

[Insert MA SOS Logo]

NATIONAL ANNUAL REPORT

COVER PAGE (1 page)

[The cover page of your national annual report must include the following information. Apart from this, please feel free to design the cover page as you like (e.g. add the member association's logo, insert a photo or drawing, etc.).]

Member association:	Namibia
National director:	Santos Joas
Reporting period:	2021
Date & MEDIABOX-ID of most recent child rights situation analysis:	N/A Click or tap here to enter text.
Report compiled by:	Iyaloo Ngodji
Date of report:	15.02.2022

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1. NATIONAL CONTEXT AND STAKEHOLDERS (2 PAGES)

1.1 General description of national context (1 page)

[Summarise significant changes that occurred in the context since the most recent Child Rights Situation Analysis and mid-term plan analysis, the effect these had on the MA, and how the MA staff responded]

Namibia is relatively a small country of about 2.5 million people. It boasts a long explored coastline on the South Atlantic, bordering Angola, Zambia, Botswana and South Africa. Although it is the driest country in Sub-Saharan Africa, Namibia is rich in various mineral resources. The country is politically stable with regular free and fair elections. On the positive, a fairly-sound economic management helped shaped poverty reduction and allowed Namibia to be rated as an upper-middle income country. Unfortunately, socio-economic inequalities inherited from the past apartheid system remain extremely high and structural constraints to growth have hampered among others job creation and income generating activities

The impact of Covid-19 continues to negatively affect the economy of the country though a slight positive recovery has been recorded, Namibia still has a long way to go. Furthermore, the detection of the Omicron variant exacerbated the economic situation as Namibia was placed on the red list and banned from traveling at the end of 2021.

The most vulnerable communities continue to take a punch whenever political decisions are made. Livelihoods are disrupted and puts further strains in already vulnerable communities and inevitably affects the well-being of children and the care they are receiving. In the recent reports, it is estimated that 1.6 million people (more than half the people) are living under poverty in Namibia. The Solidarity Fund intermediate will alleviate food insecurity for the most vulnerable members of our target group. However, the aim is to have long term mitigation strategies that will enhance livelihood strategies and outcome thereafter. The overall MA performance for 2021 stands at 82%.

2. Member association analysis (1 page)

[Concisely summarise 2-4 main findings per topic below]

Strategy implementation status [see 2.1]

Achievements

- The MA continued to provide care to 233 children
- MA re-integrated 23 youth people in to the community
- Proper services were given to the children these include education, health and counselling
- The FS Programme serviced 1481 children in 2021 from 585 families
- Sixty (60) youth received a digital literacy training to improve their computer skills as part of preparations towards employability
- 3 partnerships were formed with CBOs to work together towards covid-19 awareness raising and implementing mitigation measures for severe affected families in our catchment areas
- Livelihood inputs were provided to 21 caregivers to strength livelihood strategies
- 15 beneficiaries received 3 months tailoring training as part of skills development for livelihood strengthening
- An accumulation of 407 children and young people were provided sessions on life skills
- Entrepreneur and leadership skills training was given to 61 youth
- Forty (40) caregivers received a training on journey of life in providing proper childcare and on family development plan while 18 were trained on parental skills
- Skills development was given to 35 caregivers (15 on sewing and 20 on small gardening)
- Six (6) youth from Ondangwa received training on Cosmetology
- Nine (9) FS Youth attended a Career Guidance session in Ondangwa

Challenges

- Namibia was hit hard by the 3rd wave of Covid-19 (Delta variant), that saw some of our staff members hospitalized and locking down villages due to positive cases
- Contact activities such as sports, awards were stopped as part of covid-19 regulations
- Fundraising was affected by covid-19 as most corporates could not afford to share the limited revenue generated

Lessons learned [see 2.2]

- Close collaboration with the government and CSO key stakeholders to render support during emergencies
- Partnering with Local Authorities and CBOs in activities creates a sustainable relationship and strengthens partnerships with local office bearers.

Cross-cutting topics [see 2.3]

- The MA was part of the 16 days of activism to end gender-based violence as key partners with the Ministry of Gender Equality, Poverty Eradication and Social Welfare

Sustainability actions [see 2.4]

- The MA is working towards sustainability with its various programmes, assessment of the Family strengthen being one of the initial step towards concreting the MA's work to be relevant and aligned to the government's priorities
- The fundraising department has received several capacity training to intensify local fundraising efforts

1.2 Key partners at national level (1 page)

[In **Table 1.2**, analyse key partners at the national level, particularly the effectiveness of the partnership]

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 Education	Providing teaching and learning to children living in the village.	Provision of education continued		No
Ministry of Gender and Child Welfare	Collaboration with holiday placements and on OVC Forum	Referrals for placement and sharing new learning on child care systems. Aailed SW to assist the MA during Covi-19 waves and render psychosocial support.		No
Ministry of Safety and Security	Collaboration on the promotion and protection of Child Rights	Partnership on safety, security and child		No

		protection continued		
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2. MEMBER ASSOCIATION ANALYSIS (5-7 PAGES)

2.1 Strategy implementation status (2-3 pages)

[Briefly explain the achievements and challenges that the MA experienced during the reporting period. Please refer explicitly to the mid-term objectives that you included in your mid-term strategy. Include relevant information about progress of actions for federation, achievement of desired results, changes in key performance indicator values, and implementation of planned actions.]

2.1.1 Alternative care

(a) Achievements

The MA managed to complete most of the AC planned activities (89%) for 2021. The activities that were not carried out are those that had COVID-19 restrictions such as contact sports, award ceremonies to mention few.

Nurturing and care was effectually rendered to all the children under the MA's care. The MA experienced no major health implications in 2021 beside Covid-19. COVID-19 affected some of the children, however they only displayed mild symptoms. Follow-up were done for children on chronical medication and infants were administered with relevant immunisations and vaccinations.

Children of school going age were all enrolled in school, but 2 (two) with mental and learning disabilities respectively. There has been class disruption due to COVID-19 throughout the year, thus academic progress of children was disturbed and to the slow learners, the impact in massive. The school performance in the MA showed a slight improvement due to the extra classes the children and young people were receiving during the year. As for secondary education, the grade 11 and some grade 12 examinations were cancelled due to leaked examination papers. The examination was postpone to Jan/Feb 2022. This is a countrywide issue that has affected all the learners in those grades, thus this has implications on tertiary institution admission (the results are envisaged to come out in March 2022).

All locations provided psycho-social support to children and young people such as counselling and life skills training. Like minded organisations in areas of SRH and HIV/AIDS such as

Society for Family Health, DAPP, and Project Hope have been gracious in providing specialized SRH information sharing sessions with children under the MA's care.

The MA continued to work closely with the line ministries to ensure the programs are in line with the government's objectives. In close collaboration with the ministry of gender equality, poverty eradication and social welfare, the MA welcomed ten (10) in Ondangwa, nine (9) in Tsumeb and eight (8) in Windhoek, totally new placement for 2021 to twenty seven (27).

(b) Challenges

Apart from the impact of Covid-19, the MA has not faced major challenge with alternative care program. There have been few cases of children displaying behaviour challenges in Tsumeb and Windhoek respectively. The Social Workers have been providing individual counselling while addressing issues as emerging and finding appropriate response measures.

2.1.2 Family strengthening

(a) Achievements

- The FSP reached a total number of 1481 children from 3 programme locations (576 Windhoek, 450 Ondangwa and 455 Tsumeb) in 2021. The children received several sessions on child protection, life skills, Covid-19 awareness and additionally, extra classes for school subjects.
- In addition to the children, the programme has 585 families as caregivers of the children. Amongst the caregivers, forty (40) were trained on journey of life, parental skills training, 23 new families of family development plans, 35 on artisan skills development while 36 received livelihood inputs to strengthen IGAs.

Response to Covid-19

- Covid-19 awareness session, hand sanitizers and 400 disposal masks distributed to the participants.
- COVID 19 control material were purchased and distributed to the youth schooling at Atlantic Training Instituted. Twenty-three (23) families/care givers trained on FDP for new registered families into the FS Program, facilitated by Field Officer with a support of the FS Team, training was held on the 25th August 2021 at Social Centre Uupopo, Ondangwa .Eight (8) care givers attended a need questionnaire on COVID 19 Impact at FS Social Centre on the 20th August 2021

Activities undertaken with TFG fund

- The TFG Activities in 2021 were carried out as follows:

ACTIVITIES	DESCRIPTION
Parental Skills Training	14 Caregivers/ guardians received this training. The purpose of the training was to educate parents / guardians about positive parenting and to remind them about their responsibilities as caregivers.
Psycho-Support Training	Community gatekeepers
Study materials (Mount View School)	Purchased 60 study materials for commerce
Solar lights	8 solar lights procured for the unfortunate learners
Agriculture project items	Purchased agricultural items for the revival of the school garden
Purchased reusable masks	329 for caregivers
Purchased reusable masks	650 for caregivers
Young leadership and career programme for learners	A Learning and career excursion for learners representative council from Dr. Frans Indongo PS was conducted. 30 learners participated
Capacity building of life skills teachers	Training for life skills teachers to provide Psycho-Social Support and preparation for employability to young people
Capacity building of life A. Shipena School management to document their success, develop a strategic resources mobilization and leadership	Strengthening of leadership capacity for succession planning
Extra curricula activities	Change to soccer tournament
Career guidance session for A.Shipena SSS and Mount View HS	
Volunteer assisting learners with homework and examination	A volunteer was appointed to give extra lessons to learners as part of end of the year examination preparations.

(b) Challenges

- Updating PDB continued to be a challenge at program locations, this has an impact on data accuracy.
- Covid-19 pandemic negatively affected the country and FS operations specifically the restrictions that were put in place to minimize physical contact

- Lack of a conducive FSP social centre in Windhoek limit activities such as meetings, sessions and trainings which end up being conducted at venues requiring booking fees

2.1.3 Youth care and employability

(a) Achievements

- The MA managed to re-integrate twenty two (22) young people back into the community. The youth were put on a 6 to 12 months support plan so ensure smooth transition and
- 12 young people finished Vocational and Soft Skills trainings. They are doing Internship to gain work experiences 2 SOS CV Windhoek, 6 SOS CV Tsumeb and 4 SOS CV Ondangwa both SFC and FSP.
- Eight young people from SOS CV Tsumeb were involved in Job Shadowing (SFC and FSP).
- YEP was extended for the next three (3) years (2022-2024)
- Hold a meeting with Start-up Namibia for young entrepreneurs. This institute gives startup capital for young people. 10 young people from SOS CV Ondangwa received a training on business proposal writing and two young people were awarded two Laptops for their businesses.
- Four young people from SOS CV Windhoek got their Learners License and they were booked for Driving License in January 2022.
- Support visit to all youth at vocational training centers for monitoring purposes
- The MA has been dealing with a backlog of CMG payments to the youth. In 2021, forty six (46) youth received their pay-out amounting to N\$ 520 378.38.
- Three (3) young people (1 female and male 2), attended a two weeks digital computer training organised by Start Up Namibia number in Ongwediva and each received a laptop at the completion of the training. Moreover, six (6) young people attended a business idea pitch event at Start-Up Namibia with the aim to gain knowledge on how to pitch business ideas for funding.

MA Namibia launched Youth Can! Project in November 2021.

- Youth Can! Launch took place on the 03 November 2021. The launch was attended by at least 100 stakeholders including government officials and corporates. The Event was live streamed, giving access for virtual attendance especially international

stakeholders. At the Launch, DHL Namibia committed to partnership with SOS Children's Villages Namibia and has offered a one-year internship for one young person. Other corporates indicated their availability to mentor and offer short term internship to young people

(b) Challenges

- The year 2021 started as a challenging year due to Covid-19 pandemic, thus, most activity did not take place on time as planned. The program came up with innovative ways to carry out activities such as grouping young people in small groups of 10 as per Covid19 regulation to attend a training and attending trainings online.
- Lack of ICT materials for e-learning platforms e.g. computers and network system to cater for our youth both staying in the village and outside the village.
- Proper career I assessment was not considered for our people, this led to difficult in choosing their career.
- Young people keep on changing career or field of study at institute/vocational thus some of them are not completing their course. It is costly to the organisation to pay for a young person two deferent courses in same academic year.

2.1.4 Advocacy

(a) Achievements

The MA is officially part of the Permanent task force. This platform is created by the Ministry of gender equality, child welfare and poverty eradication to discussion issues affecting the Namibian child.

At program location levels, the MA is part of constituency development committees, child protections committees just to mention few.

(b) Challenges

The MA has not been strong on advocacy as it was not part of its agenda. In 2022, the MA planned to develop or contextualize the Advocacy Strategy. This will locate the advocacy interventions in an effective framework.

2.1.5 Human resources

(a) Achievements

Employee engagement Survey: HR Department successfully carried out 2 surveys, mostly with administrative staff. Minimum responses were received from SOS parents and general staff. HRD will seek different and effective ways to encourage responses from all staff.

Long Service: 2 staff members received long services awards in December 2021.

Board HR Sub Committee: The committee was successfully established and the Terms of Reference was drafted.

Affirmative Action plan and report: The SOS three year (Year 1: 2021) report has been developed and approved by the employment equity of Namibia. AA Certificate has been received. Year 2 report is due June 2022 and a new AA committee will be established also in 2022.

Organogram: The first draft of the organogram was developed, with the SOS National Management Team, in 2021 and shared with the regional HROD, and team for their inputs and guidance. Organogram to be finalized by 2022.

Employee Wellness: NHP medical wellness day was held at Windhoek CV in October 2021.

Learning and Development: Mental Health Training was provided to some FS staff, Youth Leaders and Social Workers in November 2021. Learning & development (BMT) and Retirement Training was provided to Mothers and Assistant Mothers late September into October 2021.

Electronic Leave System: The MA now uses employee self-service system (ESS), to apply for leave, update personal data and view and print payslips.

(b) Challenges

COVID 19: The MA had a number of positive Covid-19 cases, some staff hospitalized. Tsumeb and Windhoek location practiced restricted movements in and out of the CV in attempt to prevent further spread of the pandemic. All staff members eventually recovered, with some receiving various Covid-19 vaccinations.

Turn Over: The Tsumeb CV experienced high turnover for 2021. Recruited staff would leave the organization 2 months later, due to remuneration and staff challenges.

Employee Relations: The MA had about 5 ongoing labour matters from the different locations. Two of these cases started in late 2020. All cases have been concluded, pending arbitration awards for 2. One of these cases has been settled outside of court, and the judgement on the remaining 2 have been awarded and payments made.

Training: Some trainings had to be postponed due to Covid-19. Others took place virtually.

Recruitment: Recruitment for ICT Coordinator – National Office and Social Worker, Tsumeb though took long, it was eventually filled.

2.1.6 Internal processes and digitalisation

(a) Achievements

In-terms digitalisation success, the MA successfully managed to recruit an ICT person. With the support from the IOR- ICT, the ICT department was able to resolved immediate technical

challenges faced by the administrative staff. Furthermore, with assessment done on the infrastructure, an action plan was developed to strategically replace all non-standard computers. The department supported the MA through a transparent procurement process and placed an order of 19 computers with budget of the year under review, with the remaining batch to be planned for the budget year 2022.

Improving connectivity, backup internet connections were implanted at the National Office and Windhoek village. For Tsumeb SFC and FS, works to upgrade primary internet connection medium to fibre connection was also initiated in order to meet the required bandwidth for all business critical applications. All the above aims to improve the MA's Global Minimum Standards.

(b) Challenges

The absence of structured digital village project has been a major challenge. At some facilities, the administration resorts to sharing internet connection with the beneficiaries for e-learning. The main challenge about this is that there is no control over the internet usage, which leaves room for misuse and even child safeguarding concerns.

In addition to non-standard computers being a challenge, the MA also lacks up to standard networking equipment especially at the Social Center in Ondangwa where FS Ondangwa, and Tsumeb both at the social center and the CV. This requires additional funds to improve networking infrastructure. These locations are also facing connectivity challenges as no backup connections are implemented due to lack of funds.

2.1.7 Fund development

(a) Achievements

- **FDC Strategy:** in the 4th quarter of the year, the Regional Director of FD assisted the FDC team to come up with a 5 strategy. Acquisition, Retention and Capacity are our 3 result areas.
- **Donation in Kind guideline:** The guideline was concluded in the 3rd quarter and will be rolled out in 2022 to all locations.
- TFG Foundation continues to Support young through the educate to empower initiative. The organisation pledged N\$ 325 000.00 toward empowering different schools in Windhoek informal settlement.
- After a successful application the MA was awarded solidarity funds to fight the hardship of COVID 19

- The MA has re-opened for sponsorship after a year of being closed
- SOS national office wall branding was completed

(b) Challenges

No functional strategy – in absence of an informed strategy and current strategy the KPIs from the old strategy seem to not function well under the current timeline, with assistance from the region an informed strategy will be developed for 2022 to 2025 that will be informed by a market research of all our potential funding streams and our key strength points. This will act as an informed guide for the FDC department and will then enable continuity of business for all income streams.

Induction – a quality induction has at the end of August 2021 this will enable the FDC team to see its potential strengths by learning from other successful Mas (MA South Africa).

COVID-19 – C19 restrictions have had a negative impact on the department.

- Proposals and face to face meetings to pitch ideas could not be achieved due to the risk of infections. All functions have been forced to rely on e-marketing (emails) as a one-way approach to requesting donations.
- Most of the funding in the Nation is being redirected to assist government with C-19 efforts.
- Many corporates are not in a position to donate due to the effect of C-19 on their financial performance.

Most corporates or individuals rather donate goods than giving money. Challenges in effectively recording this items in favor of the FDC targets remains an issue.

2.2 Lessons learned (1 page)

*[In **Table 2.2**, insert the main lessons learned from the reporting period and the actions taken to overcome challenges, capitalise on good practices, or use observations to improve programmes. If desired, briefly explain how you elicited and managed lessons learned during the reporting period.]*

Table 2.2 Lessons learned

Type	Lesson learned	Action(s) to be taken	Status of action
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[challenge / good practice / observation]			
Good	Close collaboration with the government and CSO key stakeholders to render support during emergencies	N/A	N/A
Good			

2.3 Cross-cutting topics (¾ page)

[Outline national initiatives, actions, and/or main changes noticed in cross-cutting topics, such as child safeguarding, gender equality, HIV/Aids, environment, human rights, disabilities, etc.]

All the co-workers and caregivers were given a virtual training on child safeguarding and care promise. The virtual training provided by IOR was a positive step towards the rolling out of CS in the MA. The staff members understood the basic CS components and how the work of the organisation is

The MA was invited to the launch of the 16 days of activism to end gender-based violence by the ministry of gender equality, poverty eradication and social welfare (MGEPESW).

The MGEPESW requested the Windhoek FSP team to organised community workers from local NGOs and CBOs operating in Tobias Hainyeko Constituency to attend a training for Community Volunteers on Gender Based Violence Prevention and Response. The FSP team included the FSPA, FO and the volunteer participated

2.4 Sustainability actions (¾ page)

[Describe measures taken to ensure the sustainability of the member association. Relate the response to the type(s) of sustainability that the MA is striving for: e.g. social, political, financial, etc.]

The MA strikes to ensure that the beneficiaries exiting its systems are self-reliant and able to take care of themselves and their families. As the MA empowers communities and CBOs, it is effecting program ownership, communities taking charge of their development for social development.

Relationships are being established for partnership, where some activities are carried out by stakeholders such as the Ministry of Gender Equality, Child Welfare and Star for Life, Project Hope, Society for Family Health, DAPP Namibia for mainly training of caregivers as well as life skill sessions for children and young people.

3. OVERVIEW OF PROGRAMME(S) (½-1 PAGE PER PROGRAMME)

*[Provide a **brief overview** of each programme location. If a Progress Report is available for the programme, simply paste the executive summary below. If a Progress Report is not available, summarise the programme learnings from the reporting period including achievements, lessons learned, risks, and sustainability actions.]*

3.1 Programme location: Tsumeb CV

This report is a summary of activities conducted from January to December 2021. The Child and Youth Development team with the support of the Village Management team have worked towards ensuring the wellbeing of children in the area of Care, Education, Health, Psychosocial support activities and recreation. At the time of reporting; the Family Care has a total number of 63 children and the Family strengthening has a total number of 455 children from 155 families. SOS Children's Villages Tsumeb strives to ensure the rights of children in our care are protected, children are empowered and equipped to claim these rights. SOS CV Tsumeb aims to strengthen gatekeeping, tracing and integration plans for young people and children. Interventions and services are given to children and young people based on their needs in collaboration with relevant and key stakeholders.

Under youth care and development, SFC has 7 youth at tertiary institutions (2 at University of Namibia and 5 at Vocational Training Centre). While for Family Strengthening Programme, there are 12 students at Higher Learning Institutions (5 at Universities, 7 at VTCs).

3.2 Programme location: Windhoek CV

SOS CV Windhoek started operation in 1986. Family Strengthening program started its operations in 2006. SOS Windhoek CV is currently providing its services through two programs namely, Family Care and Family Strengthening Program.

The Family Care is offering an effective care with 11 family houses and has 81 beneficiaries whilst the Family Strengthening program has 623 beneficiaries from 329 families. The Family Strengthening Program works in Tobias Hainyeko constituency. This constituency consists of the following locations: Okahandja Park, One Nation, Babylon and Kilimanjaro.

The inhabitants of this locations elected their Program Management Committees. There are four Program Management Committees in the catchment area. The FS is also implementing two more projects; Solidarity Fund and TFG.

SOS Children's Villages provides support to children e.g. educational materials, psychosocial support, social support. It provides also economic empowerment to caregivers who are continuously benefiting from these family support services. During the year under review the location had 70 Pre up to Tertiary and Vocational Training going children and young people for Family Care of which a total of 52, with the 82,5% passed or promoted to the next grade.

3.3 Programme location: Ondangwa CV

During the year 2021, SOS Children's Village Ondangwa implemented three programs namely SOS Family Care (SFC), Family Strengthening (FS) and Early Childhood Development (ECD). Support was provided for 540 children and young people of which 89 was through the SFC program and 451 through the FS program, while the ECD centre provided education and care to 75 children.

In the SFC program, focus was on improving academic performance of children and suitable care options for the youth. 99% of the children of school going age were enrolled in primary and secondary school as well as vocational training institutions and college. The academic performance during this period improved compared to the previous year. Sixteen young people were living semi-independent with support from SOS CV, 15 were discharged from the program while 10 were placed in the village. In addition to care, interventions carried out included: provision of extra classes, sexual reproductive health sessions for both girls and boys and employability skills training for the youth. The focus of the FS program was on building the capacity of caregivers in child care and skills training, support for income generating activities and educational support for children and young people. A needs assessment was conducted that will guide the program in focusing on the actual need of the target communities. Admission of children in the ECD centre improved and a scholarship program was introduced to assist underprivileged children

ANNEX

ANNEX 1: HYPERLINKS TO RELATED MATERIALS

NATIONAL ANNUAL REPORT

Topic	Person responsible	Source information	of MA file should be saved to:	Hyperlink
Actual statistics of the MA	Member support advisor	LUCY Report accessed via the following path: LUCY □ Finance management □ Reports □ Statistics □ Actual statistics	Federation planning & steering: MA statistics	<i>Insert hyperlink of the MA statistics</i>
List of board members	National director	MA fills in template list of board members	Federation planning & steering: MA annual reports	<i>Insert hyperlink of the list of board members</i>
MA mid-term plan	National director	MA fills in template for mid-term planning	Federation planning & steering: Mid-term & annual plans	<i>Insert hyperlink of the mid-term plan</i>
MA annual plan	National director	MA fills in template for annual planning	Federation planning & steering: Mid-term & annual plans	<i>Insert hyperlink of the annual plan</i>
MA website	National director	Member association website	Not applicable: provide link only	<i>Insert hyperlink of the MA website</i>
Online directory page for MA	National director	SOS Online Directory	Not applicable: provide link only	<i>Insert hyperlink of specific page for the MA</i>

ANNEX 2: SUMMARY OF MAJOR ACTIVITIES OF THE MEMBER ASSOCIATION

[Provide an overview of major activities that occurred at the national level for the reporting period (e.g. audits, trainings/workshops, visits, etc.). Please mention which mid-term objective these activities support and what the results of the activity were.]

Major activities of the MA	Date	Corresponding national mid-term objective	Results
Concept Note development for FS	March 2022	Local relevance	
Recruitment of CS focal person	March 2022	Strengthening CS in the MA	
Training CS committees and CS investigation training	May 2022	Strengthening CS in the MA	
Lobby government for increased Government contribution and partnerships (Tax Exemptions, Government contributions and Fishing quotas)	October 2022	Enhance fundraising towards organisational sustainability	
Develop a Communications and FR strategy	October 2022	Enhance fundraising towards organisational sustainability	
Rollout ICDL course for co-worker	September 2022	Equip co-workers with necessary digital skills	
Drafting Local ICT Usage Policy	September 2022	Ensure ICT is operating within a framework that is	

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		contextual and safeguards the MA's network.	
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