and three IT service providers were added to the list of informants.

The assessment team divided into two groups for visits to Kavango and Karas. Each team consisted of three persons: one MGECW staff, one UNICEF consultant, and one USAID/Capacity Project member. Over the course of the consultancy, the schedule was adjusted constantly owing to the difficulty in getting interviews with national and regional colleagues, so some consultations and interviews were carried out by one consultant alone. This was especially true in gathering data in the Khomas region and in some of the national interviews.

Issues identified and recommendations made take both national and region specific characteristics into consideration, with distinctions made as necessary. They also take individual needs into consideration especially when considering the capacity gaps of staff members. By the end of the assessment a total of 70 people were interviewed.

4.4 Limitations of the analysis:

- Key informants were unavailable due to lack of notice. This is especially the case in the Khomas region where key staff were participating in workshops on the Third National Development Plan.
- The five public holidays in May over 20 working days created additional challenges in meeting stakeholders;

- Data regarding capacity gaps are specific to the regions assessed. While information may reflect a similar reality in other regions, any generalizations across the other regions should be made with caution.

5 Key Issues Identified

Based on information gathered, six key issues were identified, namely:

- OVC as a national priority
- Coordination of the NPA
- Structure and staffing
- Resources
- Information dissemination

The following section expands on each of these key issues.

5.1 OVC as a National Priority

Key Finding:

- Although well highlighted in policies and national plans, issues of orphans and vulnerable children are not yet sufficiently mainstreamed to ensure implementation. The MGECW has limited resources with which it must balance the huge task of processing of grants with other OVC and NPA duties.

Namibia hosted the first global OVC meeting that launched the need for country national plans of action. Namibia was one of the first three countries in Africa and Asia to draft a NPA; and now is one of 4 countries with an approved NPA and one of two countries in Africa providing child grants.

There is national legislation and policies that address the rights and protection of all children, and orphans and vulnerable children in particular. The plight of orphans and vulnerable children is taken up in Vision 2030 and within NDP3, presently being finalized, both explicitly and through goals set for poverty reduction, education, health and sanitation. Care and support for orphans and vulnerable children are addressed in the Third Medium Term Plan for HIV/AIDS (2004-2009) under the component of Impact Mitigation as well as in the recently launched National Policy on HIV and AIDS.

Within each respective sector, the issue of OVC is addressed:

- Within the MGECW, the National Policy on Orphans and Vulnerable Children (December 2004) and the draft National Plan of Action (2006 – 2010) were developed with national consultation. The NPA is expected to be officially launched in September 2007.
- The Ministry of Education has a policy for HIV in the Education sector which includes issues concerning orphans and vulnerable children, and has a draft Education Sector Policy for Orphans and Vulnerable Children in Namibia,

- Provision is made within the Ministry of Education (primary and secondary) and the Ministry of Health for receipt of free services by OVC.
- The Directorate Rural Water Supply has also been working on criteria for identifying marginalized individuals and families with a view to subsidizing water provision.

The National Plan of Action for Orphans and Vulnerable Children 2006-2010 (NPA) is the guiding document for the Directorate of Child Welfare and for the national response to orphans and vulnerable children. The MGECW has direct responsibility for activities under the Care and Support and Networking and Management components, and overall responsibility for coordination and implementation of the Plan. The document has been costed and a Monitoring and Evaluation Plan, finalised.

There is a danger that the good intentions expressed through legislation, policy and plans will not be adequately implemented at the national, regional or constituency levels. To facilitate this the draft NPA needs to be linked to the Medium Term Plan III to facilitate implementation through the existing national structures. The insufficient resources being allocated to the Ministry for the implementation of parts, and the coordination of all, of the NPA make realization of the NPA objectives difficult.

The Directorate of Child Welfare is insufficiently resourced, given its responsibilities to coordination and implement the NPA. With the approval of the new Directorate for Child Welfare structure (increasing the structure from 136 to an approved compliment of 305), additional funds for salaries were granted by the Ministry of Finance from 2007/8, but not all of the posts are funded immediately. Ninety-five percent of the Social Worker posts, 47.3% of the Community Childcare Workers and 0% of the Record Clerk posts are funded for 2007/8. The remainder of the posts will be funded in the following two financial years. No significant additional amount was provided on votes 21 to 27 or vote 101 - travel, DSA, transport, property rental, furniture and equipment respectively. Unless addressed, this will severely inhibit the Directorate in achievement of its work. There is thus a need for additional funds to support the National Plan of Action and the new structure within MGECW from the national budget, the Ministry's own budget, and from additional external resources.

In short, on paper, orphans and vulnerable children appear to be a national priority. The problem is thus not at national policy level but at the implementation level. The NPA provides strategic objectives and outcome indicators as a framework for action. This framework should be used to build support and garner political will.

Key recommendations:

- Use the national launch of the NPA to profile the needs of OVC, elicit support and highlight the role of the OVC PTF
- Launch the NPA at regional level, with NPA translated into regional languages.

5.2 Coordination of the NPA

Key Finding: Regional and Constituency level OVC Forums - the crucial coordinating bodies for OVC issues - are not fully functional according to the criteria provided by the revised Terms of Reference, and require substantial support and supervision to become so.

The role of MGECW with regards to OVC is captured in the National Plan of Action. This is a multi-sectoral plan and requires the coordination of efforts from the Ministry of Education, Health and Social Services, Agriculture, Local Government and Housing, and Trade and Industry as well as non-governmental and faith-based organisations in order to realize the five thematic objectives:

- Protection
- Education
- Care and Support
- Health
- Management and Networking

5.2.1 National Level

The OVC Permanent Task Force (PTF), chaired by the MGECW, was established to serve as the governing and coordinating body for the multi-sectoral response to orphans and vulnerable children. It is meant to share good practice in the care of OVC; plan and monitor the national programme; create awareness; and involve all sectors of society in the response. The MGECW facilitates the coordination of the different ministries and NGOs providing services to orphans and vulnerable children through the OVC Permanent Task Force which has national level representation from major NGOs and line ministries.

Given the substantial demand for and growing awareness about child welfare grants the role of the Directorate Child Welfare is heavily weighted toward managing the processing of child welfare grants, handling queries around free services and dealing with problems as they emerge. These activities command the majority of time and resources. There is less emphasis placed upon sensitization of the public, monitoring the use of maintenance grants and foster care placements, coordinating efforts among stakeholders (among both public and civil society sectors), developing counseling services, and building community capacities - areas identified by staff as requiring urgent attention within the next one to two years. There is some duplication in certain areas and neglect in others both programmatically and geographically. Some constituencies for example remain largely un-reached or under-served by either government or NGOs. This gap may be due in part to a lack of time to focus on this important coordination responsibility due to the dearth of human resources within MGECW (in one of the regions visited, there is no social worker appointed), and in particular a need for additional skills (refer to point 5.3.3.2: training needs) necessary for effective coordination and team-building among sectors and partners.

To address these, the MGECW will need to galvanize all stakeholders concerned with orphans and vulnerable children, coordinating their efforts and providing strategic leadership.

5.2.2 Regional Level Coordination

While the MGECW has been working to establish OVC Forums at regional and constituency level in all thirteen regions, regional OVC forums were not fully functional in the three regions visited as no meetings had been held in the past six months. All three regions expressed the desire to get the forum functional during the 2007/8 planning period but all expressed concern about the lack of staff and resources to do so. Some felt that there are just too many committees and that the role of and participation in the Forum and RACOC should be rationalised as the same members serve on both committees.

According to the recently revised Terms of Reference for the Forums, a functional forum:

- Meets regularly
- Has a file which contains minutes and records
- Has and understands a Terms of reference
- Has an up-dated list of OVC and their needs
- Has a list of available services and service providers
- Has a membership list with contact names, numbers and addresses
- Has an up dated plan of action
- Implements the plan of action
- Collects monitoring information
- Is recognized by regional/constituency level stakeholders
- Is owned by the community.

The OVC forums aim to provide a platform for people involved in OVC related activities to come together to plan, network and coordinate local responses to the situation affecting OVC through community action and resource mobilization. A revised terms of reference for the OVC Forums was drawn up at a workshop in May 2007 of the MGECW to review the Monitoring and Evaluation Plan for the Namibia OVC National Plan of Action (2006-2010). The workshop identified and addressed many of the challenges which were found during this assessment; namely, designating roles and responsibilities for the chair and the members of the forums; clarifying reporting lines; and outlining what constitutes functionality.

It was decided at that workshop that the Constituency level forums should report to the Constituency AIDS Coordinating Committee (CACOC) or the Constituency Development Committee (CDC). The social worker should report to the national MGECW office who in turn report to the national Permanent Task Force. Representatives from the Constituency forums should attend the regional OVC Forum and provide reports. The Constituency level committee should be the primary referral

point for communities and should be chaired by the constituency councilor with assistance from the social worker or the chief community liaison officer.

Regional Forums should report to the Regional AIDS Coordinating Committees (RACOCs) and if these are not functioning to the Regional Development Committee. The Social Worker, who acts as the secretariat and facilitator for the Regional OVC Forum should report to the national MGECW who in turn will report to the national PTF. The Governor should chair the Regional OVC Forums.

At the constituency level, OVC forums have been established in one constituency in Kavango and two constituencies in Karas. The successful establishment is ascribed to personal interest amongst stakeholders especially the Counselors. This points to the importance of political leadership in mobilizing for orphans and vulnerable children. A strong sentiment was expressed that there needs to be a person at the national level who focuses on guiding, monitoring and supporting the regional OVC forums, even though there is such a position at national level. Skills need to be built both within MGECW staff and OVC forum members regarding how to convene, facilitate and run effective meetings that produce results.

The national MGECW meeting on M and E in May 2007 brought together social workers from all 13 regions. At the time 9 out of 13 regions (69%) had established Regional OVC Forums, bringing together key OVC stakeholders, including the Regional Governor, government sectors, and civil society partners. 35 of 107 constituencies (33%) in 13 regions have established Constituency OVC Forums. The regional and constituency OVC forums are all at varying levels of functionality, but have been established.

Table 1: Functionality of Regional and OVC Constituency Forums as of May 2007

Regions	Regional OVC Forums Established	# of constituencies per region	# of established Constituency OVC Forums
Omaheke	1	7	7
Hardap	1	6	5
Omusati	1	12	0
Otjozondjupa	1	7	6
Ohangwena	No	11	4
Oshikoto	1	11	1
Kavango	1 *	9	3
Oshana	No	10	0
Caprivi	No	6	6
Erongo	1	6	2
Karas	1*	6	1
Kunene	1	6	0
Khomas	No	10	0
TOTAL	9	107	35

* During the regional visits, the team heard that the Forum had not met in over a year, so although it might be established, it is not seen as functioning.

The Forums do not have systems and procedures in place to set standards, plan, and to monitor results against a plan. Regions felt that while they are planning and submitting plans, they are not given the budget to conduct the activities and they receive little or no feedback on these plans.

Levels of supervision and support from the national level vary. Two control social workers have to supervise all the social workers in the regions. This is an overwhelming responsibility when added to existing responsibilities of supporting OVC Forums and acting as a secretariat for the OVC PTF. Effective monitoring and evaluation of results against objectives is not happening and little performance feedback is being provided for staff.

Key recommendations:

- Strengthen the ToR for the OVC PTF, including participation, accountability, decision making, advocacy, reporting etc. Establish a secretariat for the OVC PTF.
- Use the revised ToR for the OVC forums at regional and constituency level to activate or re-activate the forums, with special attention to links with RACOC and other regional development committees according to the recent review of the M and E Plan for Namibia OVC National Plan of Action 2006-2010.
- Appoint a senior advisor to MGECW for approximately 12-24 months to assist with the change management process, provide leadership training and guidance to senior staff, with special reference to building regional capacity.

5.3 Structure, Staffing and Training Gaps

The capacity gap analysis identified issues of structure, staffing and training as being notable challenges facing the MGECW in the achievement of the NPA. Without resolution of these problem areas, the Child Welfare Directorate of the MGECW will struggle to meet its mandate and serve its overall function.

Key Findings:

- The new structure makes adequate provision for regional level posts, but may necessitate some changes in post profiles especially at national level.
- The high number of vacancies in social worker posts throughout the country negatively affect service delivery apart from processing of child welfare grants. Innovative ways of using current staff, incorporating the new cadre of community childcare workers and liaising with local volunteers and NGOs/CBOs is needed.

- Training will be a critical component of the success of the new structure and the increased staff component. Newly recruited staff and staff in newly created posts as well as existing staff will need training to be orientated to slightly different priorities and responsibilities.

5.3.1 Structure

A new structure aimed at ensuring support to OVC was recommended by the Public Service Commission (PSC) in September 2006. The structure saw the elevation of the Child Welfare function from a Division to a Directorate with a staff establishment rising from 136 to 305 approved posts with a phased budgetary provision for these posts.

In response to the desire of the Ministry to decentralize functions to the regional councils and to the constituency level, a ministerial committee was established to restructure for decentralization. With regards to the OVC function, the committee has:

- Identified functions and activities for placement at sub-national level. These functions have taken into consideration the NPA.
- Allocated regional functions and activities across posts and drafted post profiles using the framework proposed by OPM (refer appendix 4) which have been circulated for comment.
- Established a staff structure that covers 13 regional councils and constituencies and requires that a further nine posts of Social Worker (3BL2) be established to oversee the function in each of the thirteen regions. The structure ensures that a social worker is placed in almost all constituencies while a support person is placed at each regional council and in each constituency.
- Placed the function within the regional councils under the Directorate of Primary Health Care. As there is no Director in place to receive the function, the Chief Regional Officer in both Kavango and Khomas are of the opinion that the function should initially be placed under the Division Planning and Development Services together with other functions from MGECSW and be transferred to the Directorate Primary Health Care upon the regional councils receiving the function and establishment from the Ministry of Health.
- Made no provision to transfer staff or resources for the HR, finance and administrative support functions that are to be transferred to regional councils. The three regional councils interviewed are nevertheless of the opinion that they have sufficient internal capacity to take on the additional workload.

The proposed regional structure remains to be shared with regional councils for comment and endorsement prior to submission to OPM. Social workers may not be available for each constituency. Instead, the constituency child care workers, in conjunction with other Ministry and possibly NGO staff, will need to be trained and supervised to provide services which do not require a social worker. In addition, the

community liaison officer and community activator attached to ECD will be cross-trained to support this function in the constituency.

With decentralization, the role of the MGECW changes to emphasize policy formulation, standard setting, monitoring and evaluation and capacity building. These roles have not yet been incorporated into post profiles and a structure. A first draft post profile has been drawn as part of the consultancy, but much work needs to be done to get these into final draft for submission and approval by OPM. These post profiles should consider capacity of staff and realistic work loads.

Additionally, as a result of restructuring, the impact on the work and workload of ECD and the support functions of finance, HR and administration within MGECW have not been considered. It is projected that, as functions are handed over to the regional councils the workload within MGECW will reduce to the extent that redundancies will occur. Applying OPM norms, one HR practitioner and one accountant at the national level would be redundant and a plan needs to be put in place to deal with this.

With the introduction of the OVC Database, functions and activities for the post of administrator have been identified by an external consultant. This needs to be converted into a post profile using the approved format of OPM and needs to be submitted to OPM/PSC for recommendation. Prior thereto, negotiations need to be entered into with MoF to secure funding for the positions – a process that could take up to one year for approval.

Over the past few months efforts have been made to establish and introduce monitoring and evaluation into the Directorate. The associated tasks have been allocated to a social worker. The Ministry may want complete a post profile and to motivate for the establishment of more posts and funding for this unit through the appropriate channels for comprehensive monitoring and evaluation. Thus the structure and number of staff at the regional level in the decentralization plan if recommended by the PSC, would be adequate to meet the objectives of the NPA and would be able to meet the client needs down to constituency level over the next five years. The OPM are of the opinion that, without carrying out a full work study exercise, workload would be difficult to determine at this stage and suggest the use of M&E tools to monitor and establish a baseline for motivation to extensions of staff in the future. Such a M&E tool needs to be designed and put into use.

In conclusion, at central level, the restructuring exercise must continue. The Ministry, through the Ministerial Decentralization Committee needs to finalize its restructuring exercise and submit to the PSC as a matter of urgency. The post of M&E and the posts for the database support staff must be included in the submission.

Key recommendations:

Develop a HR plan for the MGECW to describe short, mid, and long term solutions to address HR needs and management processes. Include recommendations for staff restructuring to accommodate decentralization, the M&E unit, the implementation of the national OVC database system, the secretariat for PTF, and an OVC Forum focal person.

5.3.2 Staffing

The MGECW is experiencing staff shortfalls at all levels and the effect of this shortfall is the inability to provide comprehensive services to OVC at all levels. There are an inordinate number of social worker vacancies throughout Namibia, especially in the more remote regions as summarised in the table below. (see Appendix 5 for regional breakdown). Despite advertisements having been placed, MGECW has limited success in recruiting for vacancies – and, of the 4 awaiting approval from OPM, the majority have been recruited from outside of Namibia.

The MGECW has re-deployed one of its social workers as a monitoring and evaluation officer. Such a post may be better filled by a M and E officer, freeing up a social worker for specialist duties. Social workers in the region spend an inordinate amount of time following up on grant applications, including foster grant applications which must go through the courts. The MGECW has already taken note of this and the planned community childcare workers will ease much of this burden.

If these staffing shortfalls are not addressed expeditiously, the objectives of the MGECW in support of the NPA and coordinating efforts of other stakeholders will not be achievable. The following table indicates the staffing status for the Directorate of Child Welfare Services at 01 May 2007:

Post	Level	Approved	Funded in 07/8	Filled or awaiting approval	Advertised	Gap
Deputy Director	4AL1	1		0		1
Social Worker (Control)	SP3	6	5	3		3
Social Worker (Chief)	3BL2	4	0	0		4
Social Worker (Principal)	3AL2	17	17	7	6	10
Social Worker	SP2	73	73	22	13	51
Total Social Workers		100	95	32	19	68
Records Clerk	2BL3	13	0	0		13
Records Clerk (CCCW)	1CL2	112	53	14	39	98

(* Note: one of the social workers is responsible for the monitoring and evaluation function)

This staffing challenge, both now and in the future, has many implications. The MGECW has, according to the division HR, received assurance from the Ministry of Finance that provision will be made for its unfunded posts in the 2008/9 budget. The additional funding for the 2007/8 and following years is not, however, reflected in the actual or estimate expenditure forecast for Vote 12: "Gender Affairs and Child Welfare".

Analysis indicates a shortage nationally due to several reasons:

- A low number of social workers graduating from the University of Namibia. Six (6) students graduated in 2006 while the number expected to graduate over the next four years is showing a marginal increase (registration figures for 2007: 60 – 1st year, 40 – 2nd year, 20 – 3rd year and 18 – 4th year of which approximately 30% are non-Namibian). Taking on all of these students will mean that the SP2 positions will only be filled in three years – but this scenario is not realistic since more than likely not all students will graduate (UNAM quotes approximately 95% graduation rate in social work), and some graduates will work in the private sector, within NGOs or return to their home countries, among other possibilities.
- Within GRN and the MGECW, there is a lack of incentives to attract staff. Salaries are not competitive with NGOs and with the private sector, and the work, though varied and interesting, may not involve the full spectrum of social work. The MGECW does not provide housing for its staff working in the regions and the lack of hardship post allowances and other such incentives may make it difficult to entice candidates to remote and rural posts.

MGECW's management mechanisms require strengthening, supporting and consolidation. While there is a written planning and reporting system in place (annual plans and monthly and quarterly reports), there is little contact with superiors as national level social workers are required to service multiple regions and are located at the central ministry while staff are located in the regions; there is no appraisal system in place to provide feedback on performance levels and very little is done to address training and development needs expressed in writing by individuals. The management of regions has improved slightly over the last year with the appointment of a social worker (SP3) in the ministry, but social workers (outside of Windhoek) still feel isolated and with limited guidance. This situation may improve with the appointment of the four (4) chief social workers (3BL2) to be located in regions, who each will be responsible for overseeing four regions, but there is a danger that the social workers not located in the region in which this post is filled will still view their direct line of supervision as the national office in Windhoek.

To make up for the human resource shortfall at the constituency level, community activators attached to the Directorate Early Childhood Development and Community Development assist the Directorate Child Welfare in community mobilization and

awareness-raising around child welfare grants. They assist with completion of applications in the regions or with referring queries to the Ministry in Khomas.

At constituency level, all MGECW employees are seen as representing the entire Ministry, not a particular directorate. Coordination and collaboration between Directorates in the Ministry is thus crucial particularly as the ECD and Community Development Directorate already has staff at constituency level who will need to work with any newly recruited constituency level staff. The Ministry can integrate directorate responsibilities particularly at regional and constituency level, so that the ECD/Community Development Directorate may develop community capacity and mobilize for ECD, as well as for OVC services. Local CBO and NGO staff have also expressed a willingness to help whenever possible to serve OVC at constituency level.

Many constituencies already have volunteer workers assisting with issues pertinent to OVC. As the MGECW implements the proposed new structure, the possibility of taking these people into permanent employment as Constituency Childcare Workers should be considered. This would need to follow GRN approved recruitment and selection procedures.

With the restructuring, the clerical post was elevated from ICL2 to 2BL3. Present incumbents within the division remain on the level of the Constituency Childcare Worker post (grade and level ICL2), while carrying out work contained in the post profile of the Record Clerk (2BL3). This needs to be addressed.

Looking at the proposed administrative support within the Division Child Allowances, sub-division Regional Welfare Services, a new post is established for Community Childcare Worker. From information gathered, post profiles have been drafted but it appears as if there is no plan in place to recruit staff in strategic constituencies or to fill a region before moving on to another. Once Community Childcare Worker posts are filled, social workers will be released from some of the advocacy and administrative work to address counseling, monitoring, supervision and other higher level functions.

The majority of posts are unfilled and that posts which are filled are located at the regional capital. There is a need to draw up a HR plan for the MGECW describing short, mid, and long term solutions for addressing the need for increased human resources for the MGECW.

Key recommendations:

1. Approach development partners to secure financing to temporarily fill the remaining 59 Community Childcare Worker positions, and advocate with GRN for increased budget allocation.
2. Work with University of Namibia to recruit students currently studying; to place fourth year students placed in the regions and constituencies for their practicum and subsequent employment; and to secure funding for and allocate bursaries to students studying social work.

3. Ensure service provision at constituency level makes full use of all available ministry staff to build community capacity for both ECD and OVC services.. Develop guidelines and agreements with civil society organizations to allow MGECW, at constituency, regional and national level to use NGO and CBO volunteers to assist social workers and CCCW to increase and enhance services to OVC and caregivers at community level e.g.– referrals, home visits and information sharing

5.3.3 Training gaps

For those posts that are filled, there is a clear gap in needed skills to provide OVC services required currently and under the proposed decentralization structure of the future. The acquisition of these skills will be critical in meeting the objectives of the NPA.

5.3.3.1 Within the Ministry at National level

With decentralization, the MGECW at national level will be focusing on its roles in policy formulation, standards setting, capacity building, monitoring and evaluation, and supportive supervision. These require a new skills set that, in all probability, will include: policy formulation, mentoring and guiding, analytical, advisory and presentation skills development.

5.3.3.2 Training needs for newly created posts at sub-national level

Within the Directorate structure, approved in September 2006, a number of posts were established, namely the Director, Social Worker (3BL2), Social Worker (3AL2) and the clerical position (Community Childcare Worker) (ICL2) with a duty station in the constituencies. Induction plans need to be in place for all these new recruits. The community childcare workers in particular will require supportive supervision in order to fulfill their responsibilities. The following training and development needs are envisaged:

Social Worker (3BL2).

Being a promotion post and the most senior position in the planned for decentralized structure for the child welfare function, incumbents will come with the necessary technical skills and need capacity building in the following areas as they would have held technical/professional posts prior to appointment:

- Induction into the public service (the programme and materials are available from the OPM)
- Applicable Acts, policies, plans and regulations as stipulated in the post profile (for appointments outside of the Ministry)
- Operational planning and reporting
- Supervisory skills
- Financial management – inclusive of budgeting, making cash flow projections, reporting, tender procedures and financial delegations.

- Human resource management – inclusive of the Public Service Act; leave, grievance and disciplinary procedures: conflict management; investigating and reporting on misconduct; recruitment procedures and how to initiate the process; and techniques for identifying and providing in-service training
- Chairing of meetings and minute writing
- Monitoring and evaluation
- Local language skills training for the region in which stationed

Social Worker (3AL2): the following needs are identified for new appointments and are not applicable to Social Worker (SP2) who are promoted. The assumption is made that the incumbent would have satisfied the appointment criteria that includes at least three years experience as a social worker:

- Induction into the public service (the programme and materials are available from the OPM)
- Applicable Acts, policies, plans and regulations as stipulated in the post profile (for appointments outside of the Ministry)
- Chairing of meetings and meeting procedures
- Training skills, inclusive of coaching and mentoring, as the incumbents are required to train stakeholders
- Monitoring and evaluation
- Local language skills training for the region in which stationed

Social Worker (SP2): The entry level position: this person enters the service with a solid theoretical base and limited practical experience. They thus require orientation to the post and to the Ministry. Areas of training include:

- Induction into the public service (the programme and materials are available from the OPM)
- Applicable Acts and regulations as stipulated in the post profile
- Customer service
- Procedures applicable to the post
- Community mobilization techniques
- Chairing and facilitation skills
- Meetings procedures and minute writing
- Report writing skills (statutory, monthly etc)
- Computer skills for data capturing and report writing.
- Local language skills training for the region in which stationed

Clerk (2BL3):

- Archiving procedures
- Data capturing
- Documentation and procedures for administering social grants
- Local language skills training for the region in which stationed

Clerk (Community Childcare Worker) (ICL2): the entry level requirement is grade 12 with no experience.

- Legislation applicable to OVC – policies, MTP 3 etc.
- Documentation and procedures for application for social grants
- Documentation and procedures for effecting changes to details of beneficiaries
- Investigation techniques for social grant applications
- Archiving procedures
- Customer service
- Basic counseling skills
- Community mobilization techniques
- Report writing
- Child development
- Monitoring of grants
- Chairing/facilitating community meetings.
- Local language skills training for the region in which stationed

Training material for most courses listed above are within the MGECW but, where not available, they may be sourced from the Directorate of Human Resource Development within the OPM or from the sub-division Institutional Development, Directorate of Decentralization Coordination: MRLGHRD.

5.3.3.3 Training gaps of staff presently in service

A training needs assessment of staff was carried out by the training officer and nineteen responses were received from the Directorate Child Welfare. These responses have been tabulated. During this consultancy, the following job related knowledge/ skills gaps are expressed by staff attached to the Directorate who were interviewed nationally and within the three regions. It should be noted that the respondents represent a very small sample of the total staff and generalizations across the Ministry and across all posts on the same grade and level is not possible.

Social Worker (SP3): - 1 respondent

- Childcare and Protection Act
- OVC Policy (get policy and read)

Social workers (SP2): - 1 respondent

- Enabling environment: The National Gender Policy, The ECD Policy, Education Act (relevant sections only), Combating of Rape Act, Combating of Domestic Violence Act and the Regional Councils Act. In acquiring the knowledge, respondents indicated that they would read the documentation once made available.
- Language skills training for the region in which posted.
- Coaching and mentoring skills – especially for promotion posts.
- Project management skills – with reference to OVC projects
- Monitoring and evaluation skills
- Minute taking and report writing.

Clerk: (2BL3)

- Induction training
- Enabling environment: The Children's Act (1960), The ECD Policy, Education Act (relevant sections only), Combating of Rape Act, Combating of Domestic Violence Act, OVC National Plan, the Regional Councils Act and the Convention on the Rights of Children. In acquiring the knowledge, respondents indicated that they would read the documentation once made available.
- Minute taking and report writing
- Data capturing (for the database system to be rolled out)

Community Childcare Workers and other MGECW staff at constituency level (recognizing that it is an entry level post) – General observations made during interviews:

- Induction
- The Grant System, the OVC Policy, the OVC Plan of Action
- Documentation to be provided when applying for grants and how to complete applications
- Customer care training

In dealing with these needs, relevant legislation needs to be copied and made available to regional and constituency offices and contact needs to be made with OPM and DDC so as to get course material, secure a place on training or to obtain a trainer.

It is also noted that NGOs and FBOs interviewed provide a range of skills training to their own staff and volunteers and that these organizations are willing to include MGECW personnel on the scheduled courses or to tailor a package for presentation within the Ministry. In addition, generic training needs requiring a short course can be dealt with through the Directorate for Decentralisation Coordination housed in MRLDHRD, by using packages of OPM while training in-house or through making use of a contracted service provider when there is no package or internal trainer. For qualifying training the MoE, through the study grant scheme, can be approached by individuals, but the financial assistance does not cover all expenses and is subject to payback. As has been mentioned, the Directorate budget for this is very limited (N\$ 30,000.00) and new partnerships, including with the private sector, are required.

5.3.3.4 Training needs for staff in constituencies but placed outside of the Directorate for Child Welfare

Community Liaison Officer (ECD)

- Legislation applicable to OVC – policies, MTP 3 etc.
- Documentation and procedures for application for social grants
- Documentation and procedures for effecting changes to details of beneficiaries
- Customer service
- Community mobilization techniques

- Chairing/facilitating community meetings.
- Local language skills training for the region in which stationed

Community Activator (ECD)

- Legislation applicable to OVC – policies, MTP 3 etc.
- Documentation and procedures for application for social grants
- Documentation and procedures for effecting changes to details of beneficiaries
- Customer service
- Community mobilization techniques
- Chairing/facilitating community meetings.
- Local language skills training for the region in which stationed

Key recommendations:

- Draw up a plan and schedule of training for new recruits, staff in newly created posts, and staff with new responsibilities to cover areas identified and design an induction or staff development plan.
- Provide opportunities for leadership training and guidance to senior staff

5.4 Resources

Key Findings

- The full complement of OVC services is difficult to provide due to a lack of needed equipment, supplies, infrastructure, and vehicles at regional and constituency levels.
- Budgets are allocated from the national level and don't necessarily link to regional plans
- Although the plan for the MGECW's decentralization has been approved, financing is staggered over the next two to three years.

At this point the MGECW is in profound need of resource support in regards to physical infrastructure, furniture, vehicles, equipment and IT. Again, even if the staffing issue is resolved, without the attendant resources needed to perform at post, the impact of the newly hired staff will be severely limited and new staff may quickly become de-motivated and leave the post.

5.4.1 Furniture, equipment and vehicle needs

For all posts at sub-national level, the model office was drawn up based upon projections of the activities carried out and the volume of work per post. This table indicates the model as well as assessments made at both the national and regional levels. The underlying table indicates the model:

Asset item	Social Worker (3BL2)	Social Worker (3AL2)	Social Worker (SP2)	Clerk (2BL3)	Community Childcare Worker (ICL2)	TOTAL NEED WITHIN THE MINISTRY
	<i>[13 posts]</i>	<i>[17 posts]</i>	<i>[73 posts]</i>	<i>[13 posts]</i>	<i>[112 posts]</i>	
Furniture						
Desk	1	1	1	1	1	228
Chair (high back)	1	1	1	1	1	228
Chair (Visitor)	2	2	2	2	2	456
Filing cabinet steel (4 drawer)	6	6	6	10	2	978
Stationary cabinet steel (2 door)	1	1	1			103
Bookcase wooden (5 shelf)	1	1	1			103
Wooden bench (6 seater)	2	2	2			206
Display table					1	112
Equipment						
Telephone	1	1	1	1	1	228
Printer	1	1	1			103
Air conditioner	1	1	1			103
IT						
Computer	1	1	1	1	1	228
Email and internet	1	1	1	1	1	228
Dedicated software for database				1	1	125

A survey to establish the cost of providing furniture required for a post revealed the following which serve as a guideline:

- Social Worker: Furniture: N\$ 20,672.00
Computer: N\$ 6,670.00
- Clerk: Furniture: N\$ 20,076.00
Computer: N\$ 6,670.00
- Community Childcare Worker: Furniture: N\$ 8405,00
Computer: N\$ 6,670.00

These prices are inclusive of VAT and can be expected to decrease owing to volume of purchase and the fact that purchase is done through a tender process. While quotes were obtained for printers, they are excluded from the amounts provided above as offices require the phone/fax/copier combination owing to the need to photocopy original documentation, make back up files, send faxes between offices and print reports – this phone/fax/copier can be shared by the social worker and the clerk/community childcare worker at the regional and constituency offices. The price for this combination is provided below.

In addition to the specific needs for the posts, there are additional needs that could be shared. These are indicated in the table below. The cost of providing for the shared equipment needs are as follows: a pigeon hole (NS 3,085.00) and a printer/photocopier/facsimile (N\$ 4495.00).

SHARED NEED AT RC OFFICES (13)/CONSTITUENCY OFFICES (107)				
				TOTAL NEED WITHIN THE MINISTRY
Equipment				
Pigeon hole (24 hole)	1			120
Facsimile/Photocopier/Printer	1			120
Physical facility				
Reception room	1			120
Vehicle				
Sedan	1			120

From the data gathered, it is clear that the MGE CW does not have the furniture, equipment, IT or vehicles to carry out its function within the regions assessed. Provision for these needs could be phased in line with extensions to the staff establishment – and should be in place prior to appointment of staff.

Interviews with regional council staff highlight the potential shortfall. In Kavango and Khomas regional councils, there are no offices available within the council or constituency offices and thus the need for providing for shared equipment needs remains the responsibility of the MGE CW. At the Karas regional council, offices are available to accommodate the staff to be decentralized and photocopiers, facsimiles, reception rooms and photocopiers already in these offices could be shared.

To meet the need for vehicles, the MWTC has deconcentrated offices at the regional capitals and it is possible to access pool vehicles. This is only practical for constituencies located at the capitals (Khommas – 7 constituencies; Karas – 2 constituencies; Kavango – 3 constituencies) but the availability of vehicles is not guaranteed.

5.4.2 Information Technology

A web based OVC database has been developed, tested and is in the process of being migrated onto the server and rolled out for field testing. The system allows for data to be entered from multiple sites. Funding for servers and three stations at the Ministry are being negotiated. To role out the database, one computer and internet access is required at each regional council office.

At an operational level there is a severe shortage of computers at the Ministerial, regional and constituency levels for social workers and record clerks to carry out work with staff having to share computers or, in the case of constituencies, having to request other O/M/As or RC staff to access theirs. Looking at the post profiles, such computers are required for carrying out of the work.

5.4.3 Physical facility needs

Identification of office and storage facility needs is based upon the need for confidentiality when providing a service to the public and the need for one office/storeroom for safekeeping the files for the OVC function.

At constituency and regional council level, this implies that two offices (national total 228) and one storeroom (national total 120) are needed per constituency and regional council.

In Kavango and Khomas regional councils, there are no offices or store rooms available within the council or constituency offices. At the Karas regional council, offices are available at the regional council and constituency level to accommodate the staff to be decentralized.

To meet the needs for office space, MGECW can submit a written request to the regional representative of MWTC. It is also possible to enter into negotiations with traditional authorities at constituency level where office space is not allocated through MWTC. The CRO at Kavango regional council and Khomas regional council expressed willingness to assist the MGECW with negotiations. Notwithstanding this, there appears to be a shortage of suitable GRN offices at sub-national level, and especially at the constituency level.

Accommodation of personnel at the regional level will pose a major problem – especially in constituencies – as there is a huge shortage of housing. Banks are loath to make funds available to unproclaimed areas and institutions such as National Housing Enterprise (NHE) do not get involved unless block allocation of houses is guaranteed. In order to lessen the need for housing, appointment of the Community Childcare Officer should be made from within the constituency where applicants meet the minimum appointment requirements.

5.4.4 Finances

The Ministry of Gender Equality and Child Welfare is one of the least funded Ministries in the Government of Namibia. Of the national budget, MGECW will receive 1,264% (07/08), 1,32% (08/09) and 1,241% (09/10). The Ministry of Justice, Ministry of Fisheries and Marine Resources, and the Ministry of Information and Broadcasting receive comparable allocation. The budget allocated from the national level does not link to the National Development Plan or the Medium Term Expenditure Framework which places alleviation of poverty and inequality as the number one priority – additional finances have been made available to cater for a further 78000 OVC and this must be applauded, but additional funds were not made available to ensure resources within the Ministry to carry out the task. Internally, the allocation of the ministerial budget also does not adequately reflect the Directorate of Child Welfares activities required to support achievement of NPA nor does it reflect changes in structure with the commensurate

change in recurrent needs (the exception being the total for votes 010: personnel expenditure, vote 023: transport and vote 024: Utilities). This is illustrated in the table below (sub division 06) which was supplied by the Division Finance (figure in N\$ 000):

Vote	Item	2006/7		2007/8		2008/9		2009/10	
		MGEC W	Child welfare	MGEC W	Child welfare	MGEC W	Gender and child welfare	MGEC W	Child welfare
010	Personnel expenditure subtotal -	29,682	4,460	36,019	7,945	40,029	9,617	44,357	12,531
021	DSA	2,363	510	2,400	700	2,462	700	2,387	600
022	Materials and supplies	1,966	196	2,197	300	2,407	270	2,687	243
023	Transport	3,241	250	4,085	1,020	4,112	1,000	4,079	600
024	Utilities	3,4997	240	4,402	1,050	4,300	861	3,960	309
025	Maintenance Expenses	659	48	324	65	304	55	284	61
026	Property rental and related charges	190	40	283	103	251	60	190	70
027	Other services and expenses	1,516	202	1,839	305	1,520	287	1,502	220
030	Goods and other services subtotal -	13,431	1,486	15,530	3,543	15,356	3,233	15,089	2,103
101	Furniture and office equipment	182	20	345	160	159	10	111	11
111	Furniture and office equipment	300		400		200		200	
117	Construction, renovation and Improvement	5,489		6,051		7,061		7,578	

Not explicitly reflected above, the budget allocation to the Directorate Child Welfare for training in 2007/8 is N\$30,000.00 and this amount is not increased in the three year projection. Referring to the capital asset votes of the MGECW, it is noted that N\$ 0.00 is allocated for the acquisition of vehicles for 2007/8. No information was obtained beyond this year.

To give effect to the new structure, N\$ 3,427,310.00 is needed to ensure immediate employment of the 59 Community Childcare Workers for 12 months after which funds will be available from MoF; N\$ 5,692,540.00 is needed to purchase needed furniture, equipment and information technology (a total of N\$181,000.00 is provided for in the three year rolling budget under vote 101); and N\$ 18,725,000.00 is needed to ensure one vehicle per constituency office (N\$ 0 provided for in 2007/8). (Refer appendix 8 for a detailed breakdown). Once purchased, additional provision must be made for fuel and maintenance of the vehicles under vote 023.

Budgets are allocated from the national level and these are not linked to the regional plans. When identifying activities during annual planning exercises, the regions are not provided with guideline figures and thus plan activities in a financial vacuum.

During the year, regions are not getting reports on expenditure and on amounts still available on various votes. The consequence thereof is that planning and reprioritizing of work is inhibited and, in many cases, regions are instructed to stop planned activities as funds are already exhausted.

Summarizing points 5.4.1 to 5.4.4, it is noted that, within the present scenario, the full compliment of OVC services is impossible to provide due to the lack of needed equipment, supplies, infrastructure and vehicles at regional and constituency level.

Key recommendations:

- Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation. Provide these guideline figures to regions prior to planning so that regions together with the Directorate do not plan in a vacuum.
- Complete the analysis of staffing and resource (furniture, equipment, IT, vehicles, offices) needs in the remaining ten regions taking into consideration opportunities to utilize resources available within other directorates for the benefit of OVC. Provide inventory list of needed resources to MoF to justify additional funding

5.5 Information Dissemination

Key Finding:

- Information, knowledge and expertise regarding OVC is not widely shared
- The WFP/MGECW programme has greatly enhanced available knowledge
- The only data collected by the directorate is the number of children on grants
- The database and the establishment of an M and E post are major steps forward in helping incorporate M&E data collected by NGOs and other organizations in the regions into MGECW's system

5.5.1 Awareness Raising:

The MGECW has produced pamphlets on eligibility for the different social assistance grants. These have been translated into local languages and distributed, but there is still a huge demand for this information. Some communities remain unaware of their rights and procedures for obtaining OVC services (inclusive of school and medical exemptions, grants, needs for documentation and counseling). They rely heavily upon word of mouth. Children and care givers need more information, in popular form (radio, local language pamphlets, drama) concerning their rights and responsibilities. Awareness raising and the convening of community meetings have been incorporated into the post profiles under the new structure and, with appointment of staff, it is expected that this shortcoming will be addressed.

5.5.2 Knowledge sharing:

The regional and constituency OVC forums are largely not functional despite there being clear terms of reference and people being trained in their development. (see section above). The OVC Forum would offer an excellent platform for the exchange of information, best practice on OVC care and support, funding channels and a host of other issues.

5.5.3 Monitoring and evaluation:

Monitoring is carried out against the work plan but reports largely cover “doings” and do not critically consider whether the plan is being achieved and the implications of areas that are not being addressed. The only data being gathered by MGECW is the number of children on grants. Monitoring and evaluation tools and an OVC database have recently been developed but are not yet operational. The appointment of a staff member as a Monitoring and Evaluation officer is a step forward. It may well be necessary to increase support for this person and even to create a M and E unit.

The relevance and importance of data and how it could be used to strengthen planning, secure resources and achieve results is not fully understood by different stakeholders. Data is being gathered by NGOs and other organizations nationally and within the regions but information is generally not shared among stakeholders or even with the MGECW.

Key recommendations:

- Develop mechanism for regular communications between OVC Forums, PTF, Regional Councils, and others
- Continue awareness raising campaign on OVC rights and protection
- Strengthen the new M&E unit and staff appropriately
- Implement M&E framework for the NPA
- Get database up and running and establish OVC baseline for each region

6 Summary of Key Recommendations

The following key recommendations are made. A full detailed list can be found in Appendix 7.

6.1 Recommendations: Short Term (1 – 6 Months)

OVC as a national priority	By Whom and When
1. Use the national launch of the NPA to profile the needs of OVC and elicit support and highlight the role of the OVC PTF	MGECW September 2007
2. Launch the NPA at regional level, with NPA translated into regional languages.	MGECW - November 2007

Coordination for the NPA	By Whom and When
<p>3. Strengthen the ToR for the OVC PTF, including participation, accountability, decision making, advocacy, reporting etc. Establish a secretariat for the OVC PTF.</p> <p>4. Use the revised ToR for the OVC forums at regional and constituency level to activate or re-activate the forums, with special attention to links with RACOC and other regional development committees according to the recent review of the M and E Plan for Namibia OVC National Plan of Action 2006-2010.</p> <p>5. Appoint a senior advisor to MGECW for approximately 12-24 months to assist with the change management process, provide leadership training and guidance to senior staff, with special reference to building regional capacity.</p>	<p>MGECW – September 2007</p> <p>MGECW – October 2007 MGECW with UNICEF, USAID, others – September 2007</p> <p>MGECW & civil society partner organisations – December 2007</p>
Staffing	By Whom and When
<p>Structure:</p> <p>6. Develop a HR plan for the MGECW to describe short, mid, and long term solutions to address HR needs and management processes with special focus on strengthening regional capacity.</p> <p>7. Finalize and submit recommendations for staff restructuring to accommodate decentralization, the M&E unit, the implementation of the national OVC database system, the secretariat for PTF, and an OVC Forum focal person.</p> <p>Staffing:</p> <p>8. Approach development organizations to secure financing to cater for the remaining 59 Community Childcare Worker positions for an interim period of up to 1 year, and advocate with GRN for increased budget allocation.</p> <p>9. Work with University of Namibia to recruit students currently studying; to place fourth year students in the regions and constituencies for their practicum and subsequent employment; and to secure funding for and allocate bursaries to students studying social work.</p> <p>10. Ensure service provision at constituency level makes full use of all available ministry staff to build community capacity for both ECD and OVC services. Develop guidelines and agreements with civil society organizations to allow MGECW, at constituency, regional and national level to use NGO and CBO volunteers to assist social workers and CCCW to increase and enhance services to OVC and caregivers at community level– referrals, home visits and information</p>	<p>MGECW- September 2007</p> <p>MGECW, Decentralisation Task Force- September 2007</p> <p>MGECW, Donor organizations, Bilateral partners - August 2007</p> <p>MGECW + UNAM October 2007</p> <p>MGECW- December 2007</p>

Training: 11. Draw up a plan and schedule of training for new recruits, staff in newly created posts, and staff with new responsibilities to cover areas identified and design an induction or staff development plan. 12. Provide opportunities for leadership training and mentoring for senior staff.	MGECW, Training department, NGO, CBO, FBO, DDC, OPM - December 2007
Resources	By Whom and When
13. Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation. Provide these guideline figures to regions prior to planning so that regions together with the Directorate do not plan in a vacuum. 14. Complete the analysis of staffing and resource (furniture, equipment, IT, vehicles, offices) needs in the remaining ten regions taking into consideration opportunities to utilize resources available within other directorates for the benefit of OVC. Provide inventory list of needed resources to MoF to justify additional funding	MGECW September 2007 MGECW w/external facilitation – August 2007
Information Dissemination	By Whom and When
15. Develop mechanism for regular communications between OVC Forums, PTF, Regional Councils, and others 16. Continue with awareness raising campaign for communities on access to child welfare grants and expand it to OVC rights and protection, including popular versions of services available. 17. Implement M and E framework for the NPA; establish M and E unit within MGECW and establish the database in each region	MGECW/MRLGH- December 2007 MGECW, NGOs and Printers December 2007 MGECW- PTF October 2007

6.2 Recommendations: Intermediate (within the next 6 to 18 months)

OVC as a national priority	Who and By When
1. Regular presentations at highest level (Cabinet) on progress of NPA e.g. at budget allocation time, to ensure that OVC issue remains on the agenda	MGECW - ongoing
Coordination of the NPA	Who and By When

<p>2. Establish a secretariat for the coordination of the OVC PTF meetings and subsequent follow ups</p> <p>3. Operationalize the OVC forums at regional and constituency levels under RACOC and Constituency Development Committees respectively. As staff is appointed into constituencies, establish constituency OVC forums.</p>	<p>MGECW - January 2008</p> <p>MGECW - March 2008</p>
<p>Structure, Staffing and Training</p>	<p>Who and By When</p>
<p>4. Fill as many Social Worker positions as is possible - recognizing shortages nationally and regionally - and all Community Childcare Worker posts that are financed this year.</p> <p>5. Implement and consolidate clear communication and reporting, and debriefing systems as well as platforms to share experiences and best practices</p> <p>6. Implement a training plan coordinated by the OVC Regional Forum for all connected with the OVC function</p>	<p>MGECW, OPM, RC in which the vacancy exists - March 2008</p> <p>MGECW, National and Regional OVC forums w/external facilitation - December 2008</p> <p>MGECW, NGO, CBO, FBO, DDC, external service provider - December 2007</p>
<p>Resources</p>	<p>Who and By When</p>
<p>7. Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation. Provide these guideline figures to regions prior to planning cycle.</p>	<p>MGECW Directorate Child Welfare, Finance Department, w/external facilitation</p>
<p>Information Dissemination</p>	<p>Who and By When</p>
<p>8. Draw up a popular and child/family friendly publication of the NPA and other relevant OVC documents and disseminate these together with the Policy to regional and constituency levels.</p> <p>9. Develop regular mechanisms for regular communications between OVC forums, PTF, Regional Councils and other stakeholders</p>	<p>MGECW & external advertising company March 2008</p> <p>MGECW and OVC PTF - January 2008</p>

Appendix One:

Terms of Reference

Title: Capacity Gap Analysis of the Ministry of Gender Equality and Child Welfare: “Improving Child Welfare Service Delivery”.

Background:

Namibia is one of the worst affected countries with a HIV national prevalence rate of 19.8 percent from the 2004 sentinel survey, ranging from 8.6 percent to 42.9 percent among the thirteen regions. Namibia has entered a vicious cycle where the impact of HIV and AIDS, exacerbating food insecurity and poverty, and enhanced vulnerability of children and women leads to additional HIV and AIDS infections.

With traditional coping mechanisms and social safety systems overwhelmed children are bearing the brunt of the pandemic. They are isolated and forced to fend for themselves to meet their basic rights to education, protection, health and nutrition and care and support. In a population of less than 2 million people, according to the 2001 census there were approximately 167,000 orphaned children, and by 2021 the numbers of orphans is projected to increase to 250,000, i.e. one third of children.

The Ministry of Health and Social Services (MOHSS) was mandated to, inter alia, manage children’s social welfare functions, but in 2004 these responsibilities were shifted to the Ministry of Gender Equality and Child Welfare (MGECW), which established a Child Welfare Division. These functions include the management of foster care grants, adoptions, custody and control cases, and advocacy for children’s rights across national, regional and community level.

In 2004, prior to the formation of the Child Welfare Division, the MGECW was employing seven social workers (3 at national level, and one each at Oshikoto, Caprivi, Erongo, and Otjozondja regions). Upon formation of the division the MGECW began recruiting additional social workers at national and regional level, in order to manage foster care grants for approximately 7,000 children. In 2004 the MGECW requested and received an emergency allocation of N\$10 million in order to meet the escalating number of grant beneficiaries. They requested that an emergency fund of N\$5 million is approved to meet the increasing staff and grant costs, but this was not approved.

The MGECW presently has 12 social workers in 13 regions who are managing grant applications for approximately 56,000 children (Kunene region doesn’t have a social worker). The Child Welfare Directorate was also recently upgraded from a Division to a Directorate, and will have additional responsibilities reaching into Constituent level. In order to meet their present and additional responsibilities the Ministry agreed to undergo a Capacity Gap analysis, with the support of UNICEF, to assess its human resources and skills gaps.

Overall Purpose:

The purpose is to review the roles and responsibilities of the Ministry staff, including social workers and record clerks at national and regional level, and ascertain the capacity gaps that hinder the fulfillment of their obligations towards children and women in the context of the HIV and AIDS pandemic in Namibia. Specific tasks include:

- Identify number and skills of staff by category,
- Ascertain current and optimal workload of staff to meet national, regional, constituency level responsibilities
- Estimate demand and projected demand for services
- Identify staffing, skills and equipment resource gaps
- Ascertain how job descriptions should be revised and developed
- Make practical recommendations to decentralize services from national to regional and constituency
- Review MGECW budgets and calculate human and equipment resource gaps
- Finalise recommendations to meet gaps

Scope and focus:

The analysis will focus on the capacity of the MGECW to manage the following functions:

- Social grants;
- OVC Permanent Task Force;
- OVC Forums at regional and constituency levels;
- Social work capacities in the Women and Child Protection Units;
- OVC Programming, including income generation, psychosocial support, project management, protection of children and women, mobilization of communities, inheritance rights and others;
- Monitoring and Evaluation, including the OVC database and
- Management requirements.

Appendix Two

SCHEDULE OF WORK

Date	Time	Action	Target group	Desired Outcome
30 April	08:00 – 17:00	Preparation (all)		<ul style="list-style-type: none"> TOR clear, stakeholders and methodology identified Schedule Division of tasks Invitation letters Draft questions
2 May	08:00 – 17:00	Preparation (all)	MGECW	<ul style="list-style-type: none"> Familiar with Nat Policy and NPA Draft questions Model of furniture and equipment Letters signed and dispatched Vehicles requisitioned
3	08:00 – 17:00	Preparation (all)	MGECW	<ul style="list-style-type: none"> Questions finalized Regional visit confirmed Logistic arrangements finalized
7	08:00 – 11:00	Briefing of USAID counterparts	<p>Team One: Yolande Baker and Wanda Jaskiewicz Joyce Nakuta</p> <p>Team Two: Brian Hollick Laura Guyer-Miller Patience Mubita</p>	<ul style="list-style-type: none"> Common understanding Work areas agreed Travel plans agreed Tools agreed
8	08:00 – 17:00	Travel to regions: <ul style="list-style-type: none"> Karas Kavango 	<p><u>Team 1</u></p> <p><u>Team 2</u></p>	<ul style="list-style-type: none">
9	08:00 – 08:45	Courtesy call to Chief Regional Officer <ul style="list-style-type: none"> Karas Kavango 	<p><i>Team 1</i></p> <p><i>Team 2</i></p>	<ul style="list-style-type: none"> TOR shared
	08:45 – 17:00	Regional Focus Group consultations <ul style="list-style-type: none"> Karas Kavango 	Social Workers Records Clerk CCLO Community Activator	<ul style="list-style-type: none"> Policy, HR, asset and finance gaps for Karas and Kavango identified Alternative solutions identified and discussed Issues for elaboration identified and agreed
10	08:00 – 11:30	Regional Council Consultations <ul style="list-style-type: none"> Karas Kavango 	Hon Governor Hon Councilor CRO Dir: Community Health Dir: Education RAC Regional School Counselor	<ul style="list-style-type: none"> RC needs identified Availability of physical facilities and assets clarified

Date	Time	Action	Target group	Desired Outcome
	09:00	Committee <i>Team two</i>	Jackson Wandjiwa	<ul style="list-style-type: none"> Funds for capacity building clarified
	09:15 – 10:30	OPM <i>Team two</i>	Ms Christiaans Ms Kavnoski-Pell	<ul style="list-style-type: none"> Staffing norms clarified OPM training plan available OPM funds for training and access clarified
	10:45 – 12:00	DDC <i>Team two</i>	Mr. Sabati	<ul style="list-style-type: none"> Generic training plan clarified Nomination and funding clarified
	12:15 – 13:00	MoE <i>Team two</i>		<ul style="list-style-type: none"> Bursary fund and procedures for qualification and application clarified
	14:00 – 15:00	UNAM <i>Team two</i>	Faculty Officer HOD Social Work	<ul style="list-style-type: none"> Qualifying training and short courses identified Costs established
	15:00 – 17:00	MGECW Decentralisation Committee <i>Team two</i>	Ms Shalumbu Ms Nakuta Ms Diergaardt Mr. Matundu	<ul style="list-style-type: none"> Identify and confirm HR, financial and asset gaps due to decentralisation
18th	08:00 – 8h45	Debriefing with USAID for 2 consultants	Wanda and Laura	
	9:00 – 17:00	National level MGECW consultation <i>Brian</i>	Director Deputy Director Social Workers	<ul style="list-style-type: none"> National Policy and NPA issues clarified Ministerial roles clarified Post profiles drawn
21	8:00-17:00	National consultations with MGECW <i>Brian</i>	Director DD Social workers	<ul style="list-style-type: none"> HR, asset and finance gaps identified Alternative solutions identified and discussed Issues for elaboration identified and agreed
22 & 23		Follow up interviews MoE NACOP <i>Brian</i>	TBA HAMU (Felicity Hangura) EPI (Charles DATS (Susanthen Dippenaar) Herman Ormel	<ul style="list-style-type: none"> Fill gaps in information Regional issues clarified and Ministerial level
24- 1		Start drafting report and prepare presentation for the 1 st June <i>Brian</i> <i>Deedee (from 28th)</i> <i>Yolande (from 31st)</i>		<ul style="list-style-type: none"> Gap analysis and solutions
1 June		Present user friendly presentation to		<ul style="list-style-type: none"> Gap analysis and solutions

Date	Time	Action	Target group	Desired Outcome
		USAID, UNICEF, MGECW (Brian Yolande and Deedee)		
4 - 6		Amend and finalize draft (Brian)		<ul style="list-style-type: none"> • Gap analysis and solutions
6		Present report to Ministry (Brian)	MGECW Management UNICEF representative USAID representatives	<ul style="list-style-type: none"> •

Appendix Three:

List of organizations and individuals consulted

MINISTRY OF GENDER EQUALITY AND CHILD WELFARE

Head Office Staff

- *Ms Helena Andjamba: Director - Directorate Social Welfare*
- *Ms Joyce Nakuta: Control Social Worker (SP3)*
- *Ms Celeste Feris: Control Social Worker (SP3)*
- *Ms M Shalumbu: Deputy Director Community Development and focal person for decentralization*
- *Mr. J Wandjiwa: Chief Training Officer*
- *Mr. M M Mutondo: Chief Human Resources Practitioner*
- *Mr. J Coetzee: Senior Human Resources Practitioner*

Deconcentrated to Khomas Regional Council

- *Ms Brigitte Nshimiyimana – Social Worker (SP2)*
- *Ms Oletu Nakaambo – Social Worker (SP2)*
- *Ms Margaret Kizza- Social Worker (SP2) (*
- *Ms Ruth Nehale – Records Clerk*
- *Emily Niikela – Community Activator – Samora Machel Constituency Office*
- *Mary _____, Chief Community Liaison Officer, Directorate of Early Childhood Development, MGECEW*

Deconcentrated to Kavango Regional Council

- *Elina Siwombe – Community Liaison Officer (same 5 constituencies as below)*
- *Bayeko Gondwe – Social Worker (1 Social Worker for 9 constituencies)*
- *Elfriede Kalira – Chief Community Liaison Officer*
- *Maria Suse – Community Activator (5 constituencies Kapako – East – West – Urban – Mashare)*
- *Bartholomeus Diaz Kutenda – Community Activator: Ndiyona Constituency*
- *Pelgrina Houshiku – WFP volunteer: Ndiyona Constituency*

Deconcentrated to Karas Regional Council

- *Polly van Zyl Kazembe – Record Clerk*
- *Renolda Jossob – Chief Community Liaison Officer (CCLO)*
- *Adelaide Bot – Community Activator*

REGIONAL COUNCIL

Khomas

- *Mr. S Haindongo: Chief Regional Officer – Khomas Regional Council*

Karas

- *Ms. Nicanor: Honorable Councilor,*
- *Mr. Kahuikwa: Acting Chief Regional Officer,*
- *Chantelle Mostert Dep. Regional School Counselor,*
- *Mrs. Dausab: Home Affairs,*
- *Mr. Puumwe Katji: Health Director,*
- *Mr. Dawood Thomas: RACOC*
- *Polly van Zyl Kazembe – Record Clerk*
- *Renolda Jossob – Chief Community Liaison Officer (CCLO)*
- *Adelaide Bot – Community Activator*

Kavango

- *Frieda Siwombe – Regional Counselor for Kapako Constituency/ Member of National Council for Health Matters*
- *Mr. Kantema: Chief Regional Officer – Kavango Regional Council*

MINISTRY OF WORKS TRANSPORT AND COMMUNICATION

Head Office and Khomas Region

- *Ms Veeico - Acting Deputy Director: Fixed Asset Management*
- *Ms Povahnu – Acting Control: Officer: Housing*
- *Ms Kuume – Chief Clerk: Fixed Asset Housing*

Kavango Region

- *Mr. Khotlang: Regional representative – Kavango region*

MINISTRY OF EDUCATION

Directorate responsible for Study Grants

- *Ms. Natalia. Goagoses, - Deputy Director – NSFAP*
- *Ms Beukes - Chief Control in the Divison of Awards*

Khomas Region

- *Claudia Tjikuua – Regional Director of Education:*
- *Wilmi Bruwer – Regional School Counselor*
- *Emily Schihepo – Ass't. Regional School Counselor*

MINISTRY OF REGIONAL AND LOCAL GOVERNMENT, HOUSING AND RURAL DEVELOPMENT

- *Mr. Clifton Sabati: Deputy Director: Directorate for Decentralisation Coordination*

MINISTRY OF HEALTH

Khomas Region

- *Dr Iphindi Shipanga – Director of Health*

OFFICE OF THE PRIME MINISTER

- *Ms Loewie Christiaans: Human Resource Practitioner*
- *Ms Lizette Buys: Training Officer: OPM*
- *Ms Fiina Shimaneni: Training Officer*

NON-GOVERNMENTAL ORGANISATIONS

National Level

- *Mr. Flavian Rhode, Childline Coordinator, Life Line/ Childline, Namibia*
- *Ms Nicolette Bessinger, Program Manager, CAFO*

Kavango Region

- *Ms Dominika Makanga: Administrative Assistant: Catholic Aids Action*
- *Leena Haiyambo: Coordinator; Childline*
- *Timi Boongyik: Volunteer, DAPP TCE Project*

Karas Region

- *Dora Isaac—Liranga Eparu (IE)*
- *Mr. Blom —the Ark*

UNIVERSITY OF NAMIBIA

- *Ms. Maree – Head of department: Social Work*
- *Dr. ME Grobler – Senior Lecturer: Social Work*

PACT

- *Mr. Homateni Ndidula: Database Specialist*

PRIVATE SECTOR ORGANIZATIONS

- *Officeconomix Office Furniture: Mr. Benfried Kahirimana*
- *Spectrum Furniture: Ms Jacky Vermeulen*
- *Business Furniture: Ms Marisa van Zyl*
- *Incredible Connection: Mr. Jaco Fisch*
- *Business Connexion: Mr. Jaco Pretorius*
- *Schoemans Office Systems: Ms Heleen Pearson*

Appendix Four

POST PROFILE

O/M/A:	Regional Council		
Organisational Component:	Directorate Primary Health Division Sub-Division Child Welfare Section Social Work		
Post Designation:	Social Worker		
Grade:	3BL2		
Duty station:			
Name of job holder:			
Supervisor:	Director: Community Health		
Date Compiled:		Ref No:	
Date Graded:			

POSITION IN THE ORGANISATION

The Social Worker is housed in the Sub-Division Child Welfare within the XXX which is one of the divisions in the Directorate Primary Health.

The Social Worker reports to the Director Community Health. The post is a promotion post and there are subordinates reporting to the post.

The Social Worker has regular interface with the Social Worker (3AL2), Social Worker (SP2) and Community Childhood Worker. The external interface includes regular communication with the parent ministry who set policy, standards, provides advice and monitors results. It also involves interface at community level.

Generic Job Category Description

The incumbent is involved, at a supervisory and operational level, with the child welfare functions of the regional council. In carrying out the functions, the incumbent interprets national policy and standards and, taking the unique situation of the region into account, plans, organises, implements and monitors activities for the regional council. The incumbent supervises Social Workers and Admin staff.

Main Duties of the job.

Planning and reporting

- Interpret National Policy and convert into service delivery plan
- Provides input for the preparation of the operational plan for the sub-division, allocate work and monitor progress
- Provides input to compile the sub-division budget
- Monitor achievements against plan.
- Prepare quarterly and annual report for submission to the Deputy Director and, after approval, to the Ministry of Gender Equality and Child Welfare

Implement policies and regulations in the best interest of the children

- Provide input to the Ministry of Gender Equality and Childhood Development for formulation of national policy and procedures pertaining to Child welfare.

- Facilitate planning of appropriate strategies and activities for the section.
- Inform subordinates of policies and regulations.
- Monitor subordinates to ensure correct implementation

Advocate and mobilize the community on rights and responsibilities of children

- Oversee implementation.
- Prepare requisitions for funding.
- Liaise with media to ensure coverage of events.
- Coordinate regional days and write press releases.

Conduct investigations regarding the Children's Act

- Assess report against requirements.
- Ensure documentation is correct and reports meet professional standards.
- Refer documents back if incomplete.
- Verify and recommend professional reports prepared by social workers.

Planning and coordinate child welfare services in the region through the Orphans and Vulnerable Children (OVC) forum in the region

- Organise meetings at Regional level.
- Serve as the secretariat.
- Train stakeholders

Provide information for the Community Childhood Worker to register OVC for the regional and national OVC database

Supervise and handle the personnel matters of subordinates

- Prepare request to fill vacancies in the subdivision
- Participate in interviewing new staff and recruiting
- Recommend applications for leave, travel and DSA.
- Attend to grievances of staff and maintain discipline
- Prepare merit assessment of staff
- Investigate and report on misconduct
- Identify and implement corrective actions related to workforce problems

Capacity building

- Identify training needs
- Provide on-the-job training in accordance with needs identified
- Recommend training to the RC training committee or MGECW
- Carry out evaluation of training at the workplace

Act for the higher post or as instructed

Any other reasonable tasks delegated by the Supervisor

Powers of Authority and Responsibility:

- The incumbent is authorized to oversee correct implementation of the sub-divisions functions within approved policy and procedural guidelines

Special Tools & Equipment:
<ul style="list-style-type: none"> • Computer

Special Conditions
<ul style="list-style-type: none"> • The incumbent is required to travel regularly within the region • The incumbent is required to work after hours and over weekends in order to gather information for the work

Job Specifications	
Educational Requirements	
<u>Qualification:</u>	
<ul style="list-style-type: none"> • A 4-year Bachelors degree in Social Work 	
<u>Professional Registration:</u>	
<ul style="list-style-type: none"> • Registration as a social worker 	
<u>Major subjects:</u>	
<ul style="list-style-type: none"> • 	
Experience required	
<u>Type of experience:</u>	<u>Time period (years):</u>
Social worker	6 years

Personal attributes:
<ul style="list-style-type: none"> • Interpersonal skills • Computer skills • Report writing skills • Interpretation of laws • Supervisory skills • Analytical skills • Problem solving skills

Knowledge of Appropriate Legislation
The incumbent must become familiar with the following:
<ul style="list-style-type: none"> • Regional Council Act • Labour Act • Public Service Act • Public Service Staff Rules • National Gender Policy • ECD Policy • Community Development Policy • National OVC Policy • Children’s Status Act • Convention on the Rights of Children’s • Education Act • Combating of Rape Act • Combating of Domestic Violence Act

POST PROFILE

O/M/A:	Regional Council		
Organisational Component:	Directorate Primary Health Division Sub-Division Child Welfare Section Social Work		
Post Designation:	Social Worker		
Grade:	3AL2		
Duty station:			
Name of job holder:			
Supervisor:	Social Worker (3BL2)		
Date Compiled:		Ref No:	
Date Graded:			

POSITION IN THE ORGANISATION

The Social Worker is housed in the Sub-Division Child Welfare within the XXX which is one of the divisions in the Directorate Primary Health.

The Social Worker reports to the Director: Primary Health. The post is a promotion post but there are no subordinates reporting to the post.

The Social Worker has regular interface with the Social Worker (3BL2), Social Worker (SP2) and Community Childhood Worker. The external interface includes regular communication with the parent ministry who set policy, standards, provides advice and monitors results. It also involves interface at community level.

Generic Job Category Description

The incumbent is involved at an operational level with implementing the child welfare functions for the regional council. In carrying out the functions, the incumbent implements national policy and standards.

Main Duties of the job.

Policies and regulations

- Liaise with, inform and guide institutions, individuals and authorities regarding policy and application

Advocate and mobilize the community on rights and responsibilities of children

- Organise and run community meetings on children's rights.
- Disseminate pamphlets, brochures and posters.
- Organise national and regional days on the rights of children in collaboration with the Ministry.

Conduct investigations regarding the Children's Act

- Carry out investigations.
- Prepare professional report and recommendations.
- Submit to children's court. Present evidence during court enquiry.
- Present court order to the record clerk for action

Planning and coordinate child welfare services in the region through the Orphans and Vulnerable Children (OVC) forum in the region

- Organise meetings within the constituencies.
- Serve as the secretariat.
- Train stakeholders.

Provide the Community Childhood Worker with information to register OVC for the regional and national OVC database

Act for the higher post or as instructed

Any other reasonable tasks delegated by the Supervisor

Powers of Authority and Responsibility:

- The incumbent is authorized to carry out assigned work within approved policy and procedural guidelines

Special Tools & Equipment:

- Computer

Special Conditions

- The incumbent is required to travel regularly within the region
- The incumbent is required to work after hours and over weekends in order to gather information for the work

Job Specifications

Educational Requirements

Qualification:

- A 4-year Bachelor degree in Social Work

Professional Registration:

- Registration as a social Worker

Major subjects:

-

Experience required

Type of experience:

Social worker

Time period (years):

3 years

Personal attributes:

- Interpersonal skills
- Computer skills
- Report writing skills
- Interpretation of laws
- Analytical skills
- Problem solving skills

Knowledge of Appropriate Legislation

The incumbent must become familiar with the following:

- Regional Council Act
- Labour Act
- Public Service Act
- Public Service Staff Rules
- National Gender Policy
- ECD Policy
- Community Development Policy
- National OVC Policy
- Children's Status Act
- Convention on the Rights of Children's
- Combating of Rape Act
- Combating of Domestic Violence Act
- Education Act

POST PROFILE

O/M/A:	Regional Council		
Organisational Component:	Directorate Primary Health Division Sub-Division Child Welfare Section Social Work		
Post Designation:	Social Worker		
Grade:	SP2		
Duty station:			
Name of job holder:			
Supervisor:	Social Worker (3BL2)		
Date Compiled:		Ref No:	
Date Graded:			

POSITION IN THE ORGANISATION

The Social Worker is housed in the Sub-Division Child Welfare within the XXX which is one of the divisions in the Directorate Primary Health.

The Social Worker reports to the Social Worker (3BL2). The post is an entry level post and there are no subordinates reporting to the post.

The Social Worker has regular interface with the Social Worker (3BL2), Social Worker (3AL2) and Community Childhood Worker. The external interface includes regular communication with the parent ministry who set policy, standards, provides advice and monitors results. It also involves interface at community level.

Generic Job Category Description

The incumbent is involved at an operational level with implementing the child welfare functions for the regional council. In carrying out the functions, the incumbent implements national policy and standards.

Main Duties of the job.

Policies and regulations

- Liaise with, inform and guide institutions, individuals and authorities regarding policy and application

Advocate and mobilize the community on rights and responsibilities of children

- Organise and run community meetings on children's rights.
- Disseminate pamphlets, brochures and posters.
- Organise national and regional days on the rights of children in collaboration with the Ministry.

Conduct investigations regarding the Children's Act

- Carry out investigations.
- Prepare professional report and recommendations.
- Submit to children's court. Present evidence during court enquiry.
- Present court order to the record clerk for action

Planning and coordinate child welfare services in the region through the Orphans and Vulnerable Children (OVC) forum in the region

- Organise meetings within the constituencies.
- Serve as the secretariat.
- Train stakeholders.

Provide the Community Childhood Worker with information to register OVC for the regional and

national OVC database
 Act for the higher post or as instructed

Any other reasonable tasks delegated by the Supervisor

Powers of Authority and Responsibility:

- The incumbent is authorized to carry out assigned work within approved policy and procedural guidelines

Special Tools & Equipment:

- Computer

Special Conditions

- The incumbent is required to travel regularly within the region
- The incumbent is required to work after hours and over weekends in order to gather information for the work

Job Specifications

Educational Requirements

Qualification:

- A 4-year B Degree in Social Work

Professional Registration:

- Registration as a social worker

Experience required

<u>Type of experience:</u> None	<u>Time period (years):</u> 0 years
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Personal attributes:

- Analytical skills
- Interpersonal skills
- Computer skills
- Report writing skills
- Problem solving skills

Knowledge of Appropriate Legislation

The incumbent must become familiar with the following:

- Regional Council Act
- Labour Act
- Public Service Act
- Public Service Staff Rules
- National Gender Policy
- ECD Policy
- Community Development Policy
- National OVC Policy
- Children’s Status Act
- Convention on the Rights of Children’s
- Combating of Rape Act
- Combating of Domestic Violence Act
- Education Act

POST PROFILE

O/M/A:	Regional Council		
Organisational Component:	Directorate Primary Health Division Sub-Division Child Welfare Section Social Welfare Administration		
Post Designation:	Clerk		
Grade:	2BL3		
Duty station:			
Name of job holder:			
Supervisor:			
Date Compiled:		Ref No:	
Date Graded:			

POSITION IN THE ORGANISATION

The Clerk is housed in the Section Social Welfare which is one of two sections in the sub division Child Welfare.

The Clerk reports to the XXXX. The post is promotion post and the the Community Childcare Workers at constituency level report to the post.

The Clerk has regular interface with the Director and Social Workers. The external interface includes regular communication with the parent ministry who set policy, standards, provide advice and monitor results. It also involves interface at community level.

Generic Job Category Description

The incumbent is involved at an operational level with registration and administration of the child welfare cases of the regional council. In carrying out the functions, the incumbent applies national policy and standards.

Main Duties of the job.

Provide support for the conduct of investigations regarding the Children's Act

- Record all applications for child welfare.
- Gather required documents and information.
- Open and keep files containing documents and information.
- Identify applicants for further investigation using preset criteria

Register OVC for the regional and national OVC database

- Open files for each case.
- Capture data on the computerized system.
- Send a backup of the database to the Ministry of Gender Equality and Child Welfare monthly.

Register new applications for the social grants and forward it to the Ministry for subscription on the National system

- Fill out application forms.
- Check that all relevant documents are certified.
- Open file.
- Compile dispatch list.

- Post file to MGECW.

Any other reasonable tasks delegated by the Supervisor

Powers of Authority and Responsibility:

- The incumbent is authorized to implement the sections functions within approved policy and procedural guidelines

Special Tools & Equipment:

- Computer

Special Conditions

- None

Job Specifications

Educational Requirements

Qualification:

- Grade 12

Professional Registration:

- None

Major subjects:

- None

Experience required

Type of experience:

Community work or social welfare administrative work

Time period (years):

2 years

Personal attributes:

- Thorough
- Well organized
- Pays attention to detail

Knowledge of Appropriate Legislation

The incumbent must become familiar with the following:

- Regional Council Act
- Labour Act
- Public Service Act
- Public Service Staff Rules
- National OVC Policy
- Children's Status Act
- Education Act

POST PROFILE

O/M/A:	Regional Council		
Organisational Component:	Directorate Primary Health Division Sub-Division Child Welfare Section Social Welfare Administration		
Post Designation:	Community Childcare Worker		
Grade:	2BL3		
Duty station:	XXX Regional Council		
Name of job holder:			
Supervisor:	Social Worker (3AL2)		
Date Compiled:		Ref No:	
Date Graded:			

POSITION IN THE ORGANISATION

The Community Childcare Worker is housed in the XXXXX where they represent the Sub-Division Child Welfare.

The Community Childcare Worker reports to the Social Worker (3AL2). The post is a promotion post and a Constituency Community Childcare Workers report to the post.

The Community Childcare Worker has regular interface with the Social Workers. The external interface includes regular communication with the parent ministry who set policy, standards, provide advice and monitor results. It also involves interface with Community Childcare Worker at constituency level and with stakeholders at community level.

Generic Job Category Description

The incumbent is involved at a supervisory level within Regional Councils with registration and administration of the child welfare cases of the Regional Council. In carrying out the function, the incumbent plans for, reports on and implements plans, supervises subordinates and oversees application of national policy and standards.

Main Duties of the job.

Planning and reporting

- Provide input to the annual plan for the subdivision
- Prepare monthly and quarterly reports for submission to the Regional Council and MGECW as prescribed

Participate in the regional OVC Forum

Provide support for the conduct of investigations regarding the Children's Act

- Open files and capture constituency information on the regional computerized system and post the application form together with the recommendation to MGECW.
- Handle appeals or referrals from the community on a daily basis
- Verify and recommend applications.
- Refer incomplete documents back to constituencies for completion
- Establish and update the regional filing system.

Register OVC for the regional and national OVC database

- Establish and maintain the regional computerized database.
- Capture regional data on the system.
- Submit backup to MGECW on a monthly basis.

Register applications for the social grants within the region and forward it to the MGECW for subscription on the National system

- Handle inquiries and investigate complaints from the community on a daily basis
- Verify and recommend completed applications for Social Grants.
- Check that all relevant documents are certified.
- Open and maintain the Regional filing system for Social Grants
- Post file to MGECW for approval.
- Effect changes to the details of the beneficiary when necessary.

Staff supervision

- Train and coach subordinates
- Recommend applications for leave
- Discipline staff as needed
- Appraise subordinates

Any other reasonable tasks delegated by the Supervisor

Powers of Authority and Responsibility:

- The incumbent is authorized to implement the sections functions within approved policy and procedural guidelines
- Authorized to oversee work of subordinates in line with approved Policy and Guidelines

Special Tools & Equipment:

- Computer

Special Conditions

- The incumbent will be required to travel within the region occasionally.

Job Specifications

Educational Requirements

Qualification:

- Grade 12
- A valid drivers licence

Professional Registration:

- None

Major subjects:

- None

Experience required

Type of experience:

Clerical

Time period (years):

4 years

Personal attributes:

- Thorough
- Well organized
- Good interpersonal skills
- Good writing skills
- Pays attention to detail

Knowledge of Appropriate Legislation

The incumbent must become familiar with the following:

- Regional Council Act
- State Finance Act
- Treasury Instructions
- Labour Act
- Public Service Act
- Public Service Staff Rules
- National OVC Policy
- Children's Act
- Children's Status Act
- Education Act

Appendix five: Regional Vacancies and Regional Equipment

Post	Post Level	Approved	Filled	Vacant
Karas				
Social Worker (Chief)	3BL2	1	0	1
Social Worker (Principal)	3AL2	1	0	1
Social Worker	SP2	5	0	5
Records Clerk	2BL3	1	0	1
Records Clerk (Community Childcare Worker)	1CL2	6	1	5

Post	Post Level	Approved	Filled	Vacant
Kavango				
Social Worker (Chief)	3BL2	1	0	1
Social Worker (Principal)	3AL2	2	0	2
Social Worker	SP2	8	1	7
Records Clerk	2BL3	1	0	1
Records Clerk (Community Childcare Worker)	1CL2	9	1	8

Post	Post Level	Approved	Filled	Vacant
Khomas				
Social Worker (Chief)	3BL2	1	0	1
Social Worker (Principal)	3AL2	2	0	2
Social Worker	SP2	8	6*	2
Records Clerk	2BL3	1	0	0
Records Clerk (Constituency Childcare Worker)	1CL2	10	1	10

Furniture, Equipment and IT available:

Asset item	Kavango 1 SW + 1 Clerk	Karas 1 SW + 1 Clerk	Khomas 6 SW + 1 Clerk	National 1 DD + 3 SW	TOTAL ASSETS
Furniture					
Desk	0	1	7	4	8
Chair (high back)	1	2	6	4	8
Chair (Visitor)	2	8	12	14	20
Filing cabinet steel (4 drawer)	1	4	11	6	16
Stationary cabinet steel (2 door)	0	0	1	6	1
Bookcase wooden (5 shelf)	0	0			
Wooden bench (6 seater)	0	1			1
Equipment					
Telephone	1	2	5	4	8
Printer	0	0	3	3	3
Air conditioner	0	1	5	4	6
Display table	0	0			
IT					
Computer	1	1	3	3	5
Email and internet	0	0	3	3	3
Dedicated software for database	1	1			

(Note: In Kavango, the child welfare staff is sharing an office at a community centre. Additional furniture and equipment are reported to have been borrowed from the Regional Council or from other ministries operating in the region)

Shared Assets available

SHARED NEED AT RC OFFICES (3)/CONSTITUENCY OFFICES (25)				
	Kavango 1 SW + 1 Clerk	Karas 1 SW + 1 Clerk	Khomas	TOTAL ASSETS
Equipment				
Pigeon hole (24 hole)	0	1	0	1
Facsimile	0	1	0	1
Photocopier	0	0	0	0
Printer	0	1	0	0
Facsimile/Photocopier/Printer	1		0	1
Physical Facility				
Reception room	0	1	0	1
Vehicle	0	1	0	1

**Appendix 6: Salary Package by job categories in the Directorate
(using the average)**

Post	Rank	Package	Housing	TOTAL
Social Worker	SP3	198,446.00	29,772.00	228,218.00
Social Worker	3BL2	164,747.00	29,772.00	194,519.00
Social Worker	3AL2	135,944.00	29,772.00	165,716.00
Social Worker	SP2	1009,457.00	25,596.00	135,053.00
Constituency Childcare Worker	ICL2	45,910.00	12,180.00	58,090.00

Appendix Seven: Detailed Recommendations

OVC as a National Priority

- Regular presentations at highest level (Cabinet) on progress of NPA e.g. at budget allocation time, to ensure that OVC issue remains on the agenda
- Use the launch of the NPA scheduled for September 2007 to get commitment through high level participation from all relevant ministries represented on the OVC PTF. Ensure that the media is well represented at the launch and that the event gets national coverage through television, radio (if possible) and the print media. The MGECW must prepare press releases to coincide with the event.

Coordination of the NPA

- Develop guidelines and agreements with civil society organizations to allow MGECW, at constituency, regional and national level, to use NGO and CBO volunteers to assist social workers and CCCW to increase and enhance services to OVC and caregivers at community level e.g.– referrals, home visits and information sharing
- Launch of NPA also at regional level, in local language, with NPA translated into regional languages.
- Draw up and implement a communication strategy aimed at the child/family, community leaders, church leaders, NGO/FBOs and other relevant stakeholders.
- Establish a secretariat for the coordination of the OVC PTF meetings and subsequent follow ups
- Revisit and strengthen the ToR for the OVC PTF, including participation, decision making, advocacy, reporting etc.
- Operationalize the OVC forum at regional and constituency level. Revisit the role, mandate and function of the regional OVC forum and establish them as functional bodies at regional level. As staff is appointed into constituencies, establish constituency OVC forums. To assist with getting forums operational, and to support constituency level activities recruit Community Child Care worker (CCCW) at constituency level and build the capacity of social workers to supervise them. Secretariat functions should be strengthened to ensure good facilitation skills, decision making strategies, how to run effective meetings (inclusive of setting of agendas and chairing meetings) and minute writing. Agenda items for discussion at regional and constituency level should include activities carried out and planned as well as best practices. Constituency MGECW staff

(CCCWs) should use forums as mechanism to link up with civil society partners that have capacity, to support constituency level OVC activities.

- Appoint a senior advisor to MGECW for approximately 12 months to oversee the change management process of the MGECW and providing leadership training and guidance to senior staff, with special focus on regional capacity.
- Convert one of the senior posts Deputy director within the Directorate to a programmes post - responsibilities could include liaison with donors, stakeholders and forums (PTF and OVC regional forums)

Structure, Staffing and Training

- Finalize and obtain OPM approval for restructuring to accommodate decentralization, the NPA, M&E and the implementation of the national OVC database system. This requires an assessment of the role that the Ministry will play in future and the implication on post profiles and eventually the staff establishment.
- Develop clear systems of support throughout the Ministry, inclusive of:
 1. Lines of communication and reporting between the regional offices and the Ministries head office.
 2. Reference system
 3. Debriefing system
 4. Platforms to share experiences and best practices
- Move the Khomas regional staff presently at the Ministries head office into Khomas regional offices with immediate effect. Three social workers and the clerk should be accommodated within Windhoek while the remaining three social workers should be placed in constituency offices located outside of Windhoek.
- Fill as many Social Worker positions as is possible - recognizing shortages nationally and regionally - and all Community Childcare Worker posts that are financed this year.
 - Approach development partners to secure financing to help financial the remaining 59 Community Childcare Worker positions for an interim period. These appointments can take on activities presently being carried out by social workers and release them to carry out higher level activities. The average annual salary package for the Community Childcare worker is N\$ 45,910.00 exclusive of housing. A further provision of N\$ 12,180.00 is provided for housing through GRNs housing scheme.
 - Draw up and provide clear expectations regarding the full complement of the OVC service delivery for MGECW staff and what their respective roles and

responsibilities are. This is especially true of existing staff as they have traditionally only serviced a portion of the NPA.

- Complete the post profile for the post of Deputy Director, advertise and fill. The Deputy Director should serve as the link between the donor partners and special programmes within the Ministry. This will lighten the burden placed on the Director and release social workers at the Ministry and those in the Khomas region to carry out activities identified in their post profiles.
- Submit the post profile of the Social Worker, from the entrance level to the most senior level, to OPM for regarding. The motivation is to be built around the scope of work that has changes and the increase in level of responsibility and accountability attached to the senior positions.
- In order to adequately staff for the function of social worker:
 1. Negotiate with international organizations such as the Peace Corps, VSO, and others to access volunteer social workers to cover the short term need. These volunteers could be appointed on a multi-year contract and provide mentoring support to social workers entering the service direct from graduating. MGE CW would, as common practice, need to negotiate through MWTC/TAs to secure and provide for accommodation. In regions, Chief Regional officers could be approached to coordinate and assist with negotiations.
 2. Place advertisements within the SADC and recruit outside of Namibia on contract in the short term.
 3. Initiate and coordinate intensive language training to volunteers and foreigners so that a basic understanding of the local language is obtained.
 4. Draw up a recruitment package and present this to students presently studying at UNAM. The package should cover the role of the Directorate Child Welfare, the role of the social worker, reasons for choosing a career with the directorate, challenges the person will face in dealing with the function etc. This package should be shared in a face-to-face session with students and be coordinated with the HOD.
 5. Work with University of Namibia to get the third and fourth year students placed in the regions and constituencies for their practicum and subsequent employment.
 6. Establish a bursary fund that will cater for 26 Namibian students in the field of Social Work per year. The cost for 2007/8 is estimated at N\$ 30,000.00 per student per year (with an escalation of 5% per annum). The fund should increase to accommodate 52 students (2008/9), 78 (2009/10) and 104 (2009/10) tapering down to be phased out at the end of 2012/2013. These bursaries should be attached to a service agreement.
 7. Identify and send students to study social work in Cuba and Sweden in accordance with bilateral agreements. Note: Students are still required to meet requirements and to register with the Namibian Social Workers Council in order to practice locally upon their return.

8. Lobby with OPM to create a more favourable package to encourage social workers into the remote areas.
- In order to adequately staff for the function of Constituency Childcare Workers (recognizing that there are severe housing restrictions, there is a need to be able to deliver service in the local vernacular and the post is an entry level post):
 1. Recruit all CCCWs immediately.
 2. Recruit from within the regions. The possibility of employing volunteers following approved GRN recruitment and selection procedures is encouraged.
 3. Provide new recruits with training to cover areas identified under point 5.3.3.3.
 - Set up a database of training materials relevant to the Directorate. Approach O/M/A and NGO organizations and obtain course material.
 - Design an induction program for staff at all levels.
 - Draw up a plan and schedule of training for new recruits to cover areas identified under 5.3.3.3.
 - Start to involve the Regional Councils in the management of the functions in the regions. An orientation training program should be drawn up aimed at managers in the regional councils under whom the child welfare function will resort. The Director Planning and Development Services and Deputy Director Planning and Development should attend the orientation training.
 - Present MGECW regional OVC annual plans and quarterly reports to the respective Regional Council Management meeting for noting prior to submission to MGECW. Monthly plans and reports should be shared with the Deputy Director of Planning and Development.
 - Ensure the highest level attendance of regional MGECW staff at Regional Council RDCC meetings and get OVC issues placed as a permanent point on the agenda.
 - The CRO and Deputy Director: Planning and Development should become active members on the Regional OVC forums and provide assistance to the Constituency OVC forums.
 - Create and implement a training plan coordinated by the OVC Regional Forum for all connected with the OVC function

Resources

- Complete the analysis of resources (furniture, equipment, IT, Vehicles, availability of offices) at the remaining ten regions. Without this analysis, resource needs and costs cannot be quantified

- Establish and cost resource needs in line with the chosen staffing strategy. Based thereon establish what needs could be catered for within the Directorates budget.
- Negotiate for the rental of office accommodation at regional and constituency level. Requests at regional level could be channeled through the regional representative of MWTC or through the CRO in the applicable regional council. It should be noted that these parties allocate MWTC/Regional Council infrastructure and are in the best position to negotiate with Traditional Authorities who have buildings (and possibly offices) available. Such negotiations need to be entered into immediately.
- Lobby for additional funds on the recurrent budget to cover operational expenses other than for salaries with the MoF.
- Reallocate the Ministerial budget. There is a need to adjust the allocation across its directorates to reflect the elevation of the function to a directorate and to better reflect mandated functions.
- Establish fair allocation criteria for allocation of funds to regions and apply these during budget allocation. Provide these guideline figures to regions prior to planning so that regions do not plan in a vacuum.

Information Dissemination

- Develop regular mechanisms for regular communications between OVC forums, PTF, Regional Councils and other stakeholders
- Create and implement effective awareness raising campaign for communities on OVC rights and protection
- Draw up a popular and child/family friendly publication of the NPA and other relevant OVC documents and disseminate these together with the Policy to regional and constituency levels. All staff should ensure that these are distributed amongst stakeholders and that they are exhibited on display tables at the regional and constituency offices.
- Make copies of all relevant Acts, Policies and plans relevant to the Directorate of Child Welfare and place these in regional and constituency offices. Staff should be encouraged to refer to these documents when dealing with OVC cases.
- Ensure that the MGECW and other stakeholder annual plans and quarterly progress reports serve at a shared platform so that optimum use of limited resources can be made, both in terms of objectives captured in the NPA and in terms of coverage of the regions, constituencies and remote areas within those constituencies.

- Develop M&E unit and staff appropriately
- Set Standard Operating Procedures and guidelines for M&E for data collection, analysis and use across levels
- Create dedicated post/s for database support and staff appropriately
- Once M&E operational, ensure that information is regularly shared with stakeholders and public generally, (regular publications and on MGECW website)
- Get database up and running and establish OVC baseline for each region.

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government