Republic of Namibia

Ministry of Health and Social Services

Development of Social Development Policy

F1/13-51/2011

Phase 2: Situational Analysis
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<th>Acronym</th>
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<tbody>
<tr>
<td>AIDS</td>
<td>Acquired Immune Deficiency Syndrome</td>
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<tr>
<td>ATM</td>
<td>Automatic Teller Machine</td>
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<tr>
<td>BIC</td>
<td>Basic Income Grant</td>
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<td>CA</td>
<td>Capability Approach</td>
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<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<td>FBO</td>
<td>Faith based Organization</td>
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<td>FHN</td>
<td>Fundamental Human Needs</td>
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<td>HEW</td>
<td>Health Extension Workers</td>
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<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
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<tr>
<td>IEC</td>
<td>Information, Education and Communication</td>
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<td>LAC</td>
<td>Legal Assistance Centre</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MGECW</td>
<td>Ministry of Gender, Equity and Child Welfare</td>
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<td>MLRR</td>
<td>Ministry of Land, Resettlement and Rehabilitation</td>
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<td>Ministry of Education</td>
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<td>MOF</td>
<td>Ministry of Finance</td>
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<td>MOHSS</td>
<td>Ministry of Health and Social Services</td>
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<td>MOLSW</td>
<td>Ministry of Labour and Social Welfare</td>
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<td>MRLGHRD</td>
<td>Ministry of Regional and Local Government, Housing and Rural Development</td>
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<td>MYNSSC</td>
<td>Ministry of Youth, National Service, Sport and Culture</td>
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<td>NAMCOL</td>
<td>Namibia College of Open Learning</td>
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<td>NDC</td>
<td>National Disability Council</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<td>NDP</td>
<td>National Development Plan</td>
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<td>NGO</td>
<td>Non-Government Organization</td>
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<td>NPC</td>
<td>National Planning Commission</td>
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<td>OPD</td>
<td>Organization of People with Disabilities</td>
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<td>OPM</td>
<td>Office of the Prime Minister</td>
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<td>OVC</td>
<td>Orphans and Vulnerable Children</td>
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<td>PEPFAR</td>
<td>The President’s Emergency Plan for AIDS Relief</td>
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<td>PHC</td>
<td>Primary Health Care</td>
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<td>PRA</td>
<td>Participatory Rural Approach</td>
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<td>PWD</td>
<td>People with Disabilities</td>
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<td>SW</td>
<td>Social Work(er)</td>
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<td>SWW</td>
<td>Social Welfare Workforce</td>
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<td>TB</td>
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<td>TWG</td>
<td>Thematic Working Group</td>
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<td>UNCRC</td>
<td>United Nations Conventions on the Rights of the Child</td>
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<td>UNICEF</td>
<td>United Nations Children’s Emergency Fund</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WFP</td>
<td>World Food Programme</td>
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<td>Welfare Organizations</td>
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EXECUTIVE SUMMARY

A desk review was undertaken to assess all the current and previous policies (both in implementation and in draft), national development plans, and various reviews undertaken since 1997. The desk review informed and guided the development of this current document, the situational analysis. The desk review suggested that any policy or strategy for social development take advantage of both the complementarities and synergies across different sectors and their respective guiding policies.

The main purpose of this document is to map the current social welfare system, to identify gaps and to chart possible ways to address the bottlenecks.

The Health and Social Services Review (2008) provided a detailed overview of the health and social system, the challenges, gaps and bottlenecks. It further provided extensive and detailed recommendations required to lay the foundation for the development of a social development policy for Namibia. This situational analysis is therefore forward-looking recommending strategies and priorities that will inform the process of the development of the social development policy ensuring alignment with the Vision 2030 and the National Development Plans. The dialogue around the institutionalization of a social development policy framework has already begun paving the way for active participation and engagement.

Summary of the Findings

Legal and Conceptual framework: The conceptual framework must be grounded in the reality and aspirations of the people of Namibia

A rights-based approach prioritizes individuals, households and communities as active agents with claims to resources to promote their own development. It is participatory and partnership oriented; and recognizes all rights, including economic, cultural and social.

Given the diversity of objectives and sectors involved in effective social development, it is necessary that any policy and/or strategy for social development take advantage of both the complementarities and synergy across different sectors and their respective guiding policies. It is therefore important that stakeholders involved in the formulation of a social development policy are aware of their integrative function. Integrated service delivery must be promoted to tackle the multiple causes of social problems and advance the human development agenda. Integrated efforts are required to promote inclusion of the poor and vulnerable including those made poor due to spatial/geographic segregation and migration status. The concept of social development also underlines the importance of acting directly at the bottom of the social pyramid, where hunger, disintegration of families and lack of opportunities are prevalent. It remains important to move towards providing social protection through a combination of social insurance, social assistance policies and access to social services. Central to the development of the social development policy should be the promotion of democracy, human dignity, social justice and solidarity.
It is recommended that all government employees, civil society partners and communities should be orientated in terms of social development concepts. The in-service training should focus on:

- Social development concepts and approaches
- Human rights and rights based programming.
- Knowledge building around policies, legal frameworks, guidelines, strategic plans and focus across all Ministries, institutional arrangements and coordinating mechanisms.
- Nation building and national pride.

**Social Development Workforce Strengthening:** There does not appear to be a social welfare workforce *staffing strategy, plan and implementation mechanism* that includes all the practitioners in this sector. It is recommended that:

The severe shortage of social workers requires urgent attention. It has serious implications on the effective implementation of services.

Career pathways for the diverse cadre of development workers could be seen as a poverty alleviation strategy. Professionalizing and regulating this industry of vast volunteers.

Provision has been made for Auxiliary Social Workers in the Social Work and Psychology Council Act. The registration, training, ethics, codes of conduct and scope of work have been regulated and plans of action must be put in place to operationalise this legislation.

Recognition of prior learning can assist and fast track those who have gained skills and knowledge through non-formal and/or experiential learning. These workers and groundswell of volunteers can be assessed and awarded credits for such learning if it meets the requirements of the unit standard or qualification.

The Council for Social Work and Psychology must develop a policy /or amend policy to guide the regulation and implementation of recognition of all the current social development workforce. This will fast track ensuring that the staffing establishment for social development is adequately resourced.

**Roles and Responsibilities:** The National Coordination Framework of HIV and AIDS Response in Namibia 2010/11-2015/16 (2010) is a good *example of a multi-sectoral and decentralized coordination and management*. The framework outlines the national, regional and community level coordination, the institutional arrangements and the structure and terms of reference of the various committees.

Re-orientate welfare services towards a new social development perspective.

A section on the NDP Implementation Arrangements should be included in the retraining and reorientation of all public servants.
• The Social Development Policy should have an accompanying coordination guidelines/ framework similar to the National Coordination Framework for HIV and AIDS (2010) in terms ensuring institutional coordination, programme planning and development coordination, the arrangement of technical committees and partnerships committees.

• Although each Ministry has forums, it is not integrated but fragmented which implies stakeholders have to attend various forums at different ministries.

• The fragmentation of social welfare services is not user friendly and do not consider the implications for families. Families and children can fall through safety nets because of lack of coordination.

Social Service Delivery and Social Service Systems

As much as social services and health services are interrelated, the services are being provided by different Ministries and Directorates and within the Ministry there appears to be a competition for resources. Therefore the availability of an accurate information management system will elevate social services to the level of health services.

It is recommended that the information management system as planned in NDP3 and again in the 2008 Review be implemented as soon as possible.

The consolidation of the social welfare services have been planned since 2008 and the restructuring is still not completed. This means that duplication of social welfare services have not been addressed. The desk review suggested that the development of a social service system should be guided by the following focus areas:

• A simple system that is both easily understood and to deliver.

• Investing in people.

• Supporting families and children

• Mutual responsibility

• Building partnerships and

• Tackling poverty and social exclusion.

It is recommended that the restructuring of the social welfare services be finalized before the proposed social development policy becomes effective.

One of the known advantages of establishing a national social development policy is to improve the coordination of social programmes. Namibia is not the only country on the continent that faces the challenge of considering the establishment of a single Ministry. Botswana (2010) argues that bringing the full range of social programmes under ‘one roof’ does not mean that the management of programmes must be concentrated within a single or directorate at central level. Consideration must be given to establishing the following:
I. Identify the lead Ministry / Directorate responsible for the day-to-day management of the range of social services and programmes;

II. The continued involvement of other Ministries

III. The continued involvement and garner the support of the private sector, civil society and development partners

IV. The overall national coordination of social development within government

V. A Social Development Ministry and/or Social Development Council

VI. Raising the profile of social development in national policy discourses

VII. Improving coherence between different initiatives and between central, regional and local government.

VIII. Measures to enhance transparency, accountability, efficacy and efficiency of services delivery

IX. Coordination of information collection and analysis across all programmes.

RECOMMENDATIONS

Summary of key recommendations

1. Ensure that there is a common understanding of legislation and conceptual frameworks.
2. Renewed focus and energy to ensure that every citizen has an identity document.
3. A bottom-up approach with focus in active and genuine participation of all citizens is of paramount importance.
4. Help individuals, families, and communities to develop their own solutions.
5. Re-orientate welfare services towards a new social development perspective.
6. The Social Development Policy should have an accompanying coordination guidelines or framework.
7. The severe shortage of social workers requires urgent attention.
8. Career pathways for the diverse cadre of development workers could be seen as a poverty alleviation strategy.
9. Coordination of information collection and analysis across all programmes.
10. Raising the profile of social development in national policy discourses.
11. CHAPTER I  INTRODUCTION

In responding to the many development challenges of Namibia, the Government has committed itself to the development of a Social Development Policy which will guide the provision of social services. This policy will assist the Government and its people in their move towards economic development while, at the same time, advance poverty reduction, gender equality and social development in general.

Since independence the Namibia social services sector has been guided by the Policy Statement of 1990 and the 1998 Policy Framework. During the 20 years since the Policy Framework was released, major progress has been made towards improving the social well-being of its citizens. In this period the social services system has undergone various changes, one of them being the orientation of social services from curative and remedial social work to a developmental approach with emphasis on prevention of social ills and empowerment of individuals, groups, and communities. Such a developmental approach has to be broad enough to expand the real rights and freedoms that people enjoy. Development first has to remove impediments that vast numbers of people face such as poverty, poor economic opportunities and social deprivation. Only then will people have more opportunities to exercise their rights and freedom.

In 2008 a review of the Health and Social Welfare System was commissioned by the Ministry of Health and Social Services (MOHSS) to take stock of its performance. The brief was to conduct a comprehensive review and analysis of the health and social services system, including the Policy Framework of 1998 and all management systems and structures. The review concluded that the following elements were essential principles that should be considered for an effective social development policy and framework:

- A person-centered equitable developmental approach.
- Evidence of cost effective and efficient new innovations.
- Ensuring a good foundation for the young child which would require a multi-sectoral approach between MOHSS, MOE, MGECW.
- Getting the basics right through primary education.
- A network approach and network of services with clearly defined functional focal points for the client to be able to access and be able to communicate.
- Defining the policies
- Priority needs of specific groupings
- Complimentary services to meet those which the general system is unable to reach
- The development of a comprehensive and systematic policy framework that is based on a clear understanding of what is functional to the social welfare sector in national development

It is against this backdrop that the development of a Social Development Policy has been commissioned by the Namibian Government. This report presents a situational analysis of the social sector in Namibia and is preceded by a Desk Review that has been undertaken to
assess all the current and previous policies (both implemented and draft), national development plans, and the various reviews previously undertaken. The Desk Review identified several key social development challenges:

- Improve food security, increase access to basic services, improve livelihood and create safe and equitable environment within homes and communities.
- Despite policies and resources many children continue to face challenges in meeting their basic needs and fulfilling their rights.
- Impact of HIV and AIDS
- Pervasive poverty
- Lack of mechanisms for regular assessment of programmes designed to support children.
- In some setting children’s rights are not fulfilled – interest of children are left to adults (child participation).
- Reduce inequity in human development.
- Attaining MDG goals – challenges are: child poverty, child survival, development and access to essential services.
- Number of children living without one or both parents
- Crime, substance abuse and rapid urbanizations
- Single female headed households

The main objective of this situational analysis is to map the current social welfare system; to identify gaps in the current system and to chart possible ways to address these gaps. This will feed into the development of a policy framework. A social policy framework requires criteria and a method for evaluating and developing economic and social policies that are more closely interrelated and promote the development of individual and community exercises of freedom.

The situational analysis will inform the process of the development of the social development policy framework, ensuring alignment with the Vision 2030. Certain features and steps are crucial in the course of developing the policy framework. The Situation Analysis will therefore be presented in a format that would logically feed into the respective steps of the policy framework development, as illustrated in the adjacent sketch.

In guiding the policy framework, it is important to address a number of questions which are key considerations for an effective policy:

- Are institutions (both State and NGO’s) adequately equipped in respect of their capacity, flexibility, and adaptability to cope with the needs and demands of the citizens;
- What legal basis is necessary to provide a modern but effective social service
delivery system;

- Do social relationships and shared values exist as resources for effective social action and are they sufficiently recognized.

It is significant that none of the Ministries who provide social services to the Namibian citizens have incorporated the term “development” in the name of the Ministry, notwithstanding the fact that Namibia has endorsed and followed the African Union move towards developmental social welfare. The policy that is being developed in this project is titled: Social Development Policy. It is therefore important to ensure that the implication of the title of the policy is understood. The terminology has been extensively discussed in the Desk Review. In the chapter on Philosophical Premises the term Social Development will be further explored.

The methodology used in consulting with key informants will be discussed in detail because the approach taken is key in ensuring the participatory nature of the process of consultation. The remaining chapters of this report will analyze the situation in the social services sector following the key steps in developing the policy framework. The report concludes by looking forward and providing a range of recommendations, setting the scene for development of the Social Development Policy Framework.
CHAPTER 2 METHODOLOGY

The success of the implementation of the social development policy is firstly determined by the appropriate institutional arrangements. Furthermore, it is possible that the policy is too broad and too big to make much of a practical difference. Both risk factors can be mitigated through confrontation, robust debates and engagement with key implementers and constituencies. Hence the importance placed on the methodology to give recognition to the views of the participants. The situation analysis therefore draws heavily on information gathered from a number of key informants through field visits, workshops and interviews in various regions.

2.1 Key informant interviews

Key informant interviews were qualitative, exploratory and in-depth, engaging with people who are well informed about Namibia and its communities. The key informants represented views from a wide range of perspectives including Ministries, national professional bodies and non government organisations. These key informants usually displayed insight into various aspects of the social services system and identified various challenges while suggesting solutions to the perceived problems.

Two interviewing techniques were employed:

- Face to face interviews, largely with national government officials, development partners and NGO partners. This approach time consuming although it provided for flexibility to explore issues freely.
- Workshops with regional constituencies. These sessions were usually constrained by the logistics in travelling around the country. The workshops were therefore structured with various activities planned to maximise the information extracted from the participants.

The interviewees were from diverse backgrounds and affiliations. This diversity provided a broad range of perspectives. Field visits involved a total of 143 stakeholders and the workshops were conducted in the following regions:

- Ongwediva – Oshana region
- Rundu- Kavango region
- Katima Mulilo – Caprivi region
- Walvis Bay – Erongo region
• Windhoek – Khomas & Otjozondjupa region
• Keetmanshoop - Khomas
• Karasburg – Hardap & Karasburg region
• Gobabis – Omaheke region

2.2 Key informant interviews

The following themes were addressed during workshops and interviews:

Legislative and conceptual framework:
  o What are the existing polices and legislative frameworks? Which of these are under review or in development?
  o Has the philosophy or approach been clearly identified? Is it a person-centered or rights-based approach or both?
  o What is your understanding of social development?
  o What is your understanding of social welfare?

Roles and responsibilities:
  o Describe the role and responsibilities of the lead department(s)
  o The role of the NGO’s
  o Which other departments impact on this sector and what are their roles?
  o How do these three sectors coordinate their efforts and are there any interdepartmental, integrated agreements and or collaborative mechanisms?

Social welfare workforce:
  o Describe the service delivery settings
  o Who are the service delivery practitioners?
  o What are the requirements and scope of work for each of the various service delivery practitioners?
  o Are there registration criteria for different practitioners and what are the training requirements?

Social welfare service delivery:
  o Who are the main target groups for service delivery?
  o What are the strategic focus areas?
  o What are the services provided?
  o What is the approach to service delivery?

General questions:
  o How are NGO’s funded?
  o What funding mechanisms are available?
  o Are there coordinating mechanisms?
  o Are there country coordinating mechanisms?

2.3 Participatory Rural Approach / Community mapping
Participatory Rural Approach (PRA) is an approach to investigating through which the creativity and capability of the community can be used for their own investigation, analysis and planning. It is ideal to encourage empowerment of the marginalized and the weak.

The team employed one of the common PRA techniques where participants were required to sketch a map as a visual representation of what they perceived as their community space. The map illustrated where resources, activities, problems and opportunities are located, as well as the dimension and scope of issues to be investigated.

This approach showed the participants “people are capable agents to change their own lives” but require limited outside assistance. It established a notion of “respect” to the people’s knowledge in the life of professionals and their institutions. Finally the technique enhanced the participant’s ability to plan with the community.

Through RPA we gained insight into the community dynamics.

Whereas the participants were initially sceptical and joined the PRA group with uncertainty, they overcame the fear, gained confidence and provided valuable insights into the situation within communities. Where members from the same community participated in different groups the difference in their presentation of the situation in their communities was significant.

The group discussions were mainly in the local languages and where necessary, were translated for the benefit of the facilitator.
CHAPTER 3 PHILOSOPHICAL PREMISES

3.1 Conceptual framework
A common understanding of the Namibia’s social services legislation in the context of social development or developmental social welfare is imperative for pursuing the development of a social developmental policy. Social development has as its main objective, the wellbeing of the citizen.

Jacobs and Cleveland (1999:1) quote Peter Drucker saying that “there is nothing more practical than a good theory” and in the absence of valid theory for social development it remains largely a process of trial and error. Jacobs and Cleveland (1999:5) are further of the opinion that a theory of social development should generate a framework around which all knowledge of the factors, instruments, conditions, agencies and processes of development can be integrated. “Critical to the concept of Social development is the fact that the theories should recognise the inherent creativity of the individuals and of the communities and should see development as a human creative process rather than a product. People need to discover their own creative potentials.”

To be able to understand social development, it is therefore necessary to understand and analyse the concept well-being using a theoretical framework which recognise and facilitate the inherent creativity of people and communities towards their well-being.

The conceptualisation by Sen and Max Neef was selected to provide a theoretical grounding for the concept of wellbeing. These theorists looked beyond single factors which will facilitate and promote well-being and provide a holistic and comprehensive perspective of wellbeing.

Well-being: Amartya Sen’s Human Development /Capability Approach (CA). Amartya Sen, an Indian Nobel laureate economist developed the Capability Approach which according to Robeyns (2005:94) is a broad normative framework of thought or mode of thinking “….for the evaluation and assessment of individual well-being and social arrangements, the design of policies, and proposals about social change”. Robeyns (2005) further states that the CA can be used to evaluate several aspects of people’s well-being such as poverty, inequality and injustices.

This framework can further be used to assess policies according to their impact on people e.g. it asks whether people are healthy and whether the resources necessary for the
capabilities such as clean water, access to medical doctors, protection from infections and diseases and basic knowledge on health are present. Are people well nourished, do they have sufficient food supplies? Do they have access to high quality education and real political participation? It does not explain phenomenon such as poverty, but rather provide a framework to conceptualise concepts such as well-being and poverty.

The core characteristic of CA is the focus on what people are effectively able to do and to be; the quality of their life, and on removing the obstacles or putting structures and processes in place so that they have more freedom to live the kind of life they have reason to value (Robeyns:2005).

The CA further promotes a holistic understanding of poverty and view poverty as deprivation of well-being or lack of freedoms or choices. Sen views well-being as enlarging people’s life choices and capabilities to “live long, healthy and creative lives” (Sen, 1999:87). According to Sen, poverty by this definition is deprivation in capabilities or the failure to achieve basic capabilities which comprises the ability to satisfy important “functioning”. With “function” he implies peoples’ ability to work, rest, be healthy, to be literate, educated, be part of a community, being respected as a human being, to participate etc. The definition of well-being has therefore shifted away from a monetary definition to personal fulfilment, which is the freedom of the individuals to live valued lives (Nussbaum: 2000). In summary the CA offers a policy framework which promotes development, well-being and justice (Robeyns, 2005:95).

Sen (1999) identifies 5 key types of freedoms that are considered instrumental to policy issues- they complement each other and contribute to the general capability of a person to live more freely and to increase their well-being.
Figure 1: Sen’s Categories of Freedom

- **Political freedom** entails enhancing civil rights, to be able to determine who governs, to determine the ideologies and values through which people are governed, democracies, freedom of speech, freedom to criticise authorities, freedom of press, and voting rights. According to Jacobs and Cleveland (1999:17), Sen remarks that no democratic country with a free press and independent judiciary that he has observed, has suffered a famine in this century. A critical factor in social development is therefore political freedom, increasing democratic processes, strong civil societies and increasing choices. This is similar to the concept of empowerment (Schenck, Nel and Louw: 2010).

- **Economic facilities** refer to increasing opportunities to access economic resources for the purpose of consumption, production or exchange. This includes increasing employment, self-employment, knowledge, skills development, accessing funds and resources and adopting of new technology equally.

- **Social opportunities** are the measures that society takes to ensure the provision of essential services such as education and health care which highly influence an “individual’s substantive freedom to live better.” These opportunities will have immediate impact on people’s lives in terms of increasing literacy levels; reducing morbidity and mortality and improving effective social participation. A child who does not have access to health care may miss many days of school which may have long term effects on his/her educational development.

- **Transparency guarantees** deal with social interaction and how individuals relate to one another. It includes the development of trust, freedom, social cohesion,
relationships, prevention of corruption and enhancing financial responsibility and accountability guarantee transparency and justice.

- **Protective security** involves the provision of a safety net for all people who fall through a good economic system as a result of various vulnerabilities and whose lives would reduce to misery, starvation or death without such safety net.
- Sen in his framework indicates the “freedoms” people should experience to increase their well-being, but he does not identify the capabilities of people. Martha Nussbaum, a philosopher, identified the capabilities based on Sen’s CA. She believes that thresholds should be established for each capability and that no human should have to live under the identified threshold for each capability (Robeyns: 2005).

The capabilities as identified by Nussbaum are the following:

![Capabilities](image)

**Fig2: Nussbaum’s Categories of Capabilities**

- **Life** refers to being able to live to the end of life-not and not to die prematurely. A person’s life is respected and seen as worth living. This includes having access to health care and not being exposed to crime, domestic violence, and abuse which may end the person’s life prematurely.
- **Bodily health** includes aspects which enhance good health, such as reproductive health, nourishment, and having adequate shelter.
- The capability of **bodily integrity** refers to the ability to move freely from place to place, to be safe, bodily boundaries to be treated with respect, to be secure against assault, sexual assault, abuse and violence.
• **Senses imagination and thought** is the ability to use your senses, imaginations, thinking, reasoning and freedom of expression. Restrictions on these capabilities limit freedoms and choices.

• The capability of **emotions** is the attachment to things and people outside ourselves, to be able to love and care and develop emotionally. Nussbaum (2000:79) explains that a person should not have his/her emotional development blighted by fear and anxiety or by traumatic events of abuse and neglect.

• **Practical reasoning** refers to being capable of critical reflection and being able to plan and make decisions regarding one’s life (Self- determination).

• The capability of **affiliation** includes the ability to live “towards others”, show concern, justice and friendship, self-respect, non-humiliation and to be treated in dignified manner.

• **Other species** refers to the ability to live with concern for other species, implying the environment and nature.

• The capability of **play** is to be able to laugh, play and have recreational opportunities.

• **Control over one’s environment** means to have control over political, material and relational matters (Sawyer: 2007). This links strongly with the notion of choices, being able to buy property, or choose where to live; not to be intimidated, oppressed and exploited.

According to Nussbaum (2000: 84) all people have potential capabilities but not all will develop these capabilities. The development of capabilities will depend on the context, environment, available resources and opportunities. A person may have the capability for good health, but the fact that the person does not have access medical assistance, or not be informed about health issues, the capability or bodily health will prevent the well-being of the person.

According to the CA a social development policy which aims at enhancing the well-being of the people, may need to make an input of financial resources and economic production, but it also requires political practices and institutions, such as effective guaranteeing and protection of freedom of thought, political participation, social and cultural practices, social structures, social institutions, public goods, and social norms.

The CA covers all dimensions of human well-being (Robeyns: 2005). Development of well-being and justice are regarded in a comprehensive and integrated manner and much
attention is paid between the links between material, mental and social well-being and the economic, social, political and cultural dimension of life (Robeyns: 2005). The critical factor is that the process “towards well-being” should be a participatory and inclusive process.

**Well-being: Manfred Max-Neef’s Fundamental Human Needs Approach (FHN)**

Sen’s CA approach and Max-Neef’s FHN are closely linked. Mannfred Max-Neef is a Chilean economist who was critical of conventional models of development that aimed to decrease poverty through economic growth. He proposes the FHN or human scale development. The essence of human beings, according to Max-Neef, is expressed through needs, either as deprivation or as potential resources (Schenck, et. al.: 2010).

Max-Neef describes well-being as the achievements of FHN while Sen describes well-being as the increase in choices and development of capabilities. People, according to Max-Neef experience poverty when any of the ten FHN he identified, are not met, while Sen view poverty as the lack of choices and the hindering or lack of development of capabilities and justice.

According to Max-Neef (1999) the essence of the human being and the well-being of the person are expressed through their FHN. Max-Neef makes a distinction between FHN and basic needs. The concept FHN is more comprehensive and inclusive than the generally accepted list of basic needs of food, water, shelter, health and education. FHN, (Max Neef: 1999) exist of ten constant, equal, (not hierarchical as perceived Maslow) and interconnected fundamental needs. These identified needs are universal for all people. What is different is the means of satisfiers of the needs. The ten FHN are indicated in the following figure:
Subsistence refers to access to food, shelter, fuel and water or the means for basic survival.

Freedom manifests in equal rights, justice, the right to access services, when a person have freedom of movement, speech, and income to be able to be mobile. Freedom can be limited by not having an income and not being able to look for work.

The need for participation is the ability to participate in all matters important for the person. It involves inclusion in household decisions, political voices being heard, exercising democracy, being listened to at work, home and in the community; and not being excluded and isolated from mainstream employment. Disability can exclude a person from activities in the community and political exclusion can manifest in factors such as marginalisation, and press restrictions.

Understanding refers to access to good quality education, literacy and education to be able to understand the world in which the person lives. It includes the recognition of indigenous knowledge and wisdom. The need for understanding is strongly linked to employment (creation) and participation. The less educated the person is, the less he will be able to enter mainstream employment and the less he will be able to participate.

Creation is the opportunity to work, be creative, produce, design and invent.
• The need for **identity** consists of acknowledging and respecting the self of the person, his or her values, language, customs, religion, diversity in a variety of ways.

• **Protection** as a FHN includes safety, protection against crime, unjust labour practices, unjust living conditions and resources, limitation of freedom and freedom of speech, movement and association.

• **Affection** represents the need for relationships, being cared for and to care.

• **Transcendence** means the ability to affiliate or practice spirituality.

• **Idleness** refers to the need for free time, relax, recreation and enjoyment.

Although FHN are regarded as universal, how and whether the needs are satisfied is critical for well-being. It is important to make a distinction between needs and satisfiers, for example, too provide pork to people whose religion, culture or custom or taste prevent them from eating pork, will not satisfy their need for food. To establish a clinic/school that is inaccessible (in terms of structure, language or attitude) to those without transport, people with disability, or illiterate may not be appropriate.

**Summarising Sen and Max-Neef:** Reflecting on Sen and Max-Neef concepts of well-being, social development policies should increase the choices, capabilities, freedoms and the FHN needs of the people. The two frameworks provide a comprehensive, holistic perspective on the finer nuances of well-being. Davids et. al. (2005) support this holistic view by saying that poverty is “all that hold people back” from a full human life. This may include the absence of or limitations on choices, opportunities and resources in meeting human needs, such as access to quality education, quality health, knowledge of my health, upholding of human rights, political freedom and participation (Schenck et. al.: 2010). Democracy and political freedom is at the heart of this process of well-being (Sen: 1999).

The above description of well-being emphasises social relations, institutional arrangements and political processes that are central to achieving desirable development outcomes. It includes material achievements, such as good health and education and access to goods and services necessary for decent living, and social cultural and political achievements, such as a sense of security, dignity, the ability to be part of a community through social and cultural recognition and political representation. This description encompasses both process and outcome.
Principles of Social Development

The CA and FHN as theoretical frameworks or modes of thinking can be summarised in a few core principles that should form the foundation or pillars of the any social development policy. **People centeredness:** This is the umbrella principle from which the other principles emerge. People’s experiences, perceptions and values are regarded as central. It recognises, preserve and foster trust, human dignity, justice, self-determination and respect. Real **participation** implies dialogue with people that people share fully and have equal voice in any decision-making. Their voices should be part of the development of any policy. **Empowerment** is the enhancement of choices, social justice and increasing control (sense of ownership) and access.

- **Social Justice** can be seen as having the same and equal basic rights, obligations, protection, and access to opportunities, resources and benefits.
- **Self-reliance** develops if people trust and have a positive perception of their potential and capabilities. Increasing their capabilities will develop self-reliance to take control over their own lives.

In summary, a social development policy has the responsibility to guide a government to put structures, governance, guidelines in place, which includes all aspects in a coherent manner to facilitate the well-being of the people with the people.

Fritz (undated) defines development Fritz (undated) defines development and social development as a planned, holistic and comprehensive economic, social, cultural and political process that is rights based and ecological oriented and aims to continually improve the well-being of the entire population and all of its individuals.

The desk review has already discussed the various social development concepts in great detail. To benchmark respondent perceptions and knowledge in respect of the legislative and conceptual frameworks, it is important to place wellbeing of people, legislation and conceptual frameworks within the context of line of questioning.

- What are the existing polices and legislative frameworks? Which of these are under review or in development?
- Has the philosophy or approach been clearly identified? Is it a person-centred or rights-based approach or both?
- What is your understanding of social development?
- What is your understanding of social welfare?

Following on the work of Sen (1985) a set of human needs has been identified by Nussbaum and (2000) and the modified list below could be assessed to determine the degree
to which an environment satisfies these needs, and this principle can be applied when monitoring the progress made by the development actions:

- Subsistence refers to access to food, shelter, fuel and water or the means for basic survival.
- Freedom manifests in equal rights, justice, the right to access services, etc.
- The need to participation is the ability to participate in all matters important for the person.
- Understanding refers to access to good quality education, literacy and education.
- Creation is the opportunity to work, be creative, produce, design and invent.
- Identity consists of acknowledging and respecting the self of the person, his or her values, language, customs, religion, diversity in a variety of ways.
- Protection includes safety, protection against crime, unjust labour practices, unjust living conditions and resources.
- Affection represents the need for relationships, being cared for and to care.
- Transcendence means the ability to affiliate or practice spirituality.
- Idleness refers to the need for free time, relax, recreation and enjoyment.

Question:
Which of the existing polices and legislative frameworks are under review or in development.

Responses and Observations:
Respondents who operate at a national level were usually aware of pieces of legislations, policies and strategic plans which impact on their sphere of operation. It was evident that ministries function in silo’s and functionaries often had little knowledge about other related ministries. Respondents who operate at a regional level were less informed about the legislative framework in which they operate.

Respondents felt that the law reform process and transformation was too slow and expressed concern that some of the legislation which dates back to the apartheid period were still in place and have not been abolished or replaced.

Recommendation

- Ensure that there is a common understanding of legislation and conceptual frameworks.

3.2 Social Development in Namibia

The traditional Social Welfare System in Namibia has been focusing on providing modest income assistance to people who are unemployed or otherwise prevented from earning a living, and this system has had moderate accomplishments. A modern social development
approach which recognizes that helping the individual means addressing problems such as lack of skills or loss of confidence, has become essential. Through a social development policy the Namibian Government will usher in a new era of social development which will set its people on a path to economic independence. The system should still provide security and support, but it should encourage people to realise their potential. It should assist them to make the difficult transition to work which is a cornerstone of social development. A great many Namibians will still need short-term support at some point in their lives. It is therefore important that the social protection system is simple, fair, and can respond to the needs of the people.

**Question:**
What is your understanding of Social Development?

**Observations and responses:**

a. Effort and policy process which further financial, health, education, security and moral development of the community.

b. It is a broad view with its aim to direct programmes that will change people's lives for the better.

c. It changes development issues, including education, wellbeing, health, poverty reduction, inequalities.

d. It addresses social ills/needs in communities.

e. Social development enhances wellbeing and social functioning in communities including health, economy and education.

f. It encompasses social functioning which refers to how people function and operate in society; how they fulfill their roles

g. It ensures that a person is harmony with the environment

h. It includes infrastructure in terms of living standards, programmes that addresses people holistically, grants, youth and juvenile justice.

i. Process or initiative which aims to enhance wellness and living standards of all people in Namibia.

j. Improve overall quality of life in terms of living conditions; human and societal relationships and overall wellbeing in the broad sense.

**Recommendation**

- Equitable access to basic social and welfare services to marginalised and vulnerable communities
- Ensure the equitable distribution of income and greater access to resources through equity and equality of opportunity for all.
- Communities, NGO's and civil society should form partnerships with government to deliver quality social welfare service.
- Enrich the social fabric needed for human development.
3.3 Social Welfare/ Protection in Namibia

**Question:**
What is your understanding of social welfare?

**Responses and Observations:**
Most of the respondents had a good understanding of social welfare though social welfare and social protection were often used interchangeably. Their view of the thrust of social services is consistent with a presentation made on behalf of the Namibian Government in 2008 at the meeting of the Brazil – Africa Cooperation Programme on Social Protection to African Countries. The presenter defined social welfare services as “To ensure equitable access to basic social and welfare services as a means of achieving equality and enhancing welfare. In particular, provision of access to these services to the underserved and unserved vulnerable and marginalised segments of society. Also, reducing inequalities in social welfare, instilling culture and morality (especially among the youth), and gender equality, to contribute to a more equitable society.”

It is therefore not surprising when asked about social welfare the respondents elaborated on the basic income grant. Herewith some of the feedback on cash transfers:
“*There seems to be some measure of fraud within the OVC and older persons grant.*”

“Although the older persons grant reached 85% of beneficiaries, many older persons who would qualify for the grant are not recipients are they are without identification documents. Those without identity documents can vote if they obtain a testimonial as verifying identification. The general opinion was that political will to get all voters to have identity documents would help to get older people especially those in deep rural and remote villages apply for identity documents and thereby will have access to the older persons grant/pension.”

**Recommendation**
- Special attention, training and education on social development concepts.
- Renewed focus and energy to ensure that every citizen has an identity document.

3.4 People-centred system

**Question:**
What do you understand by the term: People-centered social system?

**Responses and Observations:**
a. Acknowledge and involve cultural diversity.
b. Listen to all the groups in the community; including youth and women.
c. Be mindful of different agendas and a top down approach. It should therefore ensure bottom up approach through real consultation and participation with an opportunity to hear the expectations of the people.
d. It refers to a culture of participation and listening to people’s expression of needs but also involving the people to self determination.
e. In its simplest terms it refers to by the people for the people.
f. People know their own needs and challenges, but also know the answers hence their involvement must be facilitated so that their voices can be heard.
g. Learner centeredness in education.
h. It should also be accompanied by a needs analysis to inform planning and programmes.

Recommendation

- A bottom up approach with focus on active and genuine participation of all citizens is of paramount importance.
- Help individuals, families and communities to develop their own solutions.

Question:
Respondents understanding of a rights-based approach

Observations and responses:

a. Align with and take cognizance of Constitution and basic human rights.
b. Right to life may include right to food and health care.
c. Right to and access to free primary education protection and religion of choice.
d. Right to and access to shelter, right to dignity, right to education, health, food security, water, housing sanitation and access to justice.
e. Art 95 of Constitution describes the wellbeing of all.
f. Policy statement of intent must address rights and needs – rights are broader than needs.
g. Freedom of religion, freedom of speech, respect cultural norms and respect for human rights.
h. The social development policy must be guided by the rights.
i. Provide clarity on rights so all have a common understanding.
j. Rights have limitations and responsibilities.
k. Policy should reinforce, complement rights.
l. Recognize and address how to fulfill rights.
Emerging best practice model from the Office of the Ombudsman: The Rights of Prisoners led to investigation and assessment of 36 holding cells.

The constitutional and statutory obligation to investigate matters in respect of which the Ombudsman has reason to suspect that fundamental rights and freedoms are diminished or violated; Judiciary officials continued to express themselves in Court about the unacceptable conditions within which people were detained in police cells; a case in point is the unreported judgment in Malcolm McNab and Others vs Ministry of Home Affairs NO and Others by acting Judge Angula, delivered on 12 July 2007 and stating that –

“As an arrested person has a right to be held in conditions which are not degrading. It is a violation of an arrested person’s constitutional right to be held in such horrendous conditions. It is plainly unconstitutional and unlawful. We all have accepted the Constitution as our Supreme Law. We are all parties to this sacred contract. As a judge, I am oath-bound to uphold the Constitution for the benefit of all who live in Namibia. It is of no consequence to me that those who are responsible for the upkeep of holding cells say that they have no resources to maintain the holding cells in a clean and hygienic condition in compliance with the dictates of the Constitution. It has been held by this court that a lack of financial resources should not be a factor to be taken into account by a court in enforcing the fundamental rights enshrined in the Constitution. The State is constitutionally bound to find and make resources available, failing which it will be held liable for violation of the person’s fundamental rights.”

A rights-based approach prioritizes individuals, households and communities as active agents with claims to resources to promote their own development. It is participatory and partnership oriented; and recognizes all rights, including economic, cultural and social. The needs-based approach can potentially establish top-down command and control mechanisms to ensure their provision.

Recommendations:

- It is recommended that all government employees should be orientated in terms of social development concepts. The in-service training should focus on:
  - Social development concepts and approaches
  - Human rights and rights based programming.
  - A progressive plan is in development and should be considered as a model for transformation.
CHAPTER 4 OBJECTIVES

Social development aims to promote the well-being of all of a country’s citizens, and enable each woman, man, girl and boy to realize her or his full potential to contribute to national development. Increasingly recognized as a policy arena in its own right, social development is concerned with social inclusion, social equity and human resource development. A social development policy guides the state in leading a coherent national effort to realize the synergies and complementarities between social and economic development, ensuring that people are protected from extreme poverty, livelihood risks and social discrimination, and supporting processes of human capital formation.

African countries adopted a developmental approach to social services when they agreed and adopted the African Union Social Policy Framework for Africa in Windhoek in October 2008. The relatively low expenditure and investment in social development and little inter-sectoral co-ordination and cooperation among the various social sector institutions, and between them and the economic ministries were identified in the Framework as impediments to the implementation of developmental social services strategy.

A large number of Government departments and civil society organisations (including those that are faith-based) are engaged in activities of social protection. A social development policy framework should therefore serve an umbrella function, providing a means by which the various policies and activities might be categorised and better co-ordinated in pursuit of social development objectives. It is therefore important that the goals and objectives of the social development policy is clearly articulated in the policy framework.

Question:
What changes in the social services dispensation should a new social policy accomplish?

Responses and Observation:
- Social development should be overarching
- One Ministry should coordinate all services
- Bring service providers under one roof
- Bring services to the people
- No buildings but services
- Services should be easily accessible
- Centralization of services
- Do a proper needs assessment
- Know your community
- Coordination is key
- Watch out for workshop fatigue

Recommendations

The policy framework should achieve the following broad objectives:

- The enlargement of the capability of its population, both men and women, (and in particular poor and vulnerable groups) to meet their needs and interests;
• Through effective participation in the activities of the four central institutions of the country: state, market, household, and community.

The development objective of a social policy should enable the population, and in particular vulnerable groups, to:

• Address their needs and interests,
• Secure greater “livelihood security”, and
• Strengthen social relations (social capital).

The following development objectives should be met:

• Poverty eradication
• Building social capital
• Securing family/household relations
• Gender equity
• Participation/empowerment
• Institutional sustainability
• Environmental sustainability
• International competitiveness
• Macroeconomic stability and balance

The Social Development Policy should guide social protection and social welfare:

• Principles that guide the distribution of welfare benefits should be included
• Provisioning in the society, and the specific means or “welfare mix” through which these are provided.
CHAPTER 5  SOCIAL SERVICES AND WORKFORCE

5.1 Roles and Responsibilities

In order to ensure effective partnerships and collaboration across different Ministries, the roles, responsibilities, governance and accountability structures should be clearly identified. The National Coordination Framework of HIV and AIDS Response in Namibia 2010/11-2015/16 (2010) is a good example of a multi-sectoral and decentralized coordination and management. The framework outlines the national, regional and community level coordination, the institutional arrangements and the structure and terms of reference of the various committees.

Development partnerships are considered to be significant in meeting needs and to strengthen democracy through participation in development. Institutional arrangements are therefore crucial for achieving developmental objects such as those described in the various National Development Plans. NDP3 clearly describes the institutional arrangements as:

a) **Programme implementing institutions** have been identified as: Offices, Ministries, Agencies, parastatals, Regional Councils, donors, civic organizations and private entities. The CPII (coordinating programme implementing institution) coordinates all programmes activities /projects under the programme, coordinate the preparation of annual budgets, Programme outputs and will ensure proper sequencing of programmes. Programme budgets include funding from government and parastatals and development partners. The CPII also has a monitoring and progress report writing function.

b) **Votes (Offices/Ministries/Agencies) and Regional Councils.** This sector determines projects to be implemented and monitor the report to the CPII.

c) **Sub-sector Coordinating Entities** in each Thematic Working Group coordinates the relevant Votes and Regions on programmes, prepare annual budgets, ensure implementation of programmes in subsector. They have a monitoring function and reports to the Coordinating Ministry /office of the Thematic Working Group every six months.

d) **Coordinating Ministries/Office of Thematic Working Groups** coordinates the Subsector Coordinating Entities in their respective Thematic Working Groups, prepare annual budgets and budget allocation to priority programmes and has oversight over the programmes implemented under the respective Thematic Working Groups to the National Planning Commission Secretariat.

e) **Public Entities** are the National Planning Commission, the Ministry of Finance and the Office of the Prime Minister. Their function is to: appraise the budget allocation...
proposals, coordinate the development budget allocations and the implementation of the budgeted programmes.

a. **NPC Secretariat** appraises the development of the budget proposals, coordinate the development budget allocations, oversees the implementation of the budgeted programmes by Votes, Regions, Sub-Sectors and TWGs, reviews annual reports and semi-annual reports and the review ensuing three year budget requests.

b. **Ministry of Finance** ensures that the Medium Term Expenditure Framework (MTEF) is harmonized with NDP programmes,

c. **Office of the Prime Minister** ensures the improvement of institutional and personnel performance under the strategic plans is harmonized with the NPD and MTEF.

d. **Policy Entities Jointly** refers to the NPC, MoF, OPM ensuring that the national priorities are taken care both on terms of finance and personnel provision. They review and update Public Service rules, identifying and addressing gaps including the re-allocation of staff and/or positions from a lesser priority to higher priority areas.

f) **Other stakeholders** are the other members of the TWG which include representatives from the public sector, civic organizations, donors, community organizations and user groups. They participate in the implementation of the NDP, report on their activities to the abovementioned entities. They also participate in the monitoring and evaluation activities of the NDP.

South Africa’s institutional arrangement for the social development system is structured along similar lines.

**Question:**
Describe the role and responsibilities of the lead department(s)

**Responses and Observations**

a. *There are too many leaders*
b. *The role of the lead Ministry is to formulate policy, plan and implement.*
c. *It sets standards, monitor and evaluate and is responsible for customer care*
d. *Lead Ministry should be OPM, MoF and NPC*
e. *Lead Ministries lead, uphold policy directives, enforce policy and guidelines and review existing policies.*

Respondents from the national departments, donor agencies and regional structures were clear about their respective roles and responsibilities. All expressed concern about the lack of inter-Ministerial collaboration and cooperation. It was cited that this internal focus on reaching targets, working in isolation and fear of failure is causing vertical programme implementation and that this in itself comprises quality service delivery.
Question: Describe the role of the NGO’s

Responses and Observations

NGO’s are supposed to compliment the services of government, but are often the main service deliverer.
The Churches are very prominent in service delivery and are heavily dependent on volunteers.
The churches participate in planning, policy formulation and capacity building.
NGO’s are often the watchdog for human rights abuses.
They add value, share information, are involved in advocacy, mobiles communities and empower communities to be responsible.
They create programmes that help people to become self sufficient and self reliant.
NGO’s identify gaps in government’s service delivery and then compliment government’s efforts.
NGO’s are regularly audited though some respondents felt that the sector works in isolation and that there is some measure of bias.
Note: some respondents felt that the sector works in isolation and that there is some measure of bias.

Best Practice Models: Social Development

Model 1

Ministry of Youth, National Service, Sports and Culture
Improving employment opportunities for youth has become a major focus considering that 65% of the economically active population is unemployed (15-19 years during 2004). Hence the focus of the National Youth Policy is on developing the capacity of the youth through:
- Education and training is the top priority as the educationally marginalized youth are the most vulnerable.
- Employment/labour market requires certain levels of skill and educational standards and it will be necessary to ensure that the youth is properly skilled for the few available job opportunities.
- Globalisation is regarded as an important factor as it promotes cultural diversity, foster understanding and tolerance among young people all over the world. It further creates the opportunities to exchange ideas, share experiences and reflect and debate.
- Information and Communication Technology. Young people are key change agents for transformation, development and technological innovation.

Gender.
The policy provides a guarantee that no young person will be discriminated against on the grounds of sex or biological grounds.
The Youth Policy is by far the most progressive in the manner in which it addresses the human rights and social justice issue – elements which are paramount for the successful implementation of a social development policy. It articulates the rights and obligations of young men and women as well as the obligations of the State and the Private Sector in how these entities should contribute to the development of young people.
The Action for Youth Programme has 10 priority areas of development for youth. These areas are: education, employment, hunger and poverty, health, environment, drug abuse, juvenile delinquency, leisure time activities and girls and young women. The priority area that will have the most impact on the social development agenda is: Full and effective
participation of youth in the life of society and in decision making. Many of the respondents were concerned about the apparent lack of nation building and the division which still remain between the various cultural groupings. They elaborated by mentioning that many sectors first identify with their ethnic identity and less if ever as Namibians first. This could still be some of the remnants of Apartheid. Nation building, dialogue and active citizenship and participation capacity, appetite and thirst resonate well with young people. They have a bigger capacity to initiate change and to harness change than the older generation. Lastly the youth magazine “Youth Matters” is an excellent vehicle to engage with youth in even the remotest areas, keeping them informed and engaged.

Model 2.

Ministry of Education: Education Sector Policy on the Prevention and Management of Learner Pregnancy

The policy’s point of departure is the Constitution, the UNCRC and the various UN Human Rights Treaties signed and endorsed by the government. Paramount to all this is the Right to Education and the interest of the child – providing a fertile environment for the execution of social development principles and approaches.

The policy moves beyond goals, guiding principles, scope of application and provisions to include management of learner pregnancy, psycho-social support and a grievance procedure. This ground breaking policy can have direct impact on the development, capacity building and the economic advancement of the girl child. Keeping girls in school and educating the girl child has a direct positive impact on poverty alleviation and breaking the cycle of intergenerational poverty.

Question:
Which other Ministries/ departments /entities impact on this sector and what are their roles?

Responses and Observations

a. Police and Justice Ministries – focus on crime and peace keeping
b. Regional and Local Councils – serve people at grass root level
c. MoF – provides funding
d. Ministry of Safety and security – law enforcement
e. MEGCW- provide support to OVCs
f. Ministry of Labour – visits farm workers and educate parents.
g. FBOs and CBOs contribute to implementation, monitoring and evaluation.

The respondents at national level were able to discuss and debate their individual role, contribution and impact on the sector. Cash transfers and social protection examples were cited to demonstrate programme activity. At regional level the responses were more specific.

Question:
How do these three sectors coordinate their efforts and are there any interdepartmental, integrated agreements and or collaborative mechanisms?

Responses and Observations
There is sector collaboration through linkages with the NPC. Only one NGO mentioned that they had a formal agreement with the MGECW and the collaboration between business and the NGO sector is slowly emerging. Although the team did not interview the business sector it was reported that the business sector would be keen to support government but that they remain cautious as they want to see real impact and progress.

**Emerging best practice**

“Based on several surveys and national census the Ministry of Labour developed indicators which helped us to screen poverty and highlighted the most impoverish regions. We went to those regions using a participatory and qualitative approach. The teams spent a week in the communities, talking to women. After the interviews we brought all the service delivers to the community to make them accountable and to face the community. An action plan was developed, activities prioritized and as a result of this approach many good practices started to emerge. We have given each Ministry a clear and doable action plan.

Lessons learnt: The more prescriptive the policy and plan the easier it is for people to respond and follow.”

**Recommendations**

- Re-orientate welfare services towards a new social development perspective.
- A section on the NDP Implementation Arrangements should be included in the retraining and reorientation of all public servants.
- The Social Development Policy should have an accompanying coordination guidelines/ framework similar to the National Coordination Framework for HIV and AIDS (2010) in terms ensuring institutional coordination, programme planning and development coordination, the arrangement of technical committees and partnerships committees.

**5.2 Coordinating mechanisms from constituency to regional level**

**Question:**
How do these sectors coordinate their efforts on a regional level?

**Responses and Observations**

The understanding and application of coordinating mechanisms differ from region to region.

- There are existing mechanisms, but these also have challenges.
- The regional development committee and also the constituency/village development committees can play this role.
c. The understanding of social development issues needs to be broadened and not be limited to infrastructure; health and education.

d. Inclusivity in listening to all voices should not be influenced by political affiliation.

e. Ensure representation of all relevant stakeholders.

f. These forums can be developed to be more effective and to address coordination.

g. No forum exists on ministerial level for final accountability and oversight.

h. Inconsistency in terms of decentralization needs to be addressed. Some ministries and functions decentralized and others not.

i. The regional development committee does have the power and the budget and there should be a forum which addresses social development issues for the region.

j. The current structure:

k. Village development committee is chaired by headman or head woman and includes local stakeholders such as police; school. There is no single voice for social welfare and it is not clear on who should address which issue.

l. Regional development committee; The chairs of village committees are included. The success is highly dependent on the commitment of the regional councilor – if he/she does not call a meeting, nothing will happen.

m. Focus mainly on infrastructure which means that other social issues often neglected and not discussed.

n. Fragmentation of social welfare service may lead to no one taking responsibility at all.

o. Practitioners in the community and other role players need to feed information into these mechanisms.

p. Coordination of outreach programmes from various ministries with different services.

q. Although each ministry has forums, it is not integrated but fragmented which implies stakeholders have to attend various forums at different ministries. Many regional forums.

r. No overall coordinating structures.

s. Each ministry works independently with little communication and coordination.

T. The coordinating mechanisms for HIV and AIDS are a best practice that can be used as a benchmark. All ministries work together.

u. The fragmentation of social welfare services is not user friendly and do not consider the implications for families. Families and children can fall through safety nets because of lack of coordination.

v. Regional councils are there and all can work together; e.g TB

w. No ownership of social policies; fragmentation of social welfare services.

x. People have multiple service points to enter, do not always know which and limits accessibility.

y. The regional council and the decentralization policy create and ideal structure, but it is not used optimally. Stakeholder must ensure issues are on the agenda and regional committee must ensure inclusivity and representation.

z. The structures are available but not used effectively.

AA. Broad development issues not addressed as there is a strong focus on infrastructure; not socio-economic development.

BB. NGO’s cannot individually be included but have access and should organize themselves to ensure proper representation.

CC. Two-way communication is needed, report back on issues does not always happen
A coalition of NGO's piloted a Basic Income Grant scheme for two years (2008 - 2009) in a settlement in Otjivero of some 200 families, reaching 930 individuals up to the state pension age of 60 with a monthly grant of N$100 delivered via Post Office accounts opened for recipients. This unique scheme was intensively evaluated, and produced some remarkable results:

The community established an 18-member committee to mobilize recipients around wise use of the grant. Poverty rates fell from 76% to 37%, or 16% for those households not affected by in-migration into the settlement in response to the grant.

Among over-15s, those engaged in income-earning activities increased from 44% to 55%, particularly through the starting up of small businesses which benefited from increased local demand.

Child malnutrition fell dramatically, with proportion underweight falling from 42% to 10%.

Access to anti-retrovirals improved for those living with HIV and AIDS.

School non-attendance due to financial reasons fell by 42%, and drop-out rates fell from 40% to almost zero.

The settlement's clinic has recorded a 5-fold increase in income from the N$4 fee per visit.

Debt was almost halved in the first year and savings and livestock ownership increased.

Crime rates reported by the local police fell by 42%. There was no evidence of increasing alcohol abuse.

Women reported that the grant gave them more control over their own lives, with less pressure to engage in transactional sex.

An example of coordination across various Ministries
The Water Sector spans across various Ministries and Entities, but is under the authority of MAWF. The Water Development Forum oversees the development of water in Namibia.

5.3 Social Welfare Workforce

Social Welfare Workforce is regarded as an inclusive term, describing the broad variety of different workers – paid or unpaid, government or non-governmental – that currently make up the workplace. (Yates 2011). A strong social development service system depends on a well-trained workforce. Social Workers are employed by government, NGO's, and by the private sector. Their functions include traditional social welfare services, managing caseloads, foster care, family strengthening and support programmes, after care services, rehabilitation, project management and leadership activities.

Prior to independence Welfare Officers provided support to the Social Workers. This cadre of worker was abandoned due to diffusion of roles and responsibilities. It is recognized across the continent that Social Workers do require support and various countries are recognizing a second and valuable cadre of workers who could support the Social Worker in service delivery. These workers are commonly known as para-social workers or auxiliary social workers. The Social Work and Psychology Council of Namibia has made provision in the regulations for the professionalization of auxiliary workers.

Scope of practice of a social worker in accordance with the Social Work and Psychology (Act No. 6 of 2004).

The scope of practice of a social worker consists of the counselling of, and the providing of therapy, guidance and resolutions for persons, couples, families, groups of persons or communities relating to or in aid of or the presenting of -

(a) Family problems, including marital problems, divorce, family violence, parenting
(b) issues and family therapy;
(c) Children, including adoptions, child abuse and neglect, adaptation problems at school, behavioural problems and career choices;
(d) Legal proceedings including
(e) Access to, guardianship and custodianship of children,
   (ii) Preparation for court procedures, and
   (iii) Vulnerable witnesses, and acting as expert witnesses at trials;
(f) Pregnancy, including baby dumping, concealment of birth, abortions and teenage pregnancy;
(g) HIV and AIDS pre-testing and post-testing;
(h) Bereavement care;
(i) Employer and employee assistance programs, including substance abuse, the HIV and AIDS programs and conflict resolution;
(j) Geriatrics;
(k) Mental and emotional support for patients with chronic mental illnesses and trauma and post traumatic stress syndrome;
(l) Substance abuse and social interactive difficulties, including adjustment to, or the inability to cope in, society, relationship problems and conflict between children, adults and neighbourhoods and wider communities;
(m) Suicide ideation and stress and stress management;
(n) Crisis intervention;
(o) Advanced social work;
(p) Social group work with therapeutic and educational goals;
(q) Training, workshops and public presentations;
(r) Policy writing, professional report writing with diagnostic and evaluative information;
(s) Awareness raising of, and sensitisation of communities on social problems;
(t) Community development projects;
(u) Research projects relating to social work; and
(v) Social work management, including professional mentoring and continuing professional development of junior social workers, and organizing and conducting of social work office.

Scope of practice of a Social Auxiliary Worker in accordance with the Social Work and Psychology (Act No. 6 of 2004).

(Although the Act makes provision for Social Auxiliary Workers, this cadre of worker has not been developed or trained).

According to the Act a social auxiliary worker may perform, on the instructions, and under the guidance and direct supervision and in support of a social worker, any of the acts prescribed by regulation 2 and delegated to him or her by that social worker.

Performing of professional acts by a student in the social work profession

A student in the social work profession may perform, on the instructions, and under the direct control, supervision and guidance of a social worker, any of the Acts prescribed by regulation 2 and delegated to him or her by that social worker as part of his or her education, tuition and training.

Welfare Workers

There were Welfare Workers in the Government Service for the period 1977 until 1999. A training college in Windhoek started in 1976 with a 1 year training course for Welfare Workers and Namibians with learners with grade 10 school qualifications. The training was extended to 2 years and later to 3 years and was stopped in 1984. These trainees received a certificate, but they were not registered as social auxiliary workers at the Social and Social Auxiliary Workers’ Board of Namibia.

Community Child Care Workers (CCCWs)

These workers initially worked with the MGECW as volunteers on the WFP in 2008 to help with the distribution of food to applicants of child welfare grants. The WFP initially assisted with the incentives and when this programme phased out (April 2008), USAID through PACT assisted. By the end of 2008 the CCCWs became part of the structure of the MGECW (proposal to PSC, requested add. funds from MOF). Qualification requirements to become a CCCW: Grade 10, experience in community based care, ability to work with people and to read and write. All 88 CCCWs received in-service training on the functions
of the MGECW, grants and allowances, customer care and ethics, planning and reporting. In addition to the above, 22 of the CCCWs currently receive training at the Namibian College of Open Learning (NAMCOL) for the Certificate on Children at Risk. This cadre of worker was established to:

- Fill the gaps/scale up the capacity, due to limited social workers and to intensify their services at community level;
- Complement the work of social work professionals; and
- Do work which does not necessarily need the skills of a social worker.

The main functions of the CCCWs are to:

- Assist with the identification and registration of OVC and distribution of food;
- Part of mobilization campaigns and to encourage eligible people to apply for maintenance and foster grants;
- Assist applicants to obtain documents and to complete applications for grants;
- Home visits to ensure that grants are utilised to the benefit of OVC and to report abuse of children to the social workers;
- Trace parents or guardians of children in conflict with the law;
- Assist with the preparations of national and international days, workshops and other events;
- Compile monthly and quarterly reports;
- Assist with translations where possible; and
- Perform administrative duties.

The CCCW’s work under the supervision of regional social workers or chief clerks at constituency level and one on one mentoring takes place. The monitoring and evaluation team has developed a monthly reporting format for the CCCWs, based on their job descriptions. A daily data collection tool has been developed for the CCCWs to use and quarterly data auditing is taking place to verify the data from the CCCWs.

Successes:
- The number of grant recipients increased from 86 550 in 2007 to 118 089 in 2010;
- Increase in services to children at constituency level;
- Volunteering became a formal cadre option in the employ of the Government; and
- The burden on social workers was reduced, which gives social workers an opportunity to concentrate on their professional work.

Challenges:
- Namibia is a vast country, with long distances to travel in order to serve the population, but only one CCCW is allocated per constituency.

Health and Social Welfare Workers (HSWEWs)

The National Health and Social Services System Review, which was done in 2008 in the MOHSS, found that in spite of progress made in the implementation of Primary Health Care, the provision of health services did not extend beyond the clinics. The Review recommended that health services should be extended in a structured manner into communities through the establishment of health extension services and the recruitment of paid community health workers. A proposal was therefore developed in April 2009 by the Directorate of Primary Health Care in the MOHSS for the establishment of a health extension programme. As a similar cadre was planned for social welfare services in the
country, it was decided to join efforts in the form of Health and Social Welfare Extension Workers. The final proposal was submitted to the Office of the Prime Minister during 2010 for consideration and approval.

Scope of work for the HSWEW’s:
- To improve equity of access to primary health care and social welfare services;
- To bridge the gap between health and social welfare facilities and communities;
- To activate individuals, families and communities to play a greater role in the improvement of their own health status; and
- To provide services to difficult to reach communities.

The key function of the HSWEW’s
i) To be a catalyst for household and community mobilisation for preventive, promotive, curative and rehabilitative PHC and social welfare actions;
ii) To disseminate health and social welfare information and carry out education and other promotion activities in communities;
iii) To conduct home visits to improve the care of pregnant and lactating mothers, children, older people and PWD;
iv) To conduct visits to residential care facilities and report abuse and neglect to Social Workers;
v) To assist Social Workers with community development projects and group work; and
vi) To facilitate linkages and information sharing between health and social welfare facilities and communities.

Criteria for selection of HSWEWs and the numbers required

Mature men and women, with Namibian citizenship, Grade 12 (Grade 10 will be considered for disadvantaged groups), minimum age of 23 years, good writing and communication skills in English, able to speak and understand a local language, willingness to work with people and good organisational skills.

In estimating the total number of extension workers required for Namibia, the following criteria were suggested:
- total number of population served;
- distribution or scarcity of the population; and
- availability of public transport.

The following training, supervision and meetings have been recommended:
- Facilitators and trainers will be identified.
- Technical support, e.g. from UNAM will be required to facilitate the development of modules for the training of facilitators and trainers.
- Training of Facilitators (TOFs), Training of Trainers (TOTs) and the training of HSWEWs will then be done.
• Ongoing training and supportive supervision will be done by Health and Social Welfare Coordinators in each constituency.
• The Coordinators will arrange monthly meetings with the HSWEWs and during quarterly review meetings the Coordinators will report on the HSWEWs.

Challenges
• The following challenges exist:
  i) Have to convince the PSC to approve this cadre of workers;
  ii) No training modules exist at this stage for HSWEWs;
  iii) Overlapping of services may take place, e.g. the CCCWs in MGECW

5.4 Staff Establishment and Scope of Work

Botswana has an estimated population of 1,822,859 and employs 343 social workers. The Namibian population of 2,104,900 (2011 census) is served by 156 social workers. Often the social workers are not focusing on “real social work” as much of their time is taken up by administrative duties. The shortage of social workers is exacerbated by the fact that 21% of the established social worker posts are vacant. The position is particularly dire in the northern regions e.g. in the Omusati Region (13,638 square km) with a population of 261,657 only 3 out of the 9 of MOHSS social worker posts and 5 out of 11 of MGECW were filled, while a similar position prevails in the Okangwena and Kunene Regions. This hinders the ability to meet the increasing demand for developmental social services and respond effectively to the challenges.
### Vacant Social Workers Post in MOHSS - July 2012

<table>
<thead>
<tr>
<th>Region</th>
<th>District</th>
<th>Post</th>
<th>Estabishment</th>
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<th>% Filled</th>
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As part of the capacity building endeavour in the social welfare sector, Namibia recruited and trained other cadres to complement social work professionals.

A shortage of social workers is not limited to Namibia only but it is a challenge for Africa and its social development agenda. Hence PEPFAR, the world’s largest sponsor of OVC initiated the first landmark conference on social welfare workforce strengthening held in Cape Town during November 2010. PEPFAR/ [www.ovcsupport.net](http://www.ovcsupport.net) began a series of webinars focusing on social workforce strengthening with titles such as “Lessons Learned from the Global Healthcare Workforce. Participation in these webinars could be useful for countries which are isolated and under-resourced.

**Promising best practice: knowledge and data on children**
The Ministry of Gender Equality and Child Welfare and the National Planning Commission have with the support of UNICEF begun to chart the way for reliable and accurate central database application for a comprehensive assessment of the situation of children in the region. It is envisaged that a central database will be installed in each region which will capture regular and reliable data. The data will be shared amongst key stakeholders and a strategy will be developed on sharing knowledge and data amongst key Ministries and civil society organizations. In addition a strategy and mechanism will be developed to facilitate active child participation at national, regional and local level.

Social development depends on skilled committed social and development work. Botswana: Social Development Policy Framework for Botswana: Situational Analysis (2010) suggests that there are three modes of services are needed: social work, development facilitation and the administration of social protection (development) programmes.

Question:
Describe the service delivery settings

Responses and Observations

- Poverty alleviation is central to all activities. There is a good partnership between donors, the NGO sector and government and training of the cadre of development workers ensure for continuous professional development.
- Lack of staff and lack of social workers in the region. The impact of this can be felt when 18 patients are still in prison/custody as there are not enough social workers to the follow-up services
- Lack of sanitation experts and low capacity of officers
- Subsistence farmers are not empowered. They have access to good food but still suffers from malnutrition due to low production.
- NGO’s believe that they can support Ministry of Education with the training of teachers, principals and school governing bodies.
- Alcohol, substance abuse, passion killing, gender based violence and
- No common plan of action across Ministries to bring all social work service delivery in unison.
- Namibians have lost their voice and don’t speak out against acts of injustice.
- Little civic education is happening and public seems to wait on government to deliver.
- Family and social cohesion is not strong
- Renewed focus on children is evident
- Ministry of Education should drive the teen prevention strategy.
- The safety of children is at stake as teachers are transgressing / perpetrators.
- ECD is a priority though access to quality of care is questionable and thus no ECD care than bad care as this is very dangerous.
- ECD care giver training and funding is being considered and further consideration should be given to governance training to curtail corruption and mismanagement.
- Career pathways should be considered for volunteers and the lower end workers in this sector

Question:
Who are the service delivery practitioners?
Responses and Observations

- The first level of professional practitioners is the health personnel, educators/teachers, social workers, magistrates, prosecutors and psychologists.
- The second level of professionals is: police officers, rehabilitation officers, school counselors and community development officers.
- This is followed by a host of other work, peers: pastors, community liaison workers, pension officers/clerks, child care workers, health extension workers, home base care workers, community activators, gender liaison officers, regional councilors, community development leaders and youth officers.
- Volunteers

Question:
What are the requirements and scope of work for each of the various service delivery practitioners?

Responses and Observations:
- Social workers- Grade 12 and a 4 year university degree
- Police Officers – Grade 10, 12 and 6 months training
- Counsellors – certificate or degree in counselling

Recognition of prior learning can assist and fast track those who have gained skills and knowledge through non-formal and/or experiential learning. These workers and groundswell of volunteers can be assessed and awarded credits for such learning if it meets the requirements of the unit standard or qualification. Recognition of prior learning is specifically designed to:

- identify what a learner knows and can do
- match the person’s skills, knowledge and experience to specific standards and the associated assessment criteria of a unit standard or qualification
- assess the person against those standards
- credit the person for skills, knowledge and experience built up through formal, informal and non-formal learning that occurred in the past.

Question:
Are there registration criteria for different practitioners and what are the training requirements?

Responses and Observations

- Volunteers- there is no fixed requirement, no monitoring and evaluation (performance management) and no code of conduct.
- There does not appear to be a social welfare workforce staffing strategy, plan and implementation mechanism that includes all the practitioners in this sector. Missing from the current strategy is the second and third level of service delivery practitioners who if managed strategically could be an enormous support to the development agenda and have significant outcomes on professionalizing the sector.
Recommendations

- The severe shortage of social workers requires urgent attention. It has serious implications on the effective implementation of services.
- Career pathways for the diverse cadre of development workers could be seen as a poverty alleviation strategy. Professionalizing and regulating this industry of vast volunteers.
- Provision has been made for Auxiliary Social Workers in the Social Work and Psychology Council. The registration, training, ethics, codes of conduct and scope of work have been regulated and plans of action must be put in place to operationalize this legislation.
- The Council for Social Work and Psychology would be best placed to develop a policy to guide the regulation and implementation of recognition of prior learning for the social service professions
CHAPTER 6  BASIC CONCERNS

6.1 Concerns of the constituencies

Alcohol abuse
- The large number of shebeens has a negative impact on communities. The safety of women and children are compromised, families are in debt and violence increases in areas where there are many shebeens.
- Shebeens are the main points of social activity
- Water and sanitation
- There is no consistent supply of water and waiting for water is often a source of conflict and violence.

Access
- Access to clinic facilities, social welfare offices, police stations are often non existent
- The church is the first port of call when people are in need. No clear evidence of other community structures or support systems came to the fore.
- There is no electricity and the candles used for lighting and alternatives such as paraffin stoves and open fire cooking are the other ways of cooking.
- Open fire cooking and the use of candles give rise to fires. Fire emergency services cannot reach the shacks/informal settlements as the roads are poor and areas are often inaccessible.
- Even though they are living in informal structure houses were not regarded the most urgent need. First priority for change and development was electrification, constant water supply, health facilities viz. clinic, hospital and better roads.
- Children have to walk long distances to school which also exposed them to the risk of crossing busy roads as well as any harm which may occur.

Health
- The lack of health facilities adds a huge challenge as the area has a large visible population of disabled people.
- The role and responsibilities of the Councilors were not clear.

Roads & Transport
- The gravel roads inside the settlements not properly laid out
- All transport is supplied by taxis and the expense is an extra burden on the families
- The area has no access to public transport ie no bus no trains only taxis
Recommendations:

- Rights training and information should be supplied to the communities so that they would be able to negotiate and plan the social changes necessary.
- Citizens should participate in all policy development processes,
- The area experiences frequent fires because of the use of fire and candles. The community suggested a sub, fire station be established close by. All the roads are not tarred and this presents challenges particularly when emergency services have to enter the settlement.
- Visible policing
- Bring services closer to the people.
- Strengthen the policing committees.
- The community wants to see change

6.2 Social Welfare Service Delivery

The NDP3 (Chapter 9: Equality and Social Welfare) focus areas and goals were clear and spoke directly to the traditional social welfare delivery. It derived its key result area from the Vision 2030 which objective aims to “ensure that Namibia is fair, gender responsive, caring and a committed nation in which all citizens can realize their full potential in a safe and decent living conditions”. The social welfare services aimed to achieve the thematic areas through NDP3:

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<td>Goal: Society imbued with Culture, Tradition and Morality</td>
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The target groups were also identifiable:
- women and men; diverse ethnic groups and people with different ages, interests and abilities
- Senior citizens
- People with disabilities
- Families
- Vulnerable children and youth

The NDP3 provided the sector with a detailed thematic programme direction unlike the NDP4 which focuses on fewer and more carefully selected and sequenced goals and associated targets. It has only three goals: faster and sustainable economic growth, the creation of employment opportunities and enhanced income equality. The strategic areas related to traditional social welfare service delivery are; education and skills and reducing extreme poverty. The intent of the NDP4 trajectory is to guide implementation and to leave the practical detail of programme implementation to the institution with the greatest expertise and capacity to deliver. It underscores the guiding principles for the development process to be: good governance, strong values, partnerships and people-centered economic development.

It is anticipated that the NDP4 will facilitate inter-Ministerial collaboration, strategic partnerships across sectors and that all Ministries will have to review, adapt, adjust and revisits strategic and operational plans. This provides opportunity for the social development agenda to be placed at the centre of the debates.

**Responses and Observations**

The respondents could identify the target groups as they are the front line workers dealing with the challenges families and Namibians in general encounter from day to day. Concerns were expressed about the lack of services to disabled and mentally challenged children as services seem to be concentrated in Windhoek only. Although many of the services are directed at poverty reduction, respondents felt that not enough consideration is given to the challenges the poor communities are being confronted with on a daily basis, for example: shack fires, access to electricity and distance communities have to travel to get to services.

There was no consensus regarding the service delivery approach. It is also important to be reminded that the respondents were also the service deliverers. The range of service delivery approaches mentioned are: on demand, often a top down approach, the right to services approach, results based approach, people centered approach, participatory, holistic, multi-disciplinary and professional.

In general the respondents were not well informed on budget allocations at macro level. The following factors were reported to hamper the effective implementation of services to the people of Namibia:

- Equitable distribution of services,
Too many segmented services provided by different ministries,
Beneficiaries are confused as it is not clear which Ministry to approach and bureaucracy.
People do not have any choices,
No options to seek alternative services to satisfied with what is being offered.

The respondents proposed the following solutions: create channels for democracy building, harmonize policies to have one accountable Ministry and proper research of communities needs to be undertaken. One Ministry with all services under one roof was a response that resonated across all the workshop respondents.

Recommendations

One of the known advantages of establishing a national social development policy is to improve the coordination of social programmes. Namibia is not the only country on the continent that faces the challenge of considering the establishment of a single Ministry. Botswana (2010) argues that bringing the full range of social programmes under ‘one roof’ does not mean that the management of programmes must be concentrated within a single or directorate at central level. Consideration must be given to establishing the following:

- Identify the lead Ministry / Directorate responsible for the day–to-day management of the range of social services and programmes;
- The continued involvement of other Ministries
- The continued involvement and garner the support of the private sector, civil society and development partners
- The overall national coordination of social development within government
- A Social Development Ministry and/ or Social Development Council
- Raising the profile of social development in national policy discourses
- Improving coherence between different initiatives and between central, regional and local government.
- Measures to enhance transparency, accountability, efficacy and efficiency of services delivery
- Coordination of information collection and analysis across all programmes.

6.3 Health and Social Service Review

The situational analysis started with the Health and Social Service System Review (2008), which revealed amongst other that the absence of a national development social welfare policy leads to lack of collaboration and coordination amongst stakeholders. It further highlighted a number of challenges under governance. Weaknesses in leadership were identified at all levels, as well as the duplication of structures and functions across various directorates, including a multiplicity of information systems. It also signaled the need for policy revision, improvement of decentralization at regional and community level as well as the emphasis on involving stakeholders in policy formulation and implementation.
Moving forward it is important to establish whether the MOHSS actively engaged in reducing and the addressing the bottlenecks and gaps in the system as depicted during 2008. This section will therefore reflect on the progress made to date. An appropriate departure point is to present a common understanding of the bottleneck concept.

Bottlenecks occur when information (input) comes in faster that the next step can use it to create output. The wider the bottle’s neck, the more information/inputs you can put in and the smaller the, or narrower, the bottle's neck, the less you can pour out – and you end up with a back-up, or "bottleneck. There are two main types of bottlenecks:

**Short-term bottlenecks** – These are caused by temporary problems. Example: When a key member becomes ill and no one else is qualified to take over their projects, it will cause a backlog in their work until they return.

**Long-term bottlenecks** – These occur all the time. An example would be when a Ministry’s / Directorate’s month-end reporting process is delayed every month, because one person has to complete a series of time-consuming tasks – and he can’t even start until he has the final month-end figures.

Identifying and fixing bottlenecks is highly important. They can cause a lot of problems in terms of lost revenue, dissatisfied customers, wasted time, poor-quality products or services, and high stress in team members.

The team engaged with the key Ministries to evaluate the progress made since 2008. Herewith a summary of the progress made over the past four years as reported in the interviews:

<table>
<thead>
<tr>
<th>Summary of recommendations</th>
<th>Follow-up took place</th>
<th>Further action required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information Systems</strong>: To ensure co-ordination of social welfare services to work closely with government, NGO, and private sector in national welfare needs and services through uniform statistical or monitoring system and a data base of the Namibian welfare sub-sector. The beneficiaries of the SWIS programme include the national, regional and district social welfare staff of the Ministry of Health and Social Services (MOHSS), National Planning Commission (NPC), other related Ministries, e.g. MGECW; the private social welfare sector, the vulnerable groups, all clients of the social welfare sector, donors, training institutions, and international agencies/bodies.</td>
<td>Computerized system not in place yet. Advertised twice for services of STC to assist with development of computerized system. Applicants did not meet requirements.</td>
<td>Will approach Office of Prime Minister for assistance with development of computerized system.</td>
</tr>
<tr>
<td>Revise the social welfare information system to become fully functional for quantitative measurements to identify social welfare problems, needs and tendencies and for planning purposes.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Organization**
<table>
<thead>
<tr>
<th><strong>Summary of recommendations</strong></th>
<th><strong>Follow-up took place</strong></th>
<th><strong>Further action required</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a need for consolidation of social welfare services in Namibia, which means that these services must be housed under one Ministry in order to ensure better service delivery and to avoid duplication of efforts and confusion among service providers and clients.</td>
<td>Social welfare services are not consolidated yet. Restructuring of government services on its way.</td>
<td>Restructuring proposal of MOHSS should be forwarded to Office of Prime Minister for approval.</td>
</tr>
<tr>
<td>Regions, especially in remote areas must be encouraged to establish more welfare organizations, while existing welfare organizations must be encouraged to extend their services to remote areas.</td>
<td>Increase in registration of welfare organizations in remote areas such as Caprivi, Kavango, Ohangwena, Omusati &amp; Omaheke regions. Also increase in awareness among regions regarding the establishment and value of NGOs</td>
<td>Chief Social Workers to encourage regions to establish and register NGO’s and provide capacity and technical support to the newly established NGOs.</td>
</tr>
<tr>
<td>There is a need for the merging of the Divisions of Rehabilitation in Social Welfare and Primary Health Care in order to be under one Directorate.</td>
<td>In proposed restructuring document of MOHSS, the merging of the 2 Divisions was proposed</td>
<td>Submit Restructuring proposal of MOHSS to OPM for approval.</td>
</tr>
<tr>
<td>There is a need for provision of sufficient office space for social welfare services and sign boards, which direct clients to social welfare services. There is furthermore a need for reasonable adjustment of social welfare offices in order to be accessible for people with disabilities.</td>
<td>6 out of the 34 district offices of social workers are insufficient – SWs have to share offices. All offices are accessible for people with disabilities.</td>
<td>Construction of more offices for MOHSS is long &amp; slow process. Need for offices for SWs were submitted. Hiring of office space is one of options that should considered.</td>
</tr>
<tr>
<td>Establishment of the national Disability Council for monitoring and evaluation of the implementation of the National Policy on Disability.</td>
<td>NDC was inaugurated in 2008.</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; NDC is in process to be inaugurated.</td>
</tr>
<tr>
<td>Sensitise the top structure of the MOHSS on the need for merging of social welfare services, establish stakeholders forum on social welfare to lobby for the merging of social welfare services.</td>
<td>Stakeholders Forum exists, but does not meet on regular basis. During restructuring meetings of MOHSS, top structure was sensitized on need for merging of sws. Health &amp; Social System Review of 2008</td>
<td>A concrete action plan with measurable outputs should be developed to track progress on how top government structures have been sensitised.</td>
</tr>
<tr>
<td>Summary of recommendations</td>
<td>Follow-up took place</td>
<td>Further action required</td>
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<tr>
<td>Strengthen communication, coordination and collaboration between directorates within the MOHSS and between stakeholders, as well to strengthen referral systems with the aim to harmonise social welfare services.</td>
<td>Improved communication, coordination &amp; collaboration through attendance of all national management, planning &amp; budgeting, restructuring, review and development forum meetings of MOHSS. Through unified referral letter, referrals improved.</td>
<td>Track and monitor the collaboration and coordination attempts across various ministries and build best practice models which can be replicated across Namibia.</td>
</tr>
<tr>
<td>Number of pay points for funeral benefits increased from 1,200 to 1,320.</td>
<td>142 701 Persons received old age pension (Sept 2012) and 27 193 persons received disability grant. Total: 169 894. All pensioners are eligible for funeral benefit.</td>
<td>Raise awareness on funeral benefits.</td>
</tr>
<tr>
<td>Registered and functional welfare organizations; 266 in 2007.</td>
<td>Up to Oct 2012 – 432 welfare organizations registered. 402 of those welfare organisations are functional.</td>
<td>Encourage regions in especially remote areas to register as welfare organizations and service communities. MOHSS to develop an action plan.</td>
</tr>
<tr>
<td>Registered welfare organisations receiving subsidies; 5 in 2007.</td>
<td>7 WOs are receiving subsidies (2012)</td>
<td>Get policy in place for subsidies and financial assistance; increase budget for subsidies &amp; financial assistance, in order to support more welfare organizations.</td>
</tr>
<tr>
<td>Registered welfare organizations receiving financial assistance; 31 in 2006/7.</td>
<td>11 welfare organizations received in 2010/11 and 6 in 2011/12 FY. Decrease due to budget cut.</td>
<td>Put policy in place for subsidies and financial assistance &amp; motivate for increase in budget for subsidies &amp; financial assistance.</td>
</tr>
<tr>
<td>Registered homes for older people receiving subsidies; 10 in 2007.</td>
<td>3 Homes for older people received subsidies in 2012.</td>
<td>Put policy in place for subsidies and financial assistance &amp; motivate for increase in budget for subsidies &amp; financial assistance.</td>
</tr>
<tr>
<td>Summary of recommendations</td>
<td>Follow-up took place</td>
<td>Further action required</td>
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<tr>
<td><strong>Policy</strong></td>
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</tr>
<tr>
<td>The finalization of a national developmental social welfare policy, which will guide social welfare service delivery in all areas of the sector and will ensure coordination of services, must be expedited.</td>
<td>Consultants have been contracted in 2012 to assist with development of policy</td>
<td>Policy to be in place by March 2013 for implementation.</td>
</tr>
<tr>
<td>There is a need for the MOHSS to determine guidelines of resources allocation to directorates, regions and districts. There is an urgent need to put measures in place within the MOHSS to enable/expedite the purchase/acquisition of labour saving devices.</td>
<td>No guideline in place. Submit needs &amp; resource allocation is done by Directorate: Finance and General Services.</td>
<td>Continue with submitting of needs.</td>
</tr>
<tr>
<td>All acts and approval of policies promulgated by 2012.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Justice Bill promulgated by 2008.</td>
<td>Still in draft form. Min of Justice responsible</td>
<td>Child Justice Bill to be promulgated</td>
</tr>
<tr>
<td>Non-profit Welfare Bill promulgated by 2012.</td>
<td>Still in draft form</td>
<td>To be finalized in 2013/14 FY</td>
</tr>
<tr>
<td>Right, Protection and Care of Older people Bill promulgated by 2009.</td>
<td>Still in draft form</td>
<td>To be finalized in 2013/14 FY</td>
</tr>
<tr>
<td>Basic grant Bill promulgated by 2009.</td>
<td>Still in draft form. Min of Labour &amp; SW responsible</td>
<td>To be finalised</td>
</tr>
<tr>
<td>Social Welfare Policy approved by 2009.</td>
<td>See above</td>
<td></td>
</tr>
<tr>
<td>Number of people accessing sub-economic units from previously disadvantaged communities from 67 to 87.</td>
<td>In 2012: 150 tenants out of 423 (35.4%)</td>
<td>To apply measures in place to increase amount.</td>
</tr>
<tr>
<td>Social Welfare committees in place to improve accessibility of services to grass roots levels. Target 39 committees</td>
<td>Regional Disability Networking Forums are functional in 6 of the 13 Regions. Regional Committee for Older People was established in all 13 Regions. 22 Functional aftercare (alcohol &amp; drugs) groups are in place in Namibia. CORD committees are functional in all 13 Regions.</td>
<td>To cascade some of the committees to constituency level.</td>
</tr>
<tr>
<td><strong>Staffing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Summary of recommendations</td>
<td>Follow -up took place</td>
<td>Further action required</td>
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</tr>
<tr>
<td>The finalization of a the transfer of pension clerks from the MOHSS to the MoLSW must be expedited as it puts a strain on MOHSS in terms of office space and the issue of supervision.</td>
<td>Done</td>
<td>no further action required</td>
</tr>
<tr>
<td>Staff structure at all levels needs to be changed to meet the roles and responsibilities. There is a need to create social rehabilitation posts at district levels and IT system administrator posts at regional level. There is also a need for regions/districts to allocate record clerks periodically for social welfare activities. There is a need to translate rehabilitation instructors to rehabilitation officers. Those instructors who do not meet the requirements, should be trained for upgrading.</td>
<td>Restructuring is in process</td>
<td>Restructuring proposal of MOHSS to be submitted to OPM for approval</td>
</tr>
<tr>
<td>Service delivery, locally, as well as outreach services, will be enhanced by the improvement of working conditions of social welfare staff, especially social worker; i.e. privation package in the remote areas, increase in salaries, the provision of staff accommodation, transport and other equipment specifically for this vital services. Aggressive marketing and promotion of the social work profession to recruit more individuals to study social work is needed.</td>
<td>OPM busy with privatization package. OPM busy with job evaluation and regarding of Government. Request for change in NQF Level of job category SW was submitted to Health Professions Council of Namibia. 4th Year SW Students are receiving allowance during practical work in MOHSS. Participate each year in Career Fairs.</td>
<td>Social welfare workforce strengthening audit required.</td>
</tr>
<tr>
<td>The MOHSS needs to promote financial incentives to community volunteers to motivate them and to sustain their services.</td>
<td>Health Extension Workers – pilot in Kunene Region – 34 HEWs were trained in 2012 &amp; UNICEF will pay salaries while project is still pilot stage.</td>
<td></td>
</tr>
<tr>
<td>Establishment of the National Disability Council, training of health and social welfare staff in sign language, making IEC material accessible to people with disabilities</td>
<td>Training in sign language took place. Make provision for documents in Braille &amp; interpreters during trainings</td>
<td></td>
</tr>
<tr>
<td>Summary of recommendations</td>
<td>Follow-up took place</td>
<td>Further action required</td>
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</tr>
<tr>
<td>and the facilitation of the establishment of more organizations of people with disabilities (OPD’s), also need priority attention.</td>
<td>&amp; workshops of DSWS</td>
<td></td>
</tr>
<tr>
<td>Marketing of the profession social work and the improvement of the working conditions of social welfare staff.</td>
<td>See above</td>
<td></td>
</tr>
<tr>
<td>Need for the MOHSS to determine clear guidelines of resource allocation to directorates, regions and districts.</td>
<td>See above</td>
<td></td>
</tr>
<tr>
<td>Staff functionally computer literate from 65% to 80%.</td>
<td>Each district office has at least one computer &amp; printer. 85% of staff are computer literate.</td>
<td>More trainings &amp; allocation of computers. Concrete staff development and training plan should be developed.</td>
</tr>
<tr>
<td>Staff trained/human resources development form 65% to 80%.</td>
<td>80-95% of staff trained each year</td>
<td>Continue with training according to training needs of staff.</td>
</tr>
</tbody>
</table>

**Information and delivery systems**

Only 10% of the recommendations tabled during 2008 were successfully completed. One of the biggest threats for the successful implementation of a social development policy is the lack of a social welfare information system and no progress has been noted for this activity.

A Social Development Policy Framework for Botswana Phase I: Situation Analysis (2010) outlines the seven international best practices in information and delivery systems as:

I. A central online beneficiary registry accessible to all relevant Ministries essential.
II. A universal electronic payment system which makes use of ATM and point of sale facilities of banks expands the banking services making to more accessible to the poorer communities.
III. Outsourcing such systems reduces the burden on government.
IV. Cash transfers are effective if it is linked to other services.
V. A national identity card linked to beneficiary registration and verification could have a range of uses beyond the application to social programmes.
VI. M&E systems are key to successful programme implementation. The system should allow for: regular and reliable vertical transmission of monitoring information to central levels; continuous impact monitoring and periodic in-depth evaluations.
VII. The M&E must unified, flexible, operational, client-based, cost effective, intelligible and accountable.
VIII. The M&E components should also include standard regular reporting, operational baselines, risk assessments and project audits.

**Recommendations**

The 2008 review provided detailed information and provided cause and effect scenarios to underscore the urgency for addressing the bottlenecks, gaps and challenges and the impact that it has on the sector and on service delivery. This document provided key recommendations and it is evident from the information gathered that most of the recommendations have yet to be implemented. If these recommendations were implemented it would unblock the bottlenecks that were preventing the delivery of quality and equitable services to all.

As much as social services and health services are interrelated, the services are being provided by different Ministries and Directorates and within the Ministry there appears to be a competition for resources. Therefore the availability of an accurate information management system will elevate social services to the level of health services.

- It is recommended that the information management system as planned in NDP3 and again in the 2008 Review be implemented as soon as possible.
- The consolidation of the social welfare services has been planned since 2008 and the restructuring is still not completed. This means that duplication of social welfare services has not been addressed.
- It is recommended that the restructuring of the social welfare services be finalized before the proposed social development policy becomes effective.

**6.4 Conclusion**

The social development policy must address concerns and challenges highlighted in this report. The views of the respondents which were repeatedly expressed around the country cannot be stressed enough: poverty alleviation, equal opportunities, primary health and HIV/AIDS, literacy and numeracy levels, education in the broad sense, self-sustainability, rural development, and the protection and employment of vulnerable groups. Ensure that the policy is:

- Sufficiently resourced.
- Clearly defined, achievable and measurable goals.
- Aimed at the areas mentioned, inclusive and holistic.
- Evidence based; based on best practice and research based.
- Results based with clear outputs and outcomes.
- Monitoring and evaluation framework.
- User friendly for all to understand.
✓ Public should know their rights and be clear on access and affordable service.
✓ Joint planning with the community, they should be participants in the service delivery process.
✓ Adhere to the principles of democracy and participation.

It is important that the policy underwrites the rights of the people of Namibia as enshrined in the constitution. While the participation and consultation throughout the policy development process was appreciated by the interviewees, participation in the planning and execution of service delivery is a prerequisite for ownership and democracy.

Fragmentation of social welfare services and mechanisms for decentralization are critical policy issues which should be addressed. These are currently perceived as waste of resources and limiting of access to services.

Finally the social development agenda must be broadened and inclusivity in terms of representation should be ensured.
## ANNEXURE I  RECORD OF FIELD INTERVIEWS

<table>
<thead>
<tr>
<th>Date</th>
<th>Ministry / Organisation</th>
<th>Representatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 August 2012</td>
<td>MOHSS</td>
<td>Ms. J E van Rhyn. Deputy Director</td>
</tr>
<tr>
<td>Monday</td>
<td>MOHSS - DSWS, Rehabilitation</td>
<td>Ms M Kafuna, Deputy Director</td>
</tr>
<tr>
<td></td>
<td>MGSW – Directorate Child Welfare</td>
<td>Ms Veronica Theron</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ms Amelia Musukubili</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ms Lydia Shibongo</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ms Joyce Nakuta</td>
</tr>
<tr>
<td>21 August 2012</td>
<td>Ministry of Veterans and Social Welfare</td>
<td>Ms. Katry Imalwa, Director</td>
</tr>
<tr>
<td>Tuesday</td>
<td></td>
<td>Ms. L P Eises, Deputy Director</td>
</tr>
<tr>
<td></td>
<td>Ministry of Safety &amp; Security</td>
<td>Ms. R Cronje, Chief Inspector</td>
</tr>
<tr>
<td></td>
<td>National Planning Commission – Poverty Reduction</td>
<td>Mr. Tjikuzu,</td>
</tr>
<tr>
<td></td>
<td>Ministry Of Gender Equality and Social Welfare</td>
<td>Ms L Shikongo – Deputy Director Child Allowance, Ms A Musukubili, Ms V Theron</td>
</tr>
<tr>
<td>22nd August 2012</td>
<td>UNICEF</td>
<td>Dr. Hettie Rose-Junius</td>
</tr>
<tr>
<td></td>
<td>Ministry of Youth, National Youth Service, Sports and Culture</td>
<td>Dr. Petra Hoelscher</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ms. Helya Imene, National Coordinator Child Justice</td>
</tr>
<tr>
<td>23rd August 2012</td>
<td>CDC</td>
<td>Mr Dieter Remmert, Alcohol &amp; HIV Prevention Coordinator</td>
</tr>
<tr>
<td></td>
<td>Ministry of Labour and Social Welfare</td>
<td>Dr. Valentina Mulongeni, Director Social Welfare, Ms. Tgitendelo, Ms Henkert and Mr Strauss</td>
</tr>
<tr>
<td></td>
<td>Association of Charismatic &amp; Pentecostal Churches</td>
<td>Rev. Zelda van der Cloff, President</td>
</tr>
<tr>
<td></td>
<td>Health &amp; Professionals Council</td>
<td>Ms Ena Barlow, Ms Lepin</td>
</tr>
<tr>
<td>24th August 2012</td>
<td>Feedback session to Technical Task force Team</td>
<td>Ms B Katjioungua, Ms L van Rhyn</td>
</tr>
<tr>
<td></td>
<td>Ministry of Regional &amp; Local Government Housing &amp; Rural</td>
<td>Ms Milly Jafta, Deputy Director, Directorate Decentralisation</td>
</tr>
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<td></td>
<td>Development</td>
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<td></td>
<td>Office of the Ombudsman</td>
<td>Ms Eileen Rakow, Director of Investigation</td>
</tr>
<tr>
<td></td>
<td>Ministry of Education</td>
<td>Mr. Shimhøpileni</td>
</tr>
<tr>
<td></td>
<td>REPSSI</td>
<td>Ms. Nicolette Bessinger</td>
</tr>
</tbody>
</table>

### Regional Visit: Ongwediva, Oshana Region
1 October 2012
| Ministry of Health and Social Services | PC Angalia, Director |
| Ministry of Health and Social Services | R E Shoomboe, Chief Social Worker |
| Ministry of Health and Social Services | E Kravela, Chief Social Worker |
| Ministry of Health and Social Services | L M Siboli, Social Worker |
| Ministry of Health and Social Services | Dr T o Nkongolo, CMO |
| Ministry of Health and Social Services | J Kapweya, CSW |
| Ministry of Health and Social Services | L Emuula, CSW |
| Ministry of Health and Social Services | T Katota, SSW |
| Ministry of Health and Social Services | E Munkawa, CSW |
| Ministry of Health and Social Services | E Nfungo, Social Worker |
| Ongwediva Town Council | L N Iiyamba, Coordinator |
| Ministry of Health and Social Services | M C Zhou, Social Worker |
| MOVA | H Tshitlogon, CCLO |
| Ministry of Labour and Social Welfare | H Abed, Clerk Assistant |
| Ministry of Labour and Social Welfare | H N Haufiku, Clerk |
| Oshana Regional Council | A Shamugor, Director |
| Oshana Regional Council | N N Ndaiswa, deputy Director |
| Ongwediva Town Council | A P Shatona, Oshakati Youth Coordinator |
| Ministry of Education | H Perestrebo, RSC |
| Ministry of Education | L Kafidi, Director |
| MOVA | G Shimedina, CCLO |
| MOVA | E Angula, CCLO |
| Ministry of Education | L Kafidi, Director |
| Ministry of Education | S Tsuselo, Director |
| Kunene Regional Council | L Dases, Director |
| Oshana Regional Council | K Abrahams, Councillor |
| Oshana Regional Council | D Mbambi, Constituency Committee |
| MOLSW | E Ndjuluwa |

**Regional Visit: Ongwediva, Oshana Region**
1 October 2012

**PRA Session**
<table>
<thead>
<tr>
<th>Volunteer</th>
<th>M Nghandi</th>
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<tbody>
<tr>
<td></td>
<td>K Aduyullfan</td>
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<tr>
<td></td>
<td>M Homutulifan</td>
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<tr>
<td></td>
<td>S Erastus</td>
</tr>
<tr>
<td></td>
<td>A Naamueja</td>
</tr>
<tr>
<td>District Education Officer</td>
<td>M Eenhu</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>Mike</td>
</tr>
</tbody>
</table>

**Regional Visit: Rundu, Kavango Region**

2 October 2012

<table>
<thead>
<tr>
<th>Walvis Bay Child &amp; Family Centre</th>
<th>Elsa Mirani, Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Adelheid Lekobane, PSW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Barbara van Rooyen, Chief SW</td>
</tr>
<tr>
<td>Ministry of Labour</td>
<td>Bianca Simataa, Clerk</td>
</tr>
<tr>
<td>Ministry of Safety &amp; Security</td>
<td>Esmeralda Abrahams, Constable</td>
</tr>
<tr>
<td>MOVA</td>
<td>Andreas Nashongo, CCLO</td>
</tr>
</tbody>
</table>

**Regional Visit: Katima Mulilo, Caprivi Region**

4 October 2012

<table>
<thead>
<tr>
<th>Ministry of Health and Social Services</th>
<th>C Bartshebar, Social Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health and Social Services</td>
<td>Y Lisho, Social Worker</td>
</tr>
<tr>
<td>Ministry of Veterans Affairs</td>
<td>B Malumo, CRO</td>
</tr>
<tr>
<td>MYNSSC</td>
<td>C Bayde, Youth Officer</td>
</tr>
<tr>
<td>MOLSW</td>
<td>C Rocket, Pensions Officer</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>M Atim, Education, HIV and AIDS</td>
</tr>
<tr>
<td>Mainstream Foundation</td>
<td>S Chidunka, Director</td>
</tr>
<tr>
<td>Society for Health</td>
<td>E Sikulana, Regional Coordinator</td>
</tr>
<tr>
<td>Caprivi Regional Council</td>
<td>F Sibea, Director</td>
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</tbody>
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**Regional Visit: Walvis Bay, Erongo Region**

8 October 2012

<table>
<thead>
<tr>
<th>Walvis Bay Child &amp; Family Centre</th>
<th>Elsa Mirani, Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Adelheid Lekobane, PSW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Barbara van Rooyen, Chief SW</td>
</tr>
<tr>
<td>Ministry of Labour</td>
<td>Bianca Simataa, Clerk</td>
</tr>
<tr>
<td>Ministry of Safety &amp; Security</td>
<td>Esmeralda Abrahams, Constable</td>
</tr>
<tr>
<td>MOVA</td>
<td>Andreas Nashongo, CCLO</td>
</tr>
<tr>
<td>MGECW</td>
<td>Aster Mungungu, SW</td>
</tr>
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</table>

**Regional Field Visit Windhoek: Khomas & Otjozondjupa Region**

9 October 2012

<table>
<thead>
<tr>
<th>Young Achievers</th>
<th>Michael Mulunge, Facilitator</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGECW</td>
<td>Y Mumbuna, SW</td>
</tr>
<tr>
<td>MGECW</td>
<td>Lydia Mukono, SW</td>
</tr>
<tr>
<td>MOVA</td>
<td>Donata Tshivore, SW</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>MYNSSC</td>
<td>Anna Shindondola, SW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Gottlieb Mudjanima, SW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Helena Giagoses, SW</td>
</tr>
<tr>
<td>Otjozondjupa Regional Council</td>
<td>Donna Endjala, Chief Control Officer</td>
</tr>
<tr>
<td>Otjozondjupa Regional Council</td>
<td>B Kasete, Deputy Director</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Sania Damon, SW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>L Bock, SW</td>
</tr>
<tr>
<td>Katutura East CDC</td>
<td>A Nuzimba</td>
</tr>
<tr>
<td>MGECW</td>
<td>N Shitunld, SW</td>
</tr>
<tr>
<td>MOLSW</td>
<td>R Swartbooi, Clerk</td>
</tr>
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**Regional Visit: Windhoek Khomas Region**

9 October 2012

<table>
<thead>
<tr>
<th>City of Windhoek</th>
<th>Joshua Amukugo, Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Katutura Constituency Office</td>
<td>Ananias Nuzimba, CDC</td>
</tr>
<tr>
<td>Khomas Regional Council</td>
<td>Veronica Hangula, Chief Clerk</td>
</tr>
<tr>
<td>Khomas Regional Council</td>
<td>Antonio Cloete, Chief Clerk</td>
</tr>
<tr>
<td>Moses Gareob Constituency</td>
<td>I Tshiquede, CDC</td>
</tr>
<tr>
<td>Windhoek West Constituency</td>
<td>Elizabeth Manase, CA</td>
</tr>
<tr>
<td>Windhoek West Constituency</td>
<td>Airah Sihikwambi, CDC</td>
</tr>
<tr>
<td>Samora Machel</td>
<td>Clara Bactsewe, CDC</td>
</tr>
<tr>
<td>Tobias Harnuyeke</td>
<td>Hileni Ulumbu, CDC</td>
</tr>
<tr>
<td>Windhoek East Constituency</td>
<td>S Hawn, CC</td>
</tr>
<tr>
<td>Tobias Hairmeko</td>
<td>Ruth Ekonowa, Chief Clerk</td>
</tr>
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**Regional Field Visits: Keetmanshoop: Hardap & Karasburg Regions**

10 October 2012

<table>
<thead>
<tr>
<th>Ministry of Education</th>
<th>SM Isaac, Advisory teacher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Labour</td>
<td>YJ Klazen, Clerk</td>
</tr>
<tr>
<td>Ministry of Agriculture, Water and Forestry</td>
<td>DJ Cloete, Chief Agriculture Extension Worker</td>
</tr>
<tr>
<td>Ministry of Labour and Social Welfare</td>
<td>SM Jacobs, Senior Clerk</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>S Muchila, CRO</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>L Pretorius, PSW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>M Hampira, SW</td>
</tr>
<tr>
<td>Karas Regional Council</td>
<td>TN Mathe, Development Planner</td>
</tr>
<tr>
<td>Gibcon CDC</td>
<td>S Fleurmuys, CDC member</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>H Kalili, SW</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>A Louw, CSW</td>
</tr>
<tr>
<td>Ministry of Agriculture, Water and Forestry-DEES</td>
<td>Ben Haraseb, CAEO</td>
</tr>
<tr>
<td>Hardap Regional Council</td>
<td>T Basson, Director</td>
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**Regional Field visits- Karasburg: Karas Region**

11 October 2012
<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>SDC Warmbad</td>
<td>Daniel Kalapa, Community Councilor</td>
</tr>
<tr>
<td>NAMPOL</td>
<td>O Galand, Station Commander</td>
</tr>
<tr>
<td>Warmbad Settlement</td>
<td>Ronald Aibalelo, Accounts Assistant</td>
</tr>
<tr>
<td>NAMPOL</td>
<td>Theresa Andreas, Station Commander</td>
</tr>
<tr>
<td>Ministry of Education, DAE</td>
<td>SPK Aaron, District Education Officer</td>
</tr>
<tr>
<td>MOLSW</td>
<td>KW Cloete, Clerk</td>
</tr>
<tr>
<td>SWAPO Party</td>
<td>Marcelino Sarles, District Coordinator</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>Caroline van der Ross, Assistant Radiographer</td>
</tr>
<tr>
<td>MYNSSC</td>
<td>Elina Petrus, Sports Officer</td>
</tr>
<tr>
<td>Karas Regional Council</td>
<td>Alfred Muhongo, Chief Control Officer</td>
</tr>
<tr>
<td>Karas Regional Council</td>
<td>Siegfried Areseb, Chief Control Officer</td>
</tr>
<tr>
<td>Catholic AIDS Action</td>
<td>Petrus Beukes, Regional Coordinator</td>
</tr>
<tr>
<td>Ariaanvlei Settlement</td>
<td>T Bernot, Assistant Clerk</td>
</tr>
<tr>
<td>Ministry of Agriculture, Water and Forestry - DEES</td>
<td>C van der Merwe, AEO</td>
</tr>
<tr>
<td>Karasburg Constituency</td>
<td>Jan Abraham Christiaan, Chief Clerk</td>
</tr>
<tr>
<td>Karasburg Hospital</td>
<td>B Ndhlovu, Health Information Officer</td>
</tr>
<tr>
<td>Karasburg Hospital</td>
<td>Maxine Jakobs, EHA</td>
</tr>
<tr>
<td>Karasburg District</td>
<td>Hilda de Vries, SW</td>
</tr>
<tr>
<td>Karasburg District</td>
<td>Salmon Witbooi, CDC member</td>
</tr>
<tr>
<td>Karasburg District</td>
<td>AM Klimmeth, Chief Control Officer</td>
</tr>
<tr>
<td>Lordsville TSS Karasburg</td>
<td>Dolores Solomon, Life Skills Teacher</td>
</tr>
</tbody>
</table>

**Regional Visits: Gobabis: Omahkeke Region**

**12 October 2012**

<table>
<thead>
<tr>
<th>Organization</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>K Njembo, Rehabilitation Officer</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>HD Jahr, Principal Social Worker</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>P Matope, Social Worker</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>W Munalisa, Control Rehabilitation Officer</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>E Muchenjeka, Social Worker</td>
</tr>
<tr>
<td>Ministry of Health &amp; Social Services</td>
<td>A Tsikuzu, Chief Social Worker</td>
</tr>
<tr>
<td>ORC</td>
<td>K Tijenda, DD, RS</td>
</tr>
<tr>
<td>Ministry of Veterans Affairs</td>
<td>R M Binga, Chief Liaison Officer</td>
</tr>
<tr>
<td>ORC Otjinane</td>
<td>M Kaahamgoro, Chief Clerk</td>
</tr>
<tr>
<td>NAMPOL</td>
<td>E Naoadoes, Sergeant</td>
</tr>
<tr>
<td>NAMPOL</td>
<td>M Hailaula, Detective Sergeant</td>
</tr>
<tr>
<td>Organization</td>
<td>Contact Person</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>OSDO</td>
<td>M Jacobs, Coordinator</td>
</tr>
<tr>
<td>Ministry of Education</td>
<td>PJ Uatjiua, Education Officer</td>
</tr>
<tr>
<td>Ministry of Gender, Equality, Children &amp; Women</td>
<td>M Anganile, Social Worker</td>
</tr>
</tbody>
</table>
ANNEXURE 2  LIST OF RESOURCES RECEIVED DURING THE FIELD VISITS.

1. Ministry of Youth, National Service, Sports and Culture
   a. Strategic Plan 2008-2011
   b. National Youth Policy

2. Ministry of Gender Equity and Child Welfare
   a. Children and Adolescents in Namibia 2010: A Situational Analysis
   b. Namibia’s National Agenda for Children 2012-2016
   c. Five year strategic plan 2010-2014

3. Ministry of Health and Social Services
   b. Road Map For Accelerating the Reduction of Maternal and Neonatal Morbidity and Mortality – 2010
   c. NDP - 4 2012/13 – 2016/17

4. National Planning Commission
   d. Namibia 2011 Population and Housing Census Preliminary Results – 2012
   f. A review of Poverty and Inequality in Namibia – 2008
   g. Regional Poverty Profile: Omusati: 2005-2006
   h. Regional Poverty profile: Oshana; 2005- 2006
   i. Regional Poverty Profile: Otjozondjupa: 2005-2006
   j. Regional Poverty Profile: Oshikoto: 2005-2006

5. Office of the Ombudsman
   a. Guide to Indigenous People’s Rights in Namibia

6. Ministry of Regional and Local Government Housing and Rural Development
   b. Moving Towards Vision 2030 Through Decentralisation: 10th Anniversary of the Adoption of the Decentralisation Policy

7. Ministry of Education
   b. Education Sector Policy for Orphans and Vulnerable Children - 2008

8. Ministry of Agriculture, Water and Forestry

9. Ministry of Veterans Affairs
   a. Strategic Plan 2008-2012

10. UNICEF
    a. National Social Development Policy – Swaziland – 2010
    b. Frontiers of Social Protection brief
c. A Social Development Policy Framework for Botswana: Summary - 2010
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