



Caring for children. Strengthening families. Empowering communities.

Reporting Period: January–December 2025 | **Board Chairperson:** Emilia Kaulungamenwa |
National Director: Ms. Julieta Ferreira | **Compiled by:** Mr. Ndailikana Paulus | **Date:** March 2026

EXECUTIVE SUMMARY

The 2025 Annual Report of SOS Children's Villages Namibia highlights progress in supporting vulnerable children, youth, and families across Windhoek, Ondangwa, and Tsumeb. The Member Association (MA) implemented programmes in alternative care, family and community strengthening, youth empowerment, advocacy, and organisational development, while responding to social, economic, and environmental challenges.

OUR IMPACT AT A GLANCE — 2025

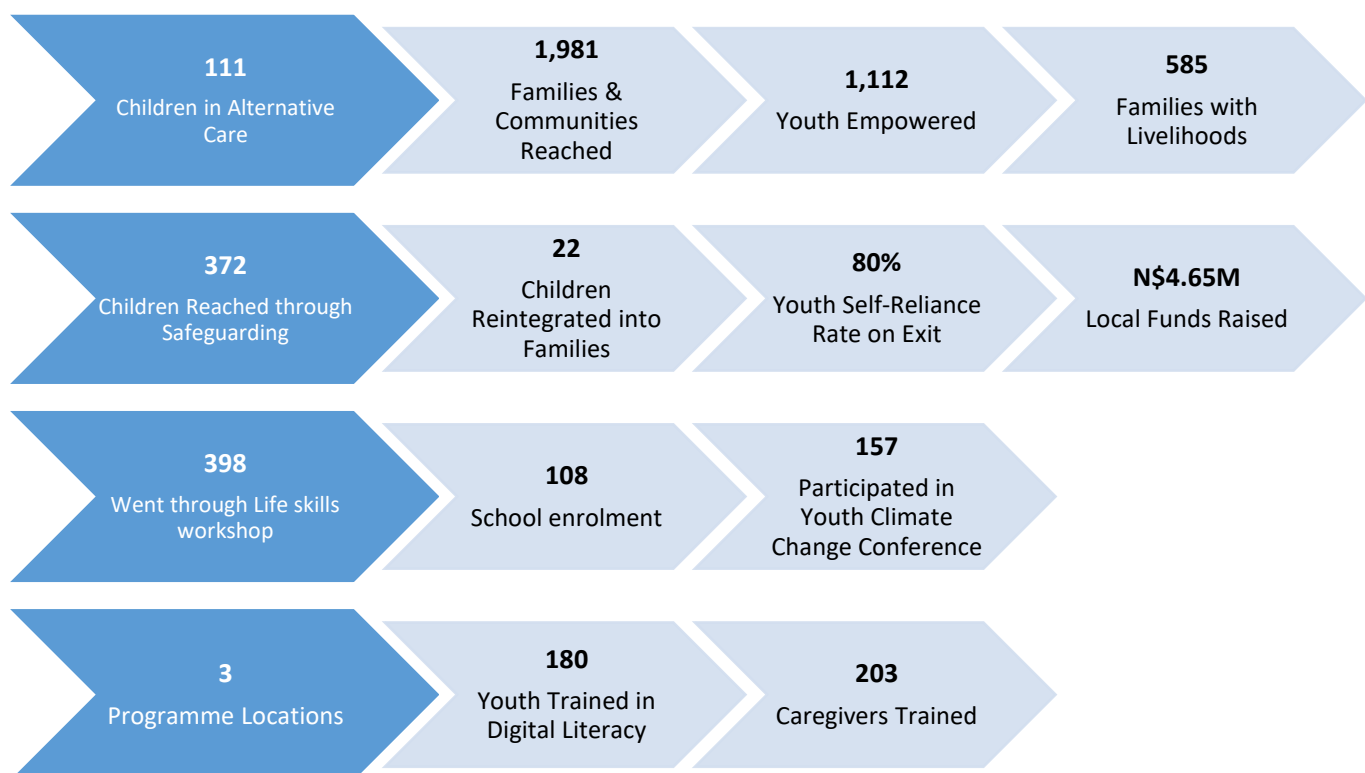




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1. NATIONAL CONTEXT AND STAKEHOLDERS

1.1 General description of national context

In 2025, Namibia confronted a complex set of social, economic, and environmental challenges that impacted the well-being of children, families, and communities.

Key National Challenges

- Child protection remained a critical concern, with rising reports of violence, abuse, and exploitation — amplified by the tragic deaths of school children in Okahandja, which prompted national-level advocacy for stronger safeguarding systems.
- Flash flooding in Windhoek's informal settlements displaced vulnerable households and placed children at heightened risk.
- Academic performance challenges persisted across age groups and locations despite high enrolment levels.
- Youth unemployment and economic exclusion continued as prominent national concerns, particularly among young women.
- Climate change impacts, including flooding and food insecurity, increasingly intersect with family vulnerability.

These challenges underscored the ongoing necessity for stronger safeguarding measures, greater awareness, and coordinated responses across communities and institutions.

Policy & Legislative Context

- The Child Care and Protection Act (2015) remained the governing framework for child protection and alternative care services.
- Ongoing care reform initiatives, including work on Foster Care and Short-Term Care SOPs, continued in close collaboration with the Ministry of Gender Equality and Child Welfare.
- SOS CV Namibia actively contributed to national planning through the Permanent Task Force for Children and the Strategic Plan for Children Living and Working on the Streets.

Against this background, SOS Children's Villages Namibia adapted its interventions to address emerging needs, focusing on child protection, education, family resilience, youth empowerment, and alternative care. Through collaboration with government, civil society, communities, and development partners, the organisation contributed to efforts aimed at improving outcomes for children and families across Namibia.

1.2 Key partners at national level

In 2025, SOS Children's Villages Namibia enhanced program delivery and sustainability by collaborating with government ministries, civil society organisations, educational institutions, and the private sector. These partnerships enabled the organisation to reach more children, youth, and caregivers while promoting care reform, youth empowerment, and child protection.

Table 1.2 Key partners

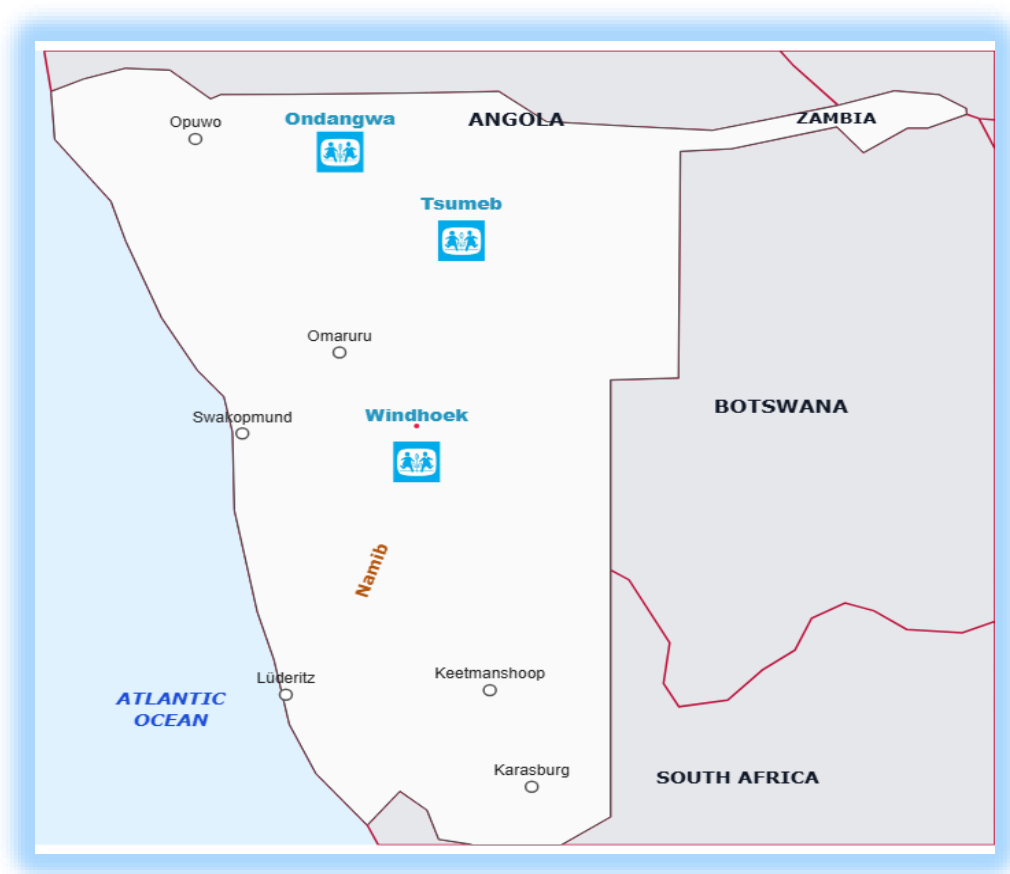
Name of partner	Description (purpose of partnership)	Progress in last year (key actions taken)	Effectiveness of partnership (contribution to results)	Formal agreement signed
Ministry of Gender Equality and Child Welfare	Oversight of child protection, care reform, and safeguarding initiatives	Supported Care Reform submissions, collaborated on VAC campaigns, advised on foster care and Short-Term Care SOPs	Strengthened policy alignment and advocacy, facilitated legal compliance, and improved foster care awareness	Yes
Ministry of Education, Innovation, Youth, Arts, Sport and Culture	Support for educational programmes, Digital Divide Project, and youth development initiatives	Partnered on ICT access for Tsumeb and Ondangwa, endorsed digital literacy curriculum, facilitated school-based interventions	Enabled access to digital resources for 180+ youth, strengthened academic support, and improved youth digital skills	Yes
UNICEF Namibia	Child rights advocacy, climate awareness, and programme technical support	Provided expertise for Eco-Champion initiatives and youth climate conferences	Enhanced climate action understanding among youth, supported capacity building in safeguarding and advocacy	No
Environmental Investment Fund (EIF)	Support for environmental sustainability initiatives and youth climate action	Contributed to community-level climate initiatives and financing guidance	Strengthened community engagement, youth leadership, and environmental stewardship	No
Legal Assistance Centre (LAC)	GBV and child rights advocacy	Provided legal guidance during GBV stakeholder engagement sessions	Strengthened advocacy knowledge, informed interventions on child protection and domestic violence	No
LifeLine/ChildLine Namibia	Child protection awareness (reporting and responding)	Delivered awareness sessions on abuse reporting, supported community outreach, and strengthened referral pathways	Increased protective environments, improved child reporting and response systems	No

2. MEMBER ASSOCIATION ANALYSIS

2.1 PROGRAMME IMPACT 2025

OUR NATIONAL REACH

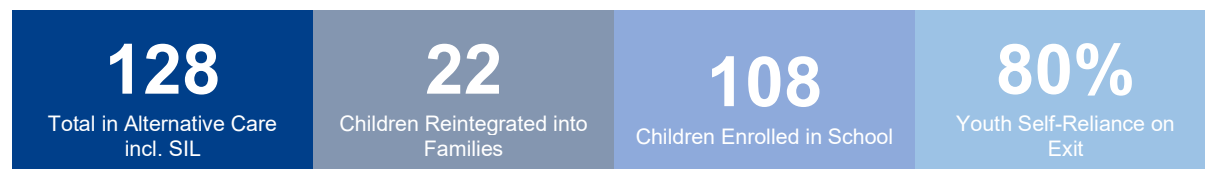
In 2025, SOS Children's Villages Namibia reached children, young people and families across Windhoek, Ondangwa and Tsumeb through integrated care, family strengthening, youth empowerment and livelihood programmes.



In 2025, MA Namibia progressed on its strategic objectives in Alternative Care, Family & Community Strengthening, Youth Empowerment, Advocacy, and Fund Development. Despite challenges like staff turnover and monitoring gaps, the organisation focused on strengthening family-based care, enhancing community resilience, empowering youth with skills and training, advancing child protection advocacy, building HR capacity, improving internal processes and digitalisation, and increasing local funding to reduce reliance on subsidies.

2.1.1 Alternative care

SOS CV Namibia provided quality, holistic care to 111 children and young people across three programme locations (Windhoek: 40; Tsumeb: 37; Ondangwa: 34), including 6 in short-term care. An additional 17 youth participated in Semi-Independent Living, bringing the total to 128.



- All 111 children had access to healthcare, immunisations, nutrition monitoring, and psychosocial support.
- 31 children received additional tutoring; trauma-informed care training was delivered to all SOS caregivers.
- The 80% self-reliance rate on exit significantly exceeds the national target of 25%.
- Foster family recruitment remains a priority — only 2 new foster families recruited in 2025.



Figure 1: Children and youth social integration activity at Etosha National Park



Figure 2: A young person from SOS CV Windhoek completed a Diploma in Education

Family reintegration efforts resulted in 22 children successfully returning to family care through structured reintegration workshops, holiday placements, and social integration activities. In addition, 17 young people in the SIL programme received support in accommodation, education, psychosocial well-being, and preparation for independent living. These interventions strengthened life skills, social support systems, and self-reliance, contributing to the achievement of an 80% self-reliance rate among young people exiting alternative care, significantly exceeding the National Strategy target of 25%.

Challenges

- i. Academic performance remained below desired levels, prompting plans for targeted educational support in 2026.
- ii. Recruitment of prospective foster parents was limited, with only two families recruited during the reporting period. However, awareness creation continued across the locations.

2.1.2 Family strengthening

The MA significantly exceeded its family strengthening targets, reaching 1,981 families and community members against a target of 600 — surpassing the goal by 230%.

1,981

Families & Community
Members Reached

585

Families with Livelihood
Support

203

Caregivers Trained in
Positive Parenting

400+

Beneficiaries of
Community Events



- Livelihoods included tuck shops, school gardens, pig farming, and poultry projects supporting household resilience.
- 30 life-skills teachers trained to integrate Mental Health and Psychosocial Support (MHPSS) into schools.
- Partnerships with KAYEC, COSDEC, Trezilia Catering, and Auala Youth Group strengthened sustainability.

Figure 3: SOS Staff with an IGA start-up beneficiary in Tsumeb

These achievements contributed directly to **Outcome 5** of the National Strategy, “**Family strengthening and community empowerment are expanded and scaled up,**” by enhancing caregiver capacities, improving household economic resilience, strengthening community support systems.

Challenges

- No direct families recruited during the reporting period due to programme change.
- Impacts of programme change and staff turnover reduced FS institutional knowledge.
- Inconsistent data capturing, contributing to under-reporting.

2.1.3 Youth care and employability

Youth empowerment programmes reached 1,112 young people — 122% above the target of 500 — spanning life skills, employability, climate action, and digital literacy.

1,112 Youth Reached (Target: 500)	398 Youth in Life Skills & Leadership Workshops	157 Youth at Climate Change Conference	548 Youth in Eco-Champion Initiatives
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- Vocational training facilitated through COSDEC, KAYEC, and TVET partnerships, improving employability pathways.
- 9 youth received start-up kits, tuition assistance, and business guidance for economic self-reliance.
- ICT hubs in Ondangwa and Tsumeb (30 desktops, 2 laptops, 2 printers) served 180 youth and caregivers.



Figure 4: Handover of tools to KAYEC trainings in Windhoek

These interventions contributed directly to **Outcome 6** of the National Strategy, “**Young people are equipped with essential skills and opportunities to foster self-reliance**,” by enhancing young people's leadership, employability, entrepreneurship, life skills, and environmental awareness, while substantially exceeding the annual target of 500 youth participating in empowerment and employability initiatives.

Challenges

- i. Limited follow-up mechanisms to assess long-term self-reliance of youth participants.
- ii. Some youth programmes faced logistical constraints and resource limitations.

Success story: A mother's future is reclaimed

When Keulukuwa became pregnant, she was forced to drop out of school before finishing her secondary education. Raised by her grandmother, their limited income could barely support her schooling, let alone a child. Without formal education or training, she lived in poverty, struggling each day to care for her baby.



In 2021, Keulukuwa's life changed when she joined the SOS Children's Villages Family Strengthening Program. The program offered a lifeline, starting with a personal development plan to guide her toward financial independence.

Determined to build a better future, Keulukuwa completed high school and received career guidance. She enrolled at a local vocational training centre, earning a Diploma in Air Conditioning and Refrigeration, a field dominated by men and requiring math, problem-solving, and technical skills. Keulukuwa was one of the few women to graduate.

With support from SOS Children's Villages Namibia and the Ministry of

Gender, she received childcare assistance, allowing her to focus on her studies. The program covered her education costs and provided vital emotional and social support.

Today, Keulukuwa stands as a beacon of hope for other single mothers in Ondangwa, Namibia, proving that education and ambition can thrive alongside motherhood with the right support.

We are grateful to The Don and Shirley Green Family Charitable Foundation and the Ptarmigan Charitable Foundation for their continued support in helping young mothers like Keulukuwa access education, build sustainable livelihoods, and provide for their families

2.1.4 Child Safeguarding & Advocacy

Child safeguarding and advocacy were integrated across all programme areas, with targeted national-level engagements to strengthen policy and care reform

372

Children Reached through
Safeguarding Awareness

33

National Stakeholders
Engaged

29

Families in Parenting &
Active Fatherhood
Programmes

3

Care Reform SOPs
Submitted to Government

- Collaborated with the Ministry of Gender Equality on Foster Care, Short-Term Care, and physical integration SOPs.
- Participated in GBV forums, the Permanent Task Force for Children, and the Strategic Plan for Street-Connected Children.
- Public advocacy response issued following the tragic deaths of school children in Okahandja.
- Strengthened referral pathways with Lifeline/ChildLine for child protection case management.

Challenges

- i. Advocacy outcomes require sustained engagement to influence policy change and secure government buy-in.
- ii. Limited capacity to track the long-term impact of advocacy initiatives at the community level.

2.1.5 Human resources

During the reporting period, the MA focused on staff development and organisational strengthening to enhance capacity and effectiveness. Two staff members participated in a Regional Family Strengthening Training Workshop, sharing their knowledge with eight program team members.

Capacity-building efforts extended to caregivers, with eleven SOS caregivers in Windhoek completing English comprehension and debriefing sessions to enhance communication and caregiving practices. Finance staff also attended a National Finance Workshop, improving financial management systems and internal controls.

Additionally, the MA completed its Organisational Review, leading to a restructuring aligned with the National Strategy, clarifying roles, and improving program delivery. Support was provided to staff affected by the changes to ensure a smooth transition.

These initiatives contributed to **Outcome 7** of the National Strategy, **“Organisational capacity, efficiency, and effectiveness are enhanced,”** by strengthening staff competencies, improving financial and operational systems and enhancing programme implementation capacity.

Challenges

- i. High staff turnover and programme changes affected institutional knowledge retention and affecting timely execution of programs.
- ii. Delays in filling specialised and critical positions, particularly the MEAL, which affected programme coordination, monitoring, and data management.

2.1.6 Internal processes and digitalisation

During the reporting period, the MA enhanced operational effectiveness through improved coordination and reporting tools, strengthening planning, monitoring, and decision-making processes.

To improve ICT governance, the MA developed an ICT Usage Policy with Board approval and achieved a 65% cyber security compliance rate. These efforts supported **Outcome 7** of the National Strategy by **“enhancing digital infrastructure and information management systems”**, ultimately increasing the organisation's efficiency.

The Digital Divide Project established ICT hubs in Ondangwa and Tsumeb, providing 30 desktop computers, two laptops, and two printers, thus improving access to technology. A digital literacy curriculum was also created to help 180 youth and caregivers develop essential digital skills.

Challenges

- i. Official launch of Tsumeb digital hub delayed to Q1 2026.

2.1.7 Fund development

SOS CV Namibia continued to pursue financial sustainability through diversified income streams and local fundraising — a strategic imperative to reduce reliance on international subsidies



- Local income grew from approximately N\$1.17 million in Q1 to approximately N\$5.5 million by Q4 2025.
- Partnership agreements signed with Trueworths, Foschini Group, Educate to Empower, and Rischter Foundation.
- The MA received an unqualified audit opinion for FY2024, with a 76% audit recommendation clearance rate.
- A fundraising shortfall of approximately N\$1.8 million was recorded; mitigation measures are underway for 2026.
- Government subsidy reductions resulted from successful child reintegration — a positive programme outcome with a fiscal impact
- Annual fundraising Gala dinner with a minimum target of NAD 300,000, the event performed well and raised NAD 321,322, exceeding the target.



Figure 5: FDC Director, Vice Chairperson and National Director after the Namport donation handover

Challenges

- Some technical challenges with the online donation system affected the ability to process some donor contributions.



Figure 6: Board of Governors at the Gala Dinner

2.1.8 Governance

Strong governance is the foundation of organisational effectiveness and public trust. In 2025, the Board of Governors provided active strategic oversight, approved foundational policies, and strengthened alignment with SOS Children's Villages International governance standards

KEY MILESTONES

- Approved Namibia's first-ever National Strategy — a historic governance milestone providing strategic direction to 2028.
- Approved new Organisational Structure aligned with the National Strategy, strengthening delivery capacity.
- Approved ICT Usage Policy, achieving 65% cybersecurity compliance rate — foundations for digital governance.
- Approved Short-Term Care SOPs, Social and Physical Integration Guidelines, and Connect SOS Packages (all 3 locations).
- Board Chairperson and National Director represented Namibia at the SOS International General Assembly in Vienna (June 2025) — a new International Board was elected and revised international statutes were adopted.
- Board Retreat conducted to evaluate Property Assessment Report, resulting in the establishment of the Investment Committee and development of an investment roadmap for property asset optimisation.
- All statutory Board meetings convened; key policies, frameworks, and budgets approved as required.

Board of Governors

Name & Role	Subcommittee Members	Honorary Board
Emilia Kaulungamenwa – Board Chairperson	Dr. Christopher Shafuda - FRAC	Matheus Amadhila
Malcolm Peterson – Vice Chairperson	Lovisa Nambahu - FRAC	
Emily Job - Treasurer	Nolizel Frank - PDMC	
Thomas Odera – CVI Representative	Urika Losper - HLC	
Davely Rhode - Governor		
Samuel Edegware - Governor		
Herold Hamauka - Governor		
Mechtilde Amalwa- Governor		

2.2 Lessons learned

SOS CV Namibia continues to apply evidence from programme experience to strengthen its work. The following critical lessons and priority actions will shape 2026 implementation:

Table 2.2 Lessons learned

Area	Lesson	2026 Action
Education	Academic pass rate averaged 63% across locations — below desired targets despite tutoring support.	Introduce structured educational support plans; expand tutoring programmes; set location-specific performance benchmarks.
MEAL Systems	Inconsistent data capturing and absence of a MEAL officer resulted in underreporting and measurement gaps.	Recruit a dedicated MEAL Officer; standardise monitoring tools across all three locations.
Staff Turnover	Programme restructuring and turnover affected institutional knowledge and programme continuity.	Strengthen onboarding and handover processes; implement retention and succession initiatives.
Livelihoods	Community-based IGA projects (tuck shops, gardens, poultry) demonstrably strengthened family resilience.	Expand livelihood initiatives; formalise TVET partnerships for skills-to-income pathways.
Advocacy	Sustained engagement with government yields stronger child protection outcomes than one-off interactions.	Formalise partnerships via MOUs; increase frequency of care reform technical engagement.
Digital Access	ICT hubs create measurable learning and opportunity gains for youth.	Fully operationalise Tsumeb hub (Q1 2026); roll out digital literacy curriculum organisation wide.

2.3 Sustainability actions

During the reporting period, SOS Children's Villages Namibia implemented measures to enhance the long-term sustainability of its programs and operations. These efforts focused on social, financial, and institutional sustainability, ensuring continued support for vulnerable children and families while strengthening community partnerships.

Social:

- 1,981 families reached with parenting support, child protection awareness, and livelihood programmes, building community-level resilience that outlasts project cycles.
- 203 caregivers trained in positive parenting and psychosocial support, building protective environments at the household level.
- Community ownership strengthened through local livelihood projects, reducing long-term dependency on external assistance.

Financial:

- Local income grew from N\$1.17M in Q1 to N\$5.5M in Q4 2025 — an increase within the year.

- Investment Committee established to develop a sustainable property income strategy for the organisation's long-term financial health.
- Active grants portfolio of N\$5.58M secured through 11 funding proposals submitted to diverse partners.

Institutional:

- National Strategy (2025–2028) approved, providing the first long-term strategic roadmap in Namibia's SOS history.
- Organisational Review completed; restructuring aligned roles, responsibilities, and capacity to strategic priorities.
- Finance workshop held for all finance and controlling staff — strengthening financial planning, reporting, and internal controls.
- MEAL officer position identified as critical; recruitment in progress to improve data management and programme evaluation.

Digital & Environmental

- ICT hubs operational in Ondangwa and Tsumeb, bridging the digital divide for 180 youth and caregivers.
- Digital literacy curriculum developed and deployed, enhancing youth skills for the digital economy.
- Environmental education is integrated into youth programmes, with 548 participants in Eco-Champion and climate action initiatives.

Political and Community:

- Collaboration with government ministries, civil society organisations and community leaders ensured program alignment with national child protection policies.
- Engagement with stakeholders, including the Ministry of Gender Equality and Child Welfare, enhanced advocacy and promoted diverse care systems.
- Sustainability actions strengthened family resilience, expanded partnerships, and improved institutional capacity.
- These efforts enable the MA to deliver impactful programs and promote long-term positive outcomes for children and young people.

THANK YOU

**To our donors, partners, staff, caregivers, and communities —
thank you.**

*Every child supported, every family strengthened, and every young person
empowered is the result of your trust, generosity, and partnership*