



USAID REGIONAL HIV/AIDS PROGRAM



SOUTHERN AFRICA HUMAN CAPACITY DEVELOPMENT (SAHCD) COALITION



NAMIBIA: STRATEGIC HR PLANNING WORK PLAN

JULY 1, 2009 – SEPTEMBER 30, 2010)

Cooperative Agreement Number: 674-A-00-07-00003-00
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I. Introduction and Background

The Southern Africa Human Capacity Development (SAHCD) Coalition is a four-year associate cooperative agreement issued by USAID, which began on October 1, 2006. SAHCD is implemented through a partnership among IntraHealth International (the Lead Partner), Management Sciences for Health (MSH), Training Resources Group, Foundation for Professional Development (FPD), Council of Health Service Accreditation of Southern Africa (COHSASA), and the Eastern, Central and Southern African Health Community (ECSA). This project serves as a mechanism for implementing a regional Human Capacity Development (HCD) Program that seeks to improve the quality of health services and HIV/AIDS service delivery and client care in the Southern African region. SAHCD is designed to respond to the current human resource crisis in the region by implementing unified, locally driven and well-coordinated HCD strategies that address long-term workforce planning policy issues as well as the immediate need for improving the skills and knowledge of the prevailing human resources. In both the public and private health sector the Coalition works by strengthening the capacity of health workers, policy makers and planners, program managers, educational institutions and faculty members, as well as communities and families that deliver HIV and AIDS services.

In Namibia the project has been requested to support the development of a comprehensive Human Resources Strategic Plan for the Ministry of Gender Equality and Child Welfare (MGECW). The plan is expected to describe short-, mid-, and long-term solutions to address HR needs and management processes. The plan is to have a special focus on strengthening regional and constituency-level capacity for service delivery.

II. Brief Activity Description

In Namibia, one of the main challenges in addressing the situation of orphans and vulnerable children (OVC) is the lack of skilled human resources in both the public social service and civil society sectors. Existing systems and structures are overstretched and ill equipped to cope with the demand to deliver comprehensive, quality services to meet the multi-dimensional needs of thousands of children and youth affected by HIV/AIDS. Meeting these needs requires government commitment and collaboration across ministries and between government and civil society at the national, district, and local level, coordinated by a strong government body with the support of international, national and local donors. Such efforts will create an enabling environment that harmonizes and strengthens the country systems and structures

IntraHealth, Southern Africa Human Capacity Development Coalition (SAHCD) will work with the Ministry of Gender Equality and Child Welfare; Regional and Constituency Management teams and other partners to implement activities designed to achieve the following outcomes:

- Develop a prioritized plan-of-action that addresses the HR priority requirements of the MGECW
- Assess the full extent of Human Capacity (i.e., staff) requirements of the MGECW
- Undertake a Needs Assessment that will provide detail on the following:
 - Current Supply of HR in the sector
 - Competency/Skills Assessment
 - Training Capacity Assessment
 - MGECW Sector Personnel Requirements
- A HR Strategic Plan that seeks to improve the efficiency of the current labour supply; address

labour market constraints that prohibit the acquisition of HR by the sector; enhance national training capacity related to sector personnel; and place emphasis on the development of HR that will expand the coverage of services provided by MGECEW while simultaneously enhancing the quality of MGECEW services through a balanced development approach

1. Developing a Prioritized Implementation Plan:

1.1 Start-up activities: Review documents and conduct meetings with key stakeholders to clarify expectations, and ensure that there is consensus on what the HR requirements are for the sector. Initial start up activities will also include consultations with other stakeholders and USAID implementing partners to identify opportunities for collaboration.

1.2 Develop an implementation plan.

This will include the clarification of roles and responsibilities for SAHCD and the MGECEW. The focus will be on modalities for implementation as well as communication and reporting procedures and requirements

2. Assess the full extent of Human Capacity (i.e., staff) requirements of the MGECEW:

In order to strengthen capacity for service delivery it will be necessary to first undertake a functional review of the sector so as to understand the current situation with respect to HR planning, development, recruitment, management, and retention structures, systems and procedures in the sector.

2.1 Supply Analysis: This will be based on a complete and accurate census of all personnel working in the public and NGO sectors (and to the extent possible shall include the private sector) in the area of Gender and Child Welfare. The objective of the supply analysis will be to provide a comprehensive profile of the personnel **currently** employed in the Gender Equality and Child Welfare sector, and to identify outlier cases where the profile of a particular occupation does not correspond to the norm for Namibia. These outlier cases will then serve as the basis for further inquiry, since they may reflect inefficiencies or inequities that should be addressed through the Human Resources Plan.

2.2. Competency/Skills Assessment: An essential component of the consultancy will be a detailed HR Skills Assessment which will be devised to ascertain whether the current skills mix is adequate for responding cost-effectively to the challenges currently being faced by the department (as well as those the department is likely to face in the future). In addition, there will be a determination of the capacity for providing the services specified in the various Gender and Child Welfare-related policies of Government. Skills by category of personnel will be evaluated against skills benchmarks developed by experts within the sector

2.3 Training Capacity Assessment: Reliable supply forecasts depend upon obtaining reliable projections of training output. These will be obtained through an assessment of the national capacity for the production of the requisite categories of HR. SAHCD will work closely with the Human Resource Department of the MGECEW to evaluate the production capacity of the available training institutions in Namibia and (to the extent possible) in the region. This will first involve evaluating production input (acceptance rates and enrolment) and output (pass rates, completion rates and employment rates). It will further involve an assessment of the physical capacity of the training institutions as defined by classroom capacity, availability and size of technical facilities such as libraries, etc., and dormitory and dining capacity. It will also involve an assessment of the adequacy of current faculty in terms of current numbers by area of competence and qualifications, and an assessment of the adequacy of the current curricula

2.4 Sector Personnel Requirements: The preferred method of identifying future staffing requirements is the Indicator of Staffing Need (ISN) method. The ISN method involves:

1. Identifying principal jobs held by each category of health personnel
2. Identifying major workload components of each job for each category of health personnel
3. Establishing workload measure (accounting for available data) for each workload component of each job

4. Establishing a standard workload for each workload component of each job given available work time by category of personnel
5. Compiling annual service volumes (service utilization or service production) for each component of each job at each level of the service
6. Dividing the current supply by category of personnel by the staffing requirement for each category of personnel helps to derive the ISN. Multiplied by 100, the ISN represents the current staffing as a proportion of requirements

The iHRIS Suite developed by the Capacity Project shall be used to aid in the determination of sector personnel projections

3. Develop a Human Resources Strategic Plan: As indicated previously in this document, the HR Strategic Plan will seek to improve the efficiency of the current labour supply; address labour market constraints that prohibit the acquisition of HR by the sector; enhance national training capacity related to sector personnel; and place emphasis on the development of HR that will expand the coverage of services provided by MGE CW while simultaneously enhancing the quality of MGE CW services through a balanced development approach. Particular emphasis is to be placed on ensuring the creation of capacity in HR department of the MGE CW. This will be a necessary pre-requisite to ensuring that there will be capacity in the MGE CW for ensuring the effective implementation of the HR Plan developed

PERFORMANCE MONITORING PLAN- 2009

SAHCD Performance Monitoring Plan -NAMIBIA

Project Goal: To support OVC programs in Namibia

Objective:				
Outcomes	Performance Indicators	Description	Reporting	Targets
Improved workforce planning and policy through the development of a prioritized implementation plan and conducting labour supply analysis and competency and skills assessment of the MGECW	1.0 National or sub-national workforce planning is regularly conducted (i.e., according to plan) and is based on relevant information	Will include qualitative assessment of changes in workforce planning process, including the frequency of planning efforts, adherence to scheduled planning exercises and the information sources utilized in planning	Quarterly	TBA
	2.0 National or sub-national level data information systems are in place so that planners and program managers can regularly receive and use basic workforce data	Includes: basic demographic data on workforce is available; 2) national training data is linked to national workforce data; and 3) performance data is linked to workforce data. System must contain features identified as necessary for planning, policy making or health program decision making	Quarterly	TBA
Improved workforce development through reliable and accurate projections of training outputs by conducting a training needs assessment	3.0 Pre-service education systems <i>for a specific cadre (existing or new)</i> are strengthened and responsive to the gender and child welfare needs and priorities of the country	“Strengthened” is defined as including at least one of the sub-indicators being achieved in a country Includes: curriculum revised/updated with a focus on skill development, teaching materials and equipment available and teachers/preceptors prepared to transfer knowledge and skills to students. This can be in public, private or both types of teaching institutions, which should be noted. Also note level of achievement (start-up vs. scale up).	Quarterly	TBA
Improved workforce performance and support systems by establishing Sector Personnel Requirements through the indicator staffing needs method	4.0 Health sector human resources management systems are developed or strengthened and are functioning	Strengthening the HRM system includes adding any of the following to the current system: 1) professional HR structure exists with defined roles and responsibilities; 2) logical job descriptions created and available; 3) job expectations disseminated to providers; 4) mechanism exists to obtain provider input into job expectations; 5) existence of reminder/supervision for job expectation; 6) system exists whereby job expectations are used for performance appraisal; 7) evidence of career structure or pathway exists; 8) evidence of a culture or system of employee recognition and rewards; 9) merit-based promotion system exists; 10) functioning HRM information system; and 11) functioning HRM training system, 12) HRM system is integrated.	Quarterly	TBA
A Draft HR strategic Plan with short, medium and long term goals aimed at addressing HR challenges for	5.0 A Human Resource Plan approved and used by MGECW	“Approved” by the MGECW management	Quarterly	TBA

SAHCD Performance Monitoring Plan -NAMIBIA

Project Goal: To support OVC programs in Namibia

Objective:

Outcomes	Performance Indicators	Description	Reporting	Targets
provision of child welfare and OVCs				
Organizations benefitting from PEPFAR Program	Number of local organizations and individuals provided with technical assistance for HIV-related institutional capacity building	Section 14: OPSS	Quarterly	TBA
Organizations benefitting from PEPFAR Program	Number of local organizations and individuals provided with technical assistance in HIV-related policy development	Section 14: OPSS	Quarterly	TBA
Organizations benefitting from PEPFAR Program	Number of individuals trained in HIV related policy development.	Section 14: OPSS	Quarterly	TBA

WORKPLAN 2009 to 2010: July 1 2009 to September 30 2010

Southern Africa Human Capacity Development Coalition						FY09		
Country Work plan: Strengthen HR Planning, Development and Management in MGECW, Namibia								
Main Activity	Tasks	Indicators	Person Resp.	Quarter				notes
				1	2	3	4	
Project Objective:								
<p>1. Conduct project start up activities.</p> <p>Develop an implementation plan.</p>	Review documents and conduct meetings with key stakeholders to clarify expectations, and define modes of project-related communication	Number of meetings held	IntraHealth (Chief of Party and Director Technical Services)	X				<p>Stakeholders will be identified by USAID and MGECW.</p> <p>A 3-day workshop will be facilitated by the Director Technical Services and the Chief-of-Party.</p> <p>Work plan development will be participatory and include all directorates in MGECW as well as selected partner organizations, and the University of Namibia (Department of Social Work).</p>
	Develop an Implementation Plan	Plan Developed and Documented	IntraHealth and RHU	X				
	Consultation meetings with PS MGECW, and Heads of Departments							
<p>2. Assess the full extent of the Human Capacity (i.e., Staff) Requirements of the MGECW</p>	Undertake an HR Supply Analysis for the sector		Director Technical Services	X				
	Undertake a Skills/Competency Assessment for the sector		Director, Technical Services		X			

Southern Africa Human Capacity Development Coalition						FY09		
Country Work plan: Strengthen HR Planning, Development and Management in MGECW, Namibia								
Main Activity	Tasks	Indicators	Person Resp.	Quarter				notes
				1	2	3	4	
Project Objective:								
3. Develop Strategic Plan for Human Resources for the Sector	Undertake a Training Capacity Assessment to determine the National capacity for the production of workers for the sector		Director, Technical Services		X	X		
	Determine projections for sector personnel requirements		Director, Technical Services		X	X		
						X	X	