



An institutional framework for land reform in Namibia

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Acronyms and Abbreviations

Agribank	Agricultural Bank of Namibia
BSc	Bachelor of Science
BVMCH	Bachelor of Veterinary Medicine and Surgery
CBM	Community-based management
CRWEO	Chief rural water extension officer
DART	Directorate of Research and Training
DC	Directorate of Decentralisation and Coordination
DEES	Directorate of Extension and Engineering Services
DPS	Deputy permanent secretary
DSA	Daily subsistence allowance
DSM	Directorate of Survey and Mapping
DVS	Directorate of Veterinary Services
EU	European Union
FED	Farmers Extension and Development
FHRA	Finance, Human resources and Administration
GIS	Geographical information system
GTZ	Gesellschaft Technische Zusammenarbeit
HHTS	Housing, Habitat and Technical Services
HRD & T	Human Resource Development and Training
JD	Job description
KS	Knowledge and skills
LA	Local authority
LRAC	Land Reform Advisory Commission
MA	Master of Arts
MAWRD	Ministry of Agriculture, Water and Rural Development
MBE	Ministry of Basic Education
MET	Ministry of Environment and Tourism
MHSS	Ministry of Health and Social Services
MLRR	Ministry of Lands, Resettlement and Rehabilitation
MOF	Ministry of Finance
MRLGH	Ministry of Regional Local Government and Housing
MSc	Master of Science
MWTC	Ministry of Works, Transport and Communication
NASSP	National Agricultural Support Service Programme
NAU	Namibia Agricultural Union
NDC	Namibia Development Corporation
NDP 1 and 2	National Development Plan 1 and 2

NDT	Namibia Development Trust
NGO	Non-governmental organisation
NNFU	Namibia National Farmers' Union
NPC	National Planning Commission
NSA	Non-state actor
OST	Omaheke San Trust
OVI	Objectively verifiable indicator
PhD	Doctor of Philosophy
PNA	Performance needs assessment
PRA	Participatory rural appraisal
PS	Permanent secretary
PTT	Permanent Technical Team
RLGTA	Regional, Local Government and Traditional Authority
RWEO	Rural water extension officer
RWS	Rural water supply
S & T	Subsistence and travelling allowance
SADC	Southern African Development Community
SNAFU	Southern Namibia Farmers' Union
SWOT	Strength, weaknesses, opportunities and threats
TNA	Training needs assessment
ToR	Terms of reference
WASCOM	Wages and Salaries Commission
WPC	Water point committee

Executive Summary

Introduction

The Government of the Republic of Namibia initiated a land reform programme in 1990 with the overall objective of promoting sustainable economic growth, and reducing income inequalities and poverty. In 2001, the government decided to take stock of and evaluate experiences within the land reform programme, and to prepare six strategic options based on the results of this programme. The Permanent Technical Team (PTT) is spearheading this process. This report, which focused on an assessment of an appropriate and functional institutional framework for the land reform programme is one of the six strategic options being prepared by the PTT.

The authors of this report are short-term consultants who were contracted by the PTT to undertake an assessment of the appropriate and functional institutional framework for the land reform programme. The terms of reference of this assessment are outlined in Annexure I. The consultants started by reviewing the National Resettlement Policy of 2001, the Resettlement Programme (2001-2005), institutional strategic plans and reports. Face-to-face interviews and group discussions with 117 respondents complemented the literature that was then reviewed (see Annexure III, Persons interviewed).

An attempt was made to identify organisational needs, which are essential in ensuring better coordination, implementation and monitoring of the roles and responsibilities of different stakeholders in the land reform programme. The major constraints that could undermine the effective service delivery, and discrepancies between desired and actual performance were assessed. The assessment further identified the likely causes thereof and finally, the training needs.

Summary of key findings and recommendations

Overall, the institutional framework for the land reform programme in Namibia is in place. However, a number of things need to be improved in order to make it an appropriate and functional institutional framework.

Institutional responsibilities and the coordination of their efforts

The Ministry of Lands, Resettlement and Rehabilitation (MLRR) and line ministries were assigned specific tasks to implement the land reform programme in addition to their ministerial mandates. These tasks are described in the National Resettlement Policy of 2001 and the Resettlement Programme (2001-2005). Tasks assigned to non-governmental organisations (NGOs) and non-state actors (NSAs) were not specific.

Extracts from the policy document of the tasks that were assigned to the MLRR, line ministries and NGOs are outlined in Annexure II.

Discussions with selected respondents of line ministries and NSAs who were consulted during this assessment demonstrated varying degrees of awareness, knowledge and practical application of tasks assigned to them. (See Annexure III for the full list of persons interviewed.) It became apparent to the consultants that some of the respondents of the line ministries and

non-state actors were not informed formally of the tasks assigned to them. It transpired that about 50% of them had not seen the policy documents or the National Resettlement Programme 2001-2005.

It is recommended that senior managers of all stakeholders (MLRR, line ministries and non-state actors) who are involved in the activities of the land reform programme come together and revisit the tasks that were assigned to them. The managers could use such a forum to spell out targets and Objectively Verifiable Indicators (OVIs) for activities on the land reform programme assigned to them. Mechanisms and the timeframe for monitoring and evaluating activities should be agreed upon at the same forum. The institutionalisation of this process is outlined below.

The nature of a land reform programme is highly complex because it requires vigorous application of social, agricultural, environmental principles by different stakeholder institutions as well as planning and coordination. However, some of the mandates of these institutions do not necessarily focus on the activities of the land reform programme alone. A situation of this nature therefore calls for coordination in order to pull together expertise from these institutions.

Currently, the coordination of the tasks on the land reform programme is the responsibility of the MLRR. Consultants found that this task was proving very difficult to perform, as the MLRR is not in a position to compel other institutions to attend meetings as and when requested, or to provide various services to the resettled farmers as urgently as the MLRR would like them to.

It is recommended that a coordinating team of at least five persons, with experience in land reform, agriculture and environmental issues, and who have demonstrated ability to coordinate activities involving a large number of stakeholders is put in place. This team could be given specific tasks and certain powers by Cabinet to coordinate the tasks assigned to different institutions on the land reform programme. This team could be instituted for a period of between three and five years. It is suggested that initially, the team should be coordinated by the MLRR. However, should this not yield the desired results, the team could then be managed from the office of the National Planning Commission in the Office of the President. Some of the responsibilities of this team could be to undertake the following duties:

- Create a database of all willing stakeholders who have the capacity to contribute to the land reform activities. The stakeholders could be grouped according to their geographical location and type of service they can provide.
- Identify needs of institutions, which, if met, could prevent effective service delivery in the land reform programme being undermined.
- Assess the social and financial implications of input made by different institutions.
- Undertake research on alternative strategies for the implementation and monitoring of roles and responsibilities of the different stakeholders in land reform.
- Keep and update data on the land reform programme in general, and resettled farmers in particular.
- Create platforms/forums for discussing issues related to the land reform programme in Namibia.

Capacity of institutions to support the land reform programme

When assessing the capacity of institutions to support the land reform programme, a number of factors were considered. These factors include: (1) functions of institutions, (2) their staffing situation and (3) bottlenecks, which could undermine effective service delivery in the land reform management. Other specific factors, which were considered in assessing the capacity of institutions, are as per Part A, B, C and D of this report.

Ministry of Lands, Resettlement and Rehabilitation

The mission of the MLRR is to eradicate inequitable access to land resources through an efficient and participatory land reform, management, administration, resettlement, and rehabilitation process. Respondents drawn from different directorates of the MLRR were interviewed (see Annexure III: Persons interviewed). Since 1990, the MLRR has managed to resettle landless Namibians on the principle of “willing seller, willing buyer”. However there is still an estimated figure of 240 000 Namibians needing resettlement.

Targets set out for the five-year period of the National Development Programme (NDP 2) by the MLRR, projected that 36 families would be resettled every year or 180 families over the planned five-year period. Using an average of six persons per family, this translates into 1 080 people over five years. Based on these figures, it would take about 1 111 years to resettle the 240 000 people. It is recommended that this target be reviewed in light of the number of people needing land resettlement.

Resettling people on farms bought by the government requires a series of 20 different types of activities. These activities are provided by a number of different organisations. Each activity is assigned a number of days over which it should be completed (see Table 3). The total number of days for these 20 activities adds up to a minimum of 411 days. It is recommended that all stakeholders who are directly involved in the process of resettling people come together and revisit their activities and rationalise the duration of each activity.

There is a systematic approach taken to resettling people, but there are no similar guidelines on how different line ministries and non-state actors should provide resettled people with information about managing their farms. The expertise referred to here could be pre-training on agricultural or environmental issues, managing farms as businesses, servicing of equipment etc. The coordinating team recommended above, in collaboration with the MLRR, could come up with a detailed work plan for providing services to resettled people.

A systematic examination of the staffing situation of the Directorate of Valuation and Estate Management of the MLRR revealed that only 34% of its existing posts are filled. This has created serious constraints since this directorate is number four on the list of the 20 activities for resettling people. Other activities cannot be undertaken before this valuation is done. The other directorates such as Land Reform, Surveying and Mapping, Resettlement and Regional Offices have staffing constraints, but these are less critical (see Table 5).

There are a number of bottlenecks in each division or directorate, such as a lack of qualified staff, unmotivated staff members and a shortage of resources. All these could undermine the effectiveness of service delivery. These bottlenecks are outlined in detail in the main report and possible solutions have been suggested (see Part A of this report).

Regional land boards

The regional land boards are newly established institutions and still require strengthening in terms of understanding the Communal Land Act of 2002. The absence of training could undermine the service delivered by these board members. It is recommended that priority on training should first be given to members of the Land Boards in order for them to gain a deeper understanding of the Act.

Line ministries

Selected respondents from line ministries were interviewed during this study and were drawn from the Ministry of Agriculture, Water and Rural Development (MAWRD), Ministry of Environment and Tourism (MET), and Ministry of Regional, Local Government and Housing (MRLGH). Although not quantifiable, the contribution of line ministries to the land reform programme is discussed under Part C of this report. This section of the report therefore presents key findings only.

Ministry of Agriculture, Water and Rural Development

Farming expertise, which could be considered as one of the prerequisites for increased agricultural productivity for resettled farmers, is the domain of MAWRD. In general, MAWRD has human capital in most of the regions to support resettled farmers. However, MAWRD's key mandate is to serve small-scale and communal land farmers. In some regions, the ratio of extension technician to farmer is 1:2 000. Regional officers of the Department of Rural Water Supply and the Directorate of Extension and Engineering suggested that the MLRR should make provision for subsistence and travel (S &T) allowances in order for them to reach more resettled farmers.

It is recommended that the coordinating team, suggested above, in consultation with MAWRD, identify needs of resettled farmers and cost implications for the provision of required services. The outcome of the cost implications could be discussed at a forum of senior managers.

Ministry of Environment and Tourism

The promotion of sustainable development through environmental management and protection, environmental planning and environmental coordination is the domain of MET. MET has been rendering services to resettled farmers although such services are not quantifiable (see Part C of this report). Discussions with some officials of MET indicated a need for additional economists, regional environmental officers and planners in the ministry.

Some MET staff interviewed suggested that resettled farmers could also benefit from diversifying their production (or income base) by concentrating not only on agriculture-related activities but also by considering non-agricultural options.

It is recommended that the proposed coordinating team, in consultation with MET, assess how much it would cost MET to provide services to the resettled farmers. The outcome of this exercise could also be part of the discussion at senior level.

Ministry of Regional Local Government and Housing

Although the activities are not quantifiable, MRLGH has performed a number of activities related to the land reform programme (see Part C of this report). Some of the activities performed include the following: (1) The minister chairs the Cabinet Committee on Land and Social issues. (2) Regional councillors and traditional authorities serve on the land boards and committees.

It is also recommended that the coordinating team also should identify and indicate cost implications for services likely to be rendered by the ministry to the land reform programme and as well as the cost implications discussed as per the recommendations suggested for MAWRD and MET.

Non-state actors

Non-state actors have no specific roles to play in the land reform, either in terms of the Act or in terms of the policy document of the MLRR. They were assessed for this report merely to establish their involvement in the land reform programme and the role they could play in the implementation, coordination and monitoring of those involved in the land reform (see Part D for details). It was established that there is willingness and varying degrees of capacity to support the land reform programme. This support appears to be in the form of technical training such as financial control, sustainable land range management, livestock production management, crop husbandry and lobbying on behalf of resettled farmers.

The organisations consulted during this assessment are Namibia National Farmers Union (NNFU) and its affiliates, Namibia Agricultural Union (NAU), Agribank, Namibia Development Trust (NDT), Omaheke San Trust and Agri Futura. It is recommended that all non-state actors including those who were not consulted during this assessment be invited to a forum (discussed in the initial paragraphs of this report) to indicate how they could contribute to the land reform programme. Coordinating the contribution of non-state actors to the land reform programme could constitute one of the terms of reference for the proposed coordinating team.

Performance management

The absence of an appraisal system is resulting in a lack of motivation and low commitment to work amongst some staff members of the MLRR and other line ministries. The launch of a pilot management system this year (2004) by the Office of the Prime Minister might go a long way towards alleviating this problem.

Training needs

Training is required to improve service delivery on the land reform activities. In identifying training needs, individuals were limited to five training priority areas, in order of preference.

The training needs were based on the functions of the organisations, individual job descriptions, and roles in relation to the land reform programme. The individual training needs have been bound separately from the main report in order to provide a tool that managers could use when

sending staff members for training. Facilitators of these courses could use the information in this document as a starting point when preparing training course material.

The need for training was one of the critical elements affecting job performance. However, respondents, particularly technical (junior) staff of the MLRR and line ministries, indicated that they also needed management support in terms of direction, guidance, appreciation and acknowledgement for the work done. They also need cooperation from other agencies. It is recommended that senior and middle managers make time to guide or praise accomplishments of technical staff.

1. Introduction

1.1 Background

In 1990, the Government of the Republic of Namibia initiated a land reform programme. The overall objectives of this programme are to promote sustainable economic growth, lower income inequalities and reduce poverty. Since 1990, more than 120 freehold farms have been acquired on a willing buyer – willing seller basis and allocated to previously disadvantaged Namibians. This process has been implemented using mainly the Government of Namibia's technical and financial resources.

In 2001, the government decided to evaluate the progress of the land reform programme and to prepare strategic options based on the results of this programme. To that end, a team of Namibian consultants – the Permanent Technical Team (PTT) – was put together to carry out this task. The PTT was charged with evaluating land policies and land reform actions in order to assist the government with the formulation of strategic options that would affect communal land and commercial holdings, as well as existing state-owned lands within the context of the development objectives set in the National Development Plan (NDP2).

The PTT was instructed to review and assess (1) the existing policy and legal framework dealing with the land reform in particular and natural resources management in general, (2) economic sustainability, (3) financial sustainability, (4) institutional sustainability, (5) environmental sustainability, and (6) cross-cutting issues. The six components formed the strategic options. In addition, constant consultations with stakeholders and/or their representatives at national, regional and local level were also part of the series of activities that were to be undertaken in order to come up with the strategic options.

This report focuses on Component 4: Institutional sustainability. Without an appropriate and functional institutional framework, land policies are less likely to succeed in bringing about the improvement in tenure security and economic development for which they are designed. The brief of the component “institutional sustainability” was to review the institutional framework and to assess organisational needs for effective service delivery in land reform and administration.

The needs assessment, in particular, was undertaken as a means of establishing the most appropriate and effective institutional framework within which to proceed, and to determine organisational needs that are essential in ensuring better coordination, implementation and monitoring of roles and responsibilities of different stakeholders in land reform. The full terms of reference for this assignment are presented in Annexure 1.

1.2 Methodology

In order to undertake this assessment, four major stages were identified, namely: (a) literature review, (b) interviews of and discussions with respondents from selected stakeholder institutions; and (c) data analysis and (d) report writing.

1.2.1 Literature review

Addressing responsibilities, coordination and capacities of different institutions involved in the land reform programme was done in a number of ways.

The first week of the consultancy involved a rapid institutional appraisal. This involved collecting and reviewing relevant background information. Key documents reviewed included the NDP1 and 2, the National Resettlement Policy of 2001, the Resettlement Programme (2001-2005), individual institutions' policies, strategic documents and reports. This was done in order to gain a deeper understanding of the tasks that were assigned, the targets, and the timeframe over which the targets were supposed to have been achieved. This review was also undertaken with the purpose of gaining an insight into how institutions coordinated their efforts into the land reform process.

1.2.2 Interviews and discussions

The rapid institutional appraisal was complemented by interviewing institution stakeholders. These institutions were selected after holding discussions with the PTT consultants responsible for this component. They were drawn from ministries and non-state actors and included the ministries of Lands, Resettlement and Rehabilitation (MLRR); Agriculture, Water and Rural Development; Environment and Tourism; Regional, Local Government and Housing (MRLGH); the offices of the Honourable Governors of Omaheke and Karas Regions; the Offices of the Honourable Councillors of Otjiwarongo, Oranjemund and Karasburg; a representative of the Land Reform Advisory Commission; the Namibia National Farmers Union (NNFU) and affiliates; the Namibia Agricultural Union (NAU); representatives of Agri Futura, the Omaheke San Trust, Agribank and finally, the Namibia Development Trust (NDT).

The interviews were undertaken with the aid of two categories of questionnaires, one for managers and the other for technical staff. (See Annexure IV for the questionnaires.) There were also variations of questions posed to the representative of MLRR and those asked of line ministries and non-state actors. The reason for this variation was that stakeholders perform different roles. For example, questions on past and current roles played by institutions at national, regional and local level related to land reform were directed to line ministries and non-state actors.

Common questions directed to all institutions covered the following topics:

- Who and how institutions coordinated their activities related to the land reform.
- The staffing situation, both in terms of numbers and qualifications.
- Achievements, non-achievements and bottlenecks.

The bottlenecks were categorised as policy directive issues of the organisation concerned, policy directive issues of collaborating institutions, skills gaps, problems regarding management support and cooperation from colleagues/other agencies, and mechanisms in place to ensure that the collaboration was sustained. Furthermore, the following aspects were also considered during the assessment: mechanisms in place to monitor and evaluate policies, legislation, programmes and projects, existing performance management systems, other factors which could make the manager or officer remain longer with his or her organisation and finally, general comments.

Methods used included face-to-face interviews and focused group discussions. The interviews were held both in Windhoek and in the regions and were undertaken over a period of three weeks. In total, 117 respondents were consulted. (See Annexure 3 for the full list of persons interviewed).

The consultants had also an opportunity to visit some resettled farmers in Omaheke and Karas Regions.

In order to assess and prioritise training needs of the various institutions, consultants followed a number of steps. Each staff member was asked to:

- Indicate his or her formal and/or non-formal education or training, including major subjects.
- Indicate the number and type of short courses attended in the last six to twelve months.
- Referring to the person's job description, identify activities with which he or she experienced difficulties and where additional knowledge or skills (training) would contribute to better performance of the activity. Training in this context includes formal courses, short-courses, study tours, work experience and one-to-one assistance from others.

Persons interviewed were restricted to five priority areas only. Each training need was linked to a task derived from the function of an organisation and its activities that relate to the land reform programme.

Verifying and updating job descriptions was not part of this assignment, however job descriptions were required to assess training needs. Job descriptions presented to consultants took many forms and many needed a lot of editing. In some instances, there were no job descriptions. In such cases, the respondents were asked to list how they operated. The lists were then collated and typed in a consistent format.

1.2.3 Data analysis and report writing

The last weeks of the consultancy were dedicated to data capture, analysis and report writing. The reports annexures are divided into two parts: Part I is included in this report and incorporates summaries of prioritised organisational functions. Individual job descriptions and summarised individual training needs have been bound separately in order to give flexibility to the user. The latter document is entitled "Annexures Part II: Prioritised individual training needs for effective service delivery on the land reform."

1.3 Number of people interviewed

Table 1 below shows the different categories of organisations from which data was collected.

Table 1: Number of people interviewed

Organisations	Total no. of people interviewed
Ministry of Lands, Resettlement and Rehabilitation	47
Line ministries	60
Non-state actors	10
Total	117

Source: This study

2. Findings

2.1 Institutional responsibilities and coordination

This section presents findings on the assessment of the responsibilities of different institutions involved in the land reform programme and the coordination of their efforts. In addition to their regular mandates, line institutions were assigned various land reform tasks to implement. The responsibilities are briefly presented below.

2.1.1 Institutions involved

Table 2: Responsibilities of line institutions on the land reform programme

Institution	Responsibilities
Ministry of Lands, Resettlement and Rehabilitation	To eradicate inequitable access to land resources through efficient and participatory land reform, land management, administration, resettlement, rehabilitation as well as the integration of disadvantaged citizens.
Ministry of Agriculture, Water and Rural Development	To provide the following services: (1) veterinary services, (2) assist in the evaluation of farms offered for purchase as well as on-going monitoring and evaluation of existing resettlement farms, (3) agricultural extension services and training, (4) support to cooperative schemes, (5) identification of markets, (6) water installation, maintenance and servicing of water points.
Ministry of Env't and Tourism	To assist in the planning of wildlife-based resettlement schemes and to ensure the environmental soundness of plans.
Ministry of Local, Regional Gov't and Housing	To ensure that resettlement areas are proclaimed settlements if and when necessary.
Non-governmental organisations and non-state actors	Where relevant, to invite them to become involved in the provision of planning, training, extension services, material inputs and outsourcing of projects.

Source: National Resettlement Policy 2001

Consultations with representatives of line ministries and non-state actors indicated varying degrees of awareness of their roles. About 50% of representatives interviewed indicated that they had not seen the policy documents or the National Resettlement Programme 2001-2005.

During individual interviews and group discussions with line ministries and non-state actors it emerged that no document currently exists, other than the National Resettlement Policy, which specifically sets targets and OVs for the activities of these institutions. The document could be used for monitoring and evaluating contributions to the land reform programme by these institutions. No similar mechanism was in place.

The responsibilities of NGOs as spelt out in the National Resettlement Policy are fairly non-committal.

2.1.2 Coordination of land reform projects

Different line ministries and non-state actors are either members of the Land Acquisition, National and Regional Resettlement Committees or the Land Reform Advisory Commission (see Annexure 2, for full membership). Attendance at these meetings is based on formal requests directed to the relevant institutions by the MLRR. Coordinating the expertise of representatives from different institutions to further the land reform programme is the sole responsibility of the MLRR. This assessment revealed that the MLRR finds this task difficult to perform, as there is no mechanism in place to compel members to attend the meetings. Attendance depends on good will, the individual member's interest in the issues being discussed and sometimes on the availability of funds to enable attendance.

2.2 Capacity of institutions to support the land reform programme

This section covers findings on the capacity of institutions to support the land reform programme. The presentation is in the following order: Part A presents findings of the MLRR, Part B presents those of land boards, Parts C and D present findings of line ministries and non-state actors respectively.

Part A: Ministry of Lands, Resettlement and Rehabilitation

In assessing the capacity of the MLRR, a number of issues were considered:

- Structure and achievements.
- Mechanisms in place to implement monitor and evaluate activities.
- The process of resettling people.
- The capacity of each directorate to support the process of resettling people.

For each directorate, the following aspects were considered:

- Staffing situation in terms of total establishment, occupied positions, vacant positions and general staff turnover.
- Current and desired qualifications.
- Bottlenecks, which could undermine effective service delivery in the administration of land and the resettling of people in particular.

2.2.1 The structure and some achievements

A permanent secretary heads up the MLRR, which executes its duties through a number of directorates and divisions. Records made available to the consultants by the Division of General Services indicated that the MLRR has a total staff complement of about 545. Ratios of occupied to vacant positions vary greatly from directorate to directorate (see Table 5).

It became apparent that over the five years of the National Development Plan (NDP1), the MLRR recorded significant achievements in land policy and legislation development, land acquisition, resettling of landless Namibians, development of integrated land use guides, human resources development, and the development of formerly neglected remote areas of communal

land. In spite of these achievements, about 240 000 Namibians are still in need of land resettlement.

The MLRR plans to resettle 36 families (216 people) per year, or 180 families over the five-year National Development Plan (NDP 2) period. This is approximately 1 080 people over the five-year period. At this rate, it would take about 1 111 years for the MLRR to resettle the 240 000 people who are in need of land resettlement.

2.2.2 Mechanisms for implementation, monitoring and evaluation of activities

Mechanisms for implementing MLRR activities

Literature reviewed revealed that business plans, which are in fact annual work plans, guide the activities of all directorates of the ministry. The business plans have the following components: (1) objectives, (2) activities to be undertaken, (3) resources, (4) cost of the activity, (5) prime role players, (6) collaborators (line ministries and non-state actors), (7) timeframe and (8) expected results. The reports that were reviewed reflected the contents of the business plans.

However, consultants were concerned that the business plans were prepared in isolation and not in cooperation with line ministries and non-state actors. This makes it difficult for these institutions to budget for such activities or to include these activities in their own plans, as they are not aware of the contents of the business plans.

Monitoring mechanisms

Monitoring and evaluation of programmes and projects is undertaken by line directorates and it emerged that evaluation is the responsibility of the Directorate of Planning, Research, Training and Information Services. However, the directorate is still finding its feet in terms of guiding its staff members on data collection, analysis and production of technical reports.

2.2.3 The resettlement process

The process of resettling people on an acquired farm involves a series of activities. This process includes land valuation, demarcation into allotments, advertising and gazetting, and selecting beneficiaries – to mention but a few. In total, 20 different activities are performed by different institutions. Details of these activities are outlined in the Table 3 below.

It takes a minimum of 411 days and a maximum of 441 days to complete the 20 activities. Of these minimum days, 38.8% is the time directly spent by the MLRR. Of this time spent by the MLRR, the ministry's technical departments use 15.8% as they assess land for suitability, value the land to determine the purchase price and survey the land to determine individual plots. Twenty-five percent of the total time is taken up by activities directly performed by the Land Reform Advisory Commission (LRAC).

It is worth noting that nine activities take 30 days each to complete. This is 7.3% of the total time for each of the nine activities. They differ in nature, but each requires a full 30 days. See details in the table below.

Table 3: Duration of the resettlement process

Event	Description	Organisations responsible	Days	% of total time
1. Farm offer	The owner completes the standard offer forms before returning them back to the MLRR.	Farm owner	20	4.9
2. Land acquisition	The land acquisition committee meets to deliberate on the offer.	Land acquisition committee is made up of members drawn from the MLRR, MAWRD, MWTC, MRLGH, MET and Agribank	14	3.4
3. Assessment	The land use planners assess the suitability of the land.	Directorate of Land Reform (land use planners)	14	3.4
4. Valuation	The valuer values the land to determine the possible purchase price.	Directorate of Valuation and Estate Management	21	5.1
5. Land Reform Advisory Commission (LRAC)	The LRAC deliberates and fixes the purchase price and makes recommendations to the Minister of LRRR.	LRAC is made up of members drawn from the MLRR, MAWRD, Namibia National Farmers Union, Namibia Agricultural Union, Ministry of Justice and five members representing their communities	30-60	7.3 - 13.6
6. Deeds of transfer or sale	The LRAC meets with the farm owner to negotiate the purchase price.	LRAC	30	7.3
7. Demarcation	The land surveyors determine individual plots demarcated.	Directorate of Survey and Mapping	30	7.3
8. Verification	The LRAC sits to verify sizes of individual demarcated plots.	LRAC	14	3.4
9. Legal procedures	The legal drafters prepare legal documents for gazetting.	Legal drafters	30	7.3
10. Advertisement and application	The farms are advertised and prospective settlers apply for them.	MLRR and settlers	30	7.3

11. Regional selection	The Regional Resettlement Committee sits and makes recommendations to LRAC.	Regional Resettlement Committee	30	7.3
12. National selection	The National Resettlement Committee sits and makes recommendations to LRAC.	MLRR, MAWRD, MWTC, MLRGH, MET, MBEC, MWA, Agribank and NDC	30	7.3
13. Final recommendations	The LRAC sits to deliberate and make recommendations.	LRAC	30	7.3
14. Approval	The minister approves the recommendations so made by LRAC.	Hon. Minister of MLRR	7	1.7
15. Notification	The chairman of the National Resettlement Committee notifies the applicants.	Chairman of the National Resettlement Committee-MLRR	7	1.7
16. Approval by permanent secretary	The PS approves the notification letter.	PS: MLRR	2	0.5
17. Correspondence to the regions	The notification letter is delivered to the regional offices for the prospects candidates so approved.	MLRR	21	5.6
18. Ratification 1	The lessee signs the lease agreement.	The lessee	14	3.4
19. Ratification 2	The minister signs the lease agreement on behalf of the government.	Minister-MLRR	7	1.7
20. Physical resettlement	The resettlement officers physically resettle beneficiaries.	Directorate of Resettlement	30	7.3
Total days			411/441	100%

Source: Directorate of Resettlement: percentage calculations for this study

2.2.4 Capacity of directorates/divisions to support the process of resettling people

This section of the report presents findings on the capacity of each directorate to support (whether directly or indirectly) the process of resettling people. This is discussed in the context of directorates' overall functions.

The following topics were considered:

- Overall responsibilities of directorates/divisions.
- The staffing situation in terms of total establishment, occupied and vacant positions and general staff turnover.
- Bottlenecks which could undermine effective service delivery in land reform activities.

Overall responsibilities

Table 4: Functions of divisions and directorates of the MLRR

Organisations	Functions
Division of General Services	The division forms the backbone of the administrative services in the ministry and is responsible for support services such as financial management and control, and human resource development.
Directorate of Land Reform	The directorate is responsible for establishing and protecting the inalienable right of access of every needy citizen to land to settle on, develop and use. Activities include land acquisition, evaluation of natural resources, planning of proposed resettlement areas, and development of planning guidelines for different land use practices.
Directorate of Valuations and Estate Management	The activities of this division are partly to fulfil the land reform programme – the Agricultural (Commercial) Land Reform Act requires that any land acquired by the government for resettlement and other purposes must be valued so that the State pays fair and reasonable market values for the land.
Directorate of Survey and Mapping	Facilitates land allocation and utilisation by carrying out land survey and mapping services. When implementing these policy objectives, this office should also make provision for mapping and aerial photography at appropriate scales.
Directorate of Deeds Registry	Overall responsibility is to establish property assurance through provision of services in the areas of registration of lease agreements and the safekeeping of related documents.
Directorate of Resettlement and Regional Offices	Facilitates resettlement of displaced and landless citizens. Activities include planning and coordinating the resettlement programme, human resource development, project implementation, supervision of resettlement projects and monitoring and evaluation of projects.
Directorate Planning, Research, Training and Information Services	Responsible for the identification, assessment and appraising of new projects, drafting project proposals and evaluation, and assessments of projects.

Most of these responsibilities are in line with the overall mission of the MLRR. During interviews and discussions, most respondents were able to explain how their functions are linked with the overall responsibility of their ministry.

Staffing situation

The staffing situation of each division/directorate is presented in Table 5 below.

Table 5: Staffing situation of directorates/divisions of the MLRR

Organisations	Total	Occupied positions and % of total number according to directorate	Vacant positions and % of total number per directorate	Position ranking in the resettlement process (1 is first)
Division of General Services	76	73 (96.1)	3 (3.9)	
Directorate of Land Reform	32	26 (81.2)	6 (18.8)	3
Directorate of Valuations and Estate Management	38	13 (34.2)	25 (65.8)	4
Directorate of Survey and Mapping	91	57 (62.6)	34 (37.4)	7
Directorate of Deeds Registry	58	44 (75.8)	14 (24.0)	
Directorate of Resettlement and Regional Offices	217	134 (61.8)	83 (38.0)	20
Division of Rehabilitation	9	8 (89.0)	1 (11.0)	
Directorate of Planning, Research, Training and Information Services	24	19 (79.0)	5 (20.8)	

Table 5 above reveals that vacancies in the Directorate of Valuation and Estate Management stand at 65.8 %. At the same time, Table 2 revealed that this directorate is number four on the list of activities to be undertaken during the resettlement process. This means that 16 other activities cannot be undertaken until this directorate values the land to determine the possible purchase price.

In the Directorate of Survey and Mapping, 37.4% of the positions are unfilled. This directorate is number 7 on the list of activities. At least 14 other activities cannot be undertaken until this directorate has completed its tasks. Other directorates that play direct roles in the resettling of people and have high percentages of vacant positions are the Directorates of Resettlement and Rehabilitation, and that of Land Reform.

Overview of qualifications of respondents who were interviewed

The qualifications of the respondents who were interviewed are presented in Table 6 below. Most staff members (44.7%) who were interviewed hold Masters' degrees.

Table 6: Qualification of respondents who were interviewed (MLRR)

Organisations	Number interviewed	Qualifications *** see key						
		a	b	c	d	e	f	g
Office of the PS	2					2		
Division of General Services	1					1		
Directorate of Land Reform	13			6		7		
Directorate of Valuations and Estate Management	1					1		
Directorate of Survey and Mapping	3				1	1	1	
Directorate of Resettlement and Regional Offices	17		2	7	5	3		
Division of Rehabilitation	5	1		1		3		
Directorate of Planning, Research, Training and Information Services	5			1	1	3		
Total	47	1	2	15	7	21	1	
% of total staff members interviewed	100	2.1	4.3	31.9	14.9	44.7	2.1	

Source: Research for this study

Key: (a) Grade 7-12; (b) Certificate of attendance – technical subjects, (c) Diploma and post-graduate diploma, (d) Bachelor's degree, (e) Master's degree (f) PhD (g) Unspecified

Bottlenecks

When discussing bottlenecks in each division/directorate, the following were taken into account: current and desired qualifications, policy directives, cooperation from colleagues and other agencies, and shortage of resources. The bottlenecks refer not only to the capacity of directorates/divisions to resettle people, but also to their overall function.

Division of General Services

Current and desired qualifications

The qualifications in this division range from Grade 12 to MBAs. Holders of Grade 12 certificates outnumbered their colleagues and they were said to be coping. However, it emerged that a tertiary qualification would be preferred for most positions in this division. Most of the planned activities were achieved, except for filling the vacant positions in the Directorate of Valuation and Estate Management and those in the Directorate of Surveying and Mapping. Most of the people recruited for these positions are recruited from outside the country. The process takes too long to complete.

Directorate of Land Reform

Current and desired qualifications

Qualifications in this directorate include a diploma, a Master of Arts (MA), an MBA and a Master of Science (MSc). Areas of degree specialisation include City Planning and Urban Design, Urban and Regional Planning, Social Economic Development, Natural Resource Management, Corporate Strategy Economic Policy and Land Management. However, if those who were not interviewed are taken into consideration, holders of higher degrees are in the minority.

Ideally, the directorate requires specialisation in Natural Resource Management, Land Management and Agriculture. These qualifications are in line with the directorate's functions, which are described in Table 4.

Policy directives

Systematic analysis of data revealed the following constraints, which are related to policy directives: (1) The principle of willing seller – willing buyer. This principle is said to be slowing the process of resettling farmers. (2) Farms offered to the MLRR are not suitable for agricultural production. (3) The major competitor to acquisition of land for resettlement is the Affirmative Action Loan Scheme. Beneficiaries of this scheme can afford to buy farms for higher prices thereby inflating prices per hectare. This has caused the MLRR to waive a number of farms. (4) Absence of firm policy to channel line ministries' and non-state actors' commitment to land reform is a major institutional bottleneck.

Cooperation from colleagues and other agencies

A number of issues emerged. For example, most Resettlement Committee meetings are ad hoc. Mechanisms in place for collaboration with other line ministries and non-state actors are not working because of budget constraints experienced by these institutions.

Resources

It was found that the Government Garage rarely issues 4x4 vehicles for fieldwork yet the nature of the work of the officers of the Directorate of Land Reform dictates that they work in the field.

Directorate of Valuations and Estate Management

Current and desired qualifications

A few members of staff hold MSc and PhD degrees, but they are in the minority. Most staff members in the directorate have diplomas. Areas of specialisation include Property Valuation, Property Economics, Property Law and Land Reform.

Currently there is only one valuer; others are training and will graduate with diplomas in 2005. The shortage of valuers in this directorate can best be described as critical. The coordinator of the Technical Training Programme at the Polytechnic of Namibia informed the consultants that about 20 land measurers and assistant valuers are being trained at the Polytechnic of Namibia. They will graduate with diplomas.

During discussions, consultants learned that this directorate is implementing the land tax for the first time and therefore staff members are discovering problems and learning how to deal with them as they proceed.

Cooperation from colleagues and other agencies

Cooperation with management and colleagues was highly rated. Support from non-state actors was highly praised.

Directorate of Surveying and Mapping

Current and desired qualifications

Qualifications such as diplomas, Bachelors of Science (BSc), MSc and PhD can be found in this directorate with specialisation in Surveying, Mapping, Cartography, Photogrammetry and Computer Science, Statistics, Geodesy and Geographical Information System (GIS). Most of the senior and qualified personnel are not Namibians.

It became apparent whilst assessing the data that although most staff members have diplomas, degrees are preferred because of the nature of work. The directorate ran a capacity-building programme, but this function has now been transferred to the Ministry of Higher Education. Through the programme, the directorate was able to upgrade a number of staff members, including two individuals who are currently being trained in surveying: one in the UK and the other in South Africa.

Staff turnover

Better salaries in the private sector lead to high staff turnover. Private surveyors are contracted, but they are very expensive. The directorate has only surveyed 18 of the 120 farms that need surveying.

Staff supervision

Most staff members need a lot of supervision. Only five out of 32 (15,6%) technical staff can work without constant supervision while the rest (84,4%) require close supervision in order to perform duties effectively.

Resources

A limited budget for transport, subsistence and travel allowances for fieldwork is one of the obstacles facing this directorate.

Directorate of Resettlement (and regional offices)

Current and desired qualifications

Employee qualifications in this directorate include a post-graduate diploma, an MA, and an MSc. Areas of specialisation include Rural Development, Land Reform, Human Resources Management, Theology, Development Studies, Agriculture, Land Management, Administration, Foreign Relations. Specific qualifications related to the land reform are limited.

Policy directives

The National Resettlement Policy states that settlers will be moved to their respective resettlement areas after selection and registration. Depending on the category of beneficiaries, all are expected to be self-reliant and self-sufficient by the fourth year, except in the event of

natural phenomena such as droughts or other disasters. In practice, most of the beneficiaries are illiterate and require longer to adopt new technology and to run their farms as businesses.

Currently there is no policy on pre-training resettled farmers in agriculture, environment, farm structures or maintenance of farm equipment. Respondents felt that the willing seller – willing buyer principle was slowing the process of resettlement.

Division of Rehabilitation

Current and desired qualifications

Directorate employees hold qualifications ranging from one Grade 7 to a diploma, an Honours degree and an MA. Areas of specialisation for those with degrees include Public Policy, Social Policy, and Participatory Methodologies for Development, and Nursing Management.

Cooperation from colleagues and other agencies

A number of concerns emerged. It became clear to the consultants that people with disabilities are treated differently from others. Women with disabilities are not recognised as equal to others in society. The top-down approach and poor communication in the ministry were cited as major obstacles to fulfilling the division's goals.

Directorate of Planning, Research, Training and Information Services

Current and desired qualifications

Diplomas, a BEcon and an MSc are some of the qualifications found in this directorate. Areas of specialisation include Education, Public Administration, Economics and Management Science, Social Welfare, Administration, Planning and Photojournalism.

Skills gap

One major challenge facing this directorate is how to coordinate staff functions, in particular to coordinate the practical aspects of data collection, entry, analysis and production of technical reports. This directorate is responsible for research and impact assessment of the activities of the MLRR.

Part B: Land boards

One of the terms of reference for this assignment was to assess the roles and capacities of new institutions at regional level (for example communal land boards) and beneficiary institutions (present and future). This section therefore presents the (i) functions, (ii) composition and (iii) capacity of land boards to support land reform.

2.2.5 Functions of land boards

Subject to the provision of the Communal Land Act, 2002, the functions of the land boards are to:

- Exercise control over the allocation and the cancellation of customary land rights by the chiefs or traditional authorities;
- Consider and decide on applications for rights of leasehold under the Act;

- Establish and maintain a system of registration for recording the allocation, transfer and cancellation of customary land rights and rights of lease under the Act;
- Advise the minister, either at its own initiative or at the request of the minister, in connection with the making of regulations or any other matter pertaining to the objectives of this Act; and
- Perform such other functions as assigned to a board by this Act.

2.2.6 Composition of land boards

To date, the ministry has appointed 12 land boards across the country.

A board consists of the following members, who are appointed by the minister:

- One representative from each of the traditional authorities within the board's area nominated by each such authority.
- One person to represent the organised farming community within the board's area.
- The regional officer of the regional council concerned and, if the board's area extends over the boundaries of two or more regions, the regional officer of each such region.
- Four women, of whom
 - Two are engaged in farming operations in the board's area; and
 - Two have expertise relevant to the functions of the board.
- Four staff members in the public service, of whom
 - One must be nominated by the minister responsible for regional government;
 - One must be nominated by the minister responsible for land matters;
 - One must be nominated by the minister responsible for environmental matters; and
 - One must be nominated by the minister responsible for Agriculture; and
- If any conservancy or conservancies, declared under Section 24A of the Nature Conservation Ordinance No. 4 of 1975, should exist within the board's area, one person must be nominated by the conservancy or, where applicable, by the conservancies concerned, jointly.

Bottlenecks

Most of the land boards are newly established institutions with challenges to overcome:

Skills gap

The Communal Land Act of 2002 is new and most members are still at the stage of understanding their functions. There is a general feeling that the Act should be translated in local languages to allow the target group to understand what is being discussed. Also, some board members do not yet understand procedures to claim S&T allowances.

Resources

A number of issues related to resources which could hinder the success of the implementation of the Act, were brought to the attention of the consultants. The most significant of these are the lack of financial support in implementing the Communal Land Reform Act and the lack of

transport. Most board members are located far from each other, which causes transport problems.

Part C: Line ministries

Part C of this report focuses on the findings regarding line ministries' capacities to support the land reform programme. The National Resettlement Policy states, "The strategies outlined in points 9.2 to 10 are important tools for the implementation of this policy. Each designated ministry will, in practical terms, support these strategies by implementing programmes and projects which can bring about the intended goals".

Stakeholder institutions that were consulted during this assessment were: (1) Ministry of Agriculture, Water and Rural Development (MAWRD), (2) Ministry of Environment and Tourism (MET) and (3) Ministry of Regional, Local Government and Housing (MRLGH).

The following factors were considered in assessing the capacity of these line ministries:

- The organisational structure and staffing.
- Qualifications of employees.
- Involvement in the land reform programme.
- Bottlenecks which could undermine effective service delivery in land reform administration.

2.2.7 Ministry of Agriculture, Water and Rural Development

Structure and staffing

A permanent secretary, supported by an acting deputy, currently runs the ministry. The assessment of the staffing situation is inaccurate as the most recent staff statistics available were for 2001. Table 7 below reveals that 55.7% of MAWRD employees fall within the "professional" and "technical" categories.

Staff qualifications are presented in Table 8 below. Areas of specialisation for this category include Crop and Animal Husbandry, Agricultural Economics and Extension, Engineering and Veterinary Medicine. Details of areas of specialisation are disaggregated per directorate in Table 9.

Table 7: Staff establishment under relevant categories

Category	Existing posts	Posts filled	Vacant positions and % of total existing posts
Managerial staff	38	31	7 (18.5)
Professional staff	240	167	73 (30.4)
Technical staff	1 098	819	278 (25.3)
Administrative staff	736	631	105 (14.2)
Labourers	1 918	1596	322 (16.9)
Total	4 029	3244	785 (19.5)

Source: MAWRD Report, 2001.

Qualifications according to directorate

Table 8: Qualifications of respondents interviewed

Organisations	Number interviewed	Qualifications *** see key						
		a	b	c	d	e	f	g
Office of the PS	1					1		
Resource Management	1							1
Department of Rural Water Supply	6	4		2				
Directorate of Extension and Engineering Services	15		1	5	7			2
Directorate of Veterinary Services	6	1			3			2
Directorate of Agricultural Research and training	8					2	3	3
Total	37	5	1	7	10	3	3	8
% of total staff members interviewed	100	13,5	2,7	18,9	27,0	8,1	8,1	21,6

Source: This study.

Key: (a) Grade 7-12, (b) Certificate of attendance – technical courses, (c) Diploma and post-graduate diploma, (d) Bachelor's degree, (e) Master's degree (f) PhD (g) Unspecified

Table 9: Areas of specialisation per directorate/division

Directorate	Qualifications and areas of specialisation
Directorate of Extension and Engineering Services	Qualifications: Diploma, BSc, BTech and MSc. Staff members are specialised in Animal and Crop Science, Agricultural Economics, Education and Extension, Personnel and Training Management, Business Management, Natural Resource Management, Mass Media.
Directorate of Veterinary Services	Qualifications: Diploma, BVMCH, MSc and Ph.D. Areas of specialisation include Animal Medicine, Surgery, Production and Pathology.
Department Rural Water Supply	Qualifications: Gr 10, Gr 12 plus experience, diplomas and MSc. Areas of specialisation include Motor Vehicle Mechanics, Technical Drawing, Business Management and Mechanical Engineering.
Directorate of Agricultural Research and Training	Qualifications: Diplomas, BSc, MSc and PhD. Areas of specialisation include Crop and Animal husbandry, Livestock Production, Boer goat Judging, Agricultural Education and Extension, Land Evaluation, Soil Science, Range Management, Horticulture, Irrigation, Leadership and Group Dynamics.

Given the staff specialisation in Crop and Animal Science, Agricultural Economics and Extension, Engineering and Veterinary Medicine, once beneficiaries have been resettled, MAWRD can provide post-settlement assistance.

It emerged that the Directorate of Extension and Engineering requires technical staff (especially those who perform land reform-related activities) to have a diploma as a minimum qualification.

Involvement in land reform activities and services rendered

The ministry is currently represented on the Land Reform Advisory Commission, the Permanent Technical Team (PTT), the Land Acquisition Committee and on the National Resettlement Committee.

During interviews a number of directorates were asked whether their directorates/divisions were involved in the land reform issues and if so, how. Their responses are presented in Table 10 below. Those who said they are not involved are in the minority.

Table 10: Involvement in the land reform programme

Office/department/directorate	Total interviewed	Involvement in land reform?	
		Yes	No
Office of the Permanent Secretary	1	1	0
Directorate of Extension and Engineering Services	15	13	2
Directorate of Veterinary Services	6	5	1
Department Rural Water Supply	6	4	2
Resource Management	1	0	1
Directorate of Research and Training	8	5	3
Total	37	28	9
% of total staff interviewed	100	75.8	24.2

Source: Research for this study.

Although not quantifiable, it came to light that the following services had been provided to resettled farmers: (1) farm inspections, (2) rehabilitation of farm infrastructures, (3) technical advice on water infrastructure, (4) training in various fields: crop husbandry, animal husbandry, marketing, range management, vegetable gardening as well as training of water point committee members, (5) identification of farm boundaries, and (6) determining the carrying capacity of the land. Some of the services provided are in line with the tasks outlined in the National Resettlement Policy of 2001.

It was difficult to assess the level of success of these activities, since there were no targets or indicators set at the beginning of the Resettlement Programme.

Bottlenecks

Bottlenecks presented below could undermine service delivery if they are not attended to.

Policy directives

From data collected and analysed it became apparent that there is no harmonisation of policies and legislation of the lead ministry (MLRR) with those of MAWRD. There are insufficient circulars from the MLRR indicating services required. For example, there is no circular requesting the Department of Rural Water Supply (RWS) to render services to resettled farms. The willing seller

– willing buyer Policy is seen to be delaying the process of resettling people, frustrating those waiting to be resettled.

Resources

The ratio of staff to farmer is high. Whilst differing from region to region, in some areas it is as high as one extension technician to 2 000 farmers. Distances between farms are vast, particularly in the southern regions. There are inadequate funds for MAWRD to render effective services to resettled farmers. It became clear to the consultants that staff members are unable to contribute meaningfully to land reform activities. Insufficient transport and money prevents some directorates from reaching their objectives as specified in the Resettlement Policy. Monthly S&T allowances and kilometres are limited each month.

Coordination

Too many action plans for communities are implemented by different ministries and non-state actors with minimal coordination. A concern about the lack of communication between MLRR and the Directorate of Veterinary Services at regional level was raised. For example, farmers go to veterinary offices with stock cards that reflect a small number of animals but in reality the farmers have many animals, proving that sub-leasing is common – this is illegal.

The key respondents also indicated that the MLRR's resettlement categories are problematic. Information about new settlers is not communicated to line ministries to enable the staff to target those farmers. There is a need to clarify the responsibilities of various stakeholders, and how to coordinate activities.

Skills gap

There are few Namibian veterinarians and so the directorate is forced to depend on international staff.

2.2.8 Ministry of Environment and Tourism

Structure and staffing

A permanent secretary heads the MET. The ministry's staffing complement is 2 000.

Qualifications of interviewees

Table 11 below reflects the qualifications of the MET employees interviewed. Most staff members have Masters Degrees (42.8%),

Table 11: Qualifications of MET staff interviewed

Organisations	Number interviewed	Qualifications ** see key						
		a	b	c	d	e	f	g
Office of the PS	1						1	
Directorate of Parks and Wildlife Management	2							2
Directorate of Environmental Affairs	1					1		
Directorate of Tourism	1					1		
Directorate of Forestry	2				1	1		
Total	7				1	3	1	2
% of staff interviewed	100				14.3	42.8	14.3	28.6

Source: This study.

Key: (a) Grade 7-12, (b) Certificate of attendance – technical courses, (c) Diplomas and post-graduate diplomas, (d) Bachelor's Degrees, (e) Master's Degrees (f) PhD (g) Unspecified

Areas of specialisation include Forestry, Environment and Wildlife. During interviews and discussions, it became clear that the ministry would prefer senior staff members to have an MSc in Environment Management, Science and Planning. For the positions of warden and ranger, Grade 12 with a number of years of experience was preferred.

Involvement in issues of land reform and services rendered

A permanent secretary and staff members of the following directorates were interviewed: (1) Wildlife Management, (2) Parks and Wild Life, (3) Environmental Affairs, (4) Tourism and (5) Forestry. When asked whether their organisation was involved in land reform activities five of the seven staff members said yes; two said no.

MET is, in fact, represented on the Land Acquisition and National Resettlement Committees. Services that have apparently been provided to settlers are: (1) advice on environmental impact assessment, (2) advice on wildlife management, and (3) assessing if a farm is suitable for game farming or as a lodge. As with MAWRD, the consultants were not able to determine the level of success or impact as no targets or OVIs were set for activities related to land reform.

Bottlenecks

Resources

Resources required to reach more resettled farmers include (1) 4x4 vehicles, (2) funds to cover the km allocated to them monthly.

Coordination

Coordinating land reform issues takes place during meetings, but there is no mechanism in place to compel institutions to attend such meetings.

2.2.9 Ministry of Regional and Local Government and Housing

Structure and staffing

A permanent secretary runs the ministry. The ministry implements its mandate, including the tasks that were assigned to it by the Resettlement Policy, through a number of directorates whose staff levels are presented in Table 9. Figures extracted from the MRLGH report of 2002/2003 indicate a total staff complement of 761. The report further indicated a surplus of 20 people although there are vacant posts in some sections. The most vacant positions (47.8%) were in the Directorate of Decentralisation and Coordination.

Table 12: MRLGH staff complement

Section	Total current	Surplus	Total future posts	Filled posts	Posts vacant as % of total
PS, DPS and Internal Audit	12	1	11	5	8 (67.0)
Directorate of RLGTA	63	-	63	45	18 (28.6)
Directorate of HHTS	54	5	49	42	7 (13.0)
Directorate of DC	23	3	20	15	11 (47.8)
Directorate of FHRA	91	11	80	96	6 (6.6)
Labourers at RCs & LAs	518	-	518	504	14 (2.7)
Total	761	20	741	707	64

Source: MRLGH report 2002/2003

Qualifications

Table 13: Qualification of interviewees (MRLGH)

Organisations	Number interviewed	Qualifications ** see key						
		a	b	c	d	e	f	g
Office of the PS	2					2		
Hon. Governors	2							2
Hon. Councillors	4							4
Regional officers	7			2	4			1
Total	15			2	4	2		7
% of total staff interviewed	100			13.3	26,7	13,3		46,7

Source: This study.

Key: (a) Grade 7-12, (b) Certificate of attendance – technical courses, (c) Diploma and post-graduate diploma, (d) Bachelor's Degree, (e) Master's Degree (f) PhD (g) Unspecified

Qualifications of respondents who were interviewed in this ministry include BTech, BComm, BSc and diplomas. Areas of specialisation include Public Administration, Agricultural Management, Biology, Economics, Business Management, Urban Development Planning, Commerce and Regional Development.

Involvement in land reform activities

The ministry is represented on the Land Acquisition Committee and the National Resettlement Committee. All respondents interviewed confirmed that their ministry is involved in the land reform programme; however consultants were not able to quantify or assess the impact of service rendered.

The ministry contributes to the land reform programme in the following ways:

- It coordinates the regional and local government councils and the traditional authorities at the regional level.
- It implements decentralisation and housing policies.
- The minister chairs the Cabinet Committee on Land and Social Issues.
- Regional councillors and traditional authority representatives serve on land boards and committees.
- It assists communities with project proposals and links them to financial institutions.
- It drafts and implements the regional plan for development programmes such as building schools roads and clinics at grassroots level including resettled farmers.
- Resettled farmers also benefit from economic projects at regional level – such as the clay factory – especially in Karas Region and Hardap Region.
- Through the regional council, the ministry makes decisions on land allocation to different beneficiaries.

Some ministry employees indicated that the land reform activities have not been fully decentralised to the regional councils. In future, the ministry would like to be more involved in

the policy-making process and to be given clear functions that could be incorporated in the plans of individual directorates.

Bottlenecks

Policies

It became clear that some of the communal land board members have difficulty understanding the Communal Land Act because it is written in English. Many people feel strongly that the Act should be translated into local languages.

Skills gap

Traditional authorities need sound training to enable them to settle disputes and to understand the Law.

Coordination

The land reform programme requires streamlining and better coordination to smooth out the process of resettlement. Regional officers need to be empowered and some functions need to be decentralised.

Part D: Non-state actors

In assessing the capacity of non-state actors' support of the land reform, the following factors were considered:

- Current function
- Staffing situation
- Bottlenecks
- Perceived future role

This section starts by presenting the qualifications of employees of non-state actors who were interviewed and goes on to discuss functions, staff complements and perceived future roles of each organisation. Table 14 below reveals that 36% of the interviewees have Master's degrees.

Table 14: Qualifications of employees of non-state actors

Organisation	Number of individuals interviewed	Qualifications *** See key						
		a	b	c	d	e	f	g
Agri Futura	1					2		
Omaheke San Trust	1					1		
Namibia Agricultural Union	1					1		
Agribank	3		1	1	1			
NDT	1	1						
Namibia National Farmers Union	3			2	1			
Total	11	1	1	3	2	4		
% of total staff interviewed	100	9.1	9.1	27.3	18.2	36.3		

Source: This study.

Key: (a) Grades 7-12 (b) Certificates in banking (c) Diplomas and post-graduate diplomas (d) Bachelor's Degrees (e) Master's Degrees, (f) PhD (g) Unspecified

2.2.10 Agri Futura

Current function

Agri Futura strives to be the best training organisation in Namibia, providing relevant but customised training, to be very mobile by taking its services to the people, and to be as independent and financially self-sufficient as possible. It also aims to bring about social upliftment of rural communities through training.

Staff complement

The organisation has six permanent staff and 30 associates with various areas of specialisation. The associates facilitate most of the training.

Perceived future role in the land reform programme

Agri Futura has not been actively involved in the training of resettled farmers but has, in the past, worked closely with the Division of Rehabilitation of the MLRR in the training of disabled people. Agri Futura would therefore like to expand and train more resettled farmers.

Agri Futura could provide resettled farmers with training in crop production, animal husbandry, farm structures and human relations. It has mobile training facilities and can run the courses in local languages. It has the capacity to take training to the people, but at a price.

The organisation believes that resettled farmers would benefit greatly from pre-resettlement training as well post-resettlement training. This training should be evaluated continuously and in cases of changing circumstances, farmers should be retrained in order to manage their farms productively.

2.2.11 Omaheke San Trust

Current function

The Omaheke San Trust (OST) was founded in March 1999. Since then it is increasingly recognised by government officials, regional councils and NGOs as representing the San people in Omaheke Region. The OST is represented on various regional committees and is involved in activities related to land reform that focus on the San people. In addition to other achievements, the OST made a grant to Skoonheid Farm to help the San people finance their farming activities.

Staff complement

It has ten employees including the coordinator, community workers, paralegals, administrators, specialists and community crafts officers.

Bottlenecks

Skills gap

The OST requires three more members of staff: two community workers and one person for community crafts in order to meet the needs of the San people better. Apart from the coordinator and the various specialists, most staff members have Grade 10 or Grade 12. Ideally, employees should have a diploma in a field related to community development.

Perceived role in the land reform programme

OST would like to continue supporting resettled San people, both financially and technically.

2.2.12 Namibian Agricultural Union

Current function

The NAU is currently and will continue to be involved in issues of land reform. To that end, they produced a document entitled "A Framework for Sustainable Land Use and Land Reform in Namibia" which spells out four broad objectives, one of which includes the formulation of a framework for meaningful negotiations between the government and the NAU on land use and land reform in the commercial farming sector. This document also outlines some of their strategies which they will use in assisting the resettled farmers.

Staff complement

The NAU prides itself on being a “do-er” and not a “talker”. Its strength lies in its decentralisation: it has offices in ten of Namibia’s regions. It has ten Windhoek-based employees and eight commodity officers. It has 80 farmers’ associations around the country.

Bottlenecks

The NAU does not have major constraints related to land reform as it is constantly in touch with the Ministry of Lands, Resettlement and Rehabilitation.

2.2.13 Agribank

Current function

The National Resettlement Policy of 2001 provides that Agribank is a semi-government institution and as such, it was assigned specific tasks with regard to land reform. The policy states: “Therefore, Agribank’s role, as part of implementing this policy, should include the provision of the credit loans and assisting in the valuation of farms.”

In general, Agribank strives to be the leading financial institution providing products and services that add superior value to client business. Some of its objectives are to provide effective, efficient and sustainable financial services to agriculture and agriculture-related industries in Namibia provide financing to all Namibians who demonstrate willingness and capacity to engage in agriculture or agricultural related activities, and to judiciously implement the government’s agricultural policy regarding the financing of farmers.

Agribank is a member of the Land Acquisition Committee and the National Resettlement Committee. Consultants learnt that Agribank is not currently in a position to provide loans to resettled farmers because the resettled farmers do not own the farms on which they are resettled, and thus cannot use the farms as collateral. Agribank is waiting for the MLRR to finalise a mechanism to enable resettled farmers to use their farms as security.

Perceived future role in the land reform programme

Some Agribank representatives indicated to the consultants that they would like to contribute to the land reform programme by assisting with farm valuations.

2.2.14 Namibia Development Trust

Current function

The Namibian Development Trust (NDT) exists to strengthen civil society, promote sustainable development and facilitate social change primarily through the enhancement of the organisational capacity of community-based organisations. The institution is not currently involved with activities related to land reform. NDT would however like to become involved.

Perceived role in the land reform programme

In future, NDT sees its role as follows:

- Advocacy and lobbying activities on behalf of the resource users;

- Providing capacity to resource users to advocate for own rights; and
- Networking with other line institutions in coordinating and implementing activities of land reform.

2.2.15 Namibia National Farmers' Union

Current functions

The Namibian National Farmers' Union (NNFU) is a national federation of regional farmers' unions. NNFU runs an advocacy and lobbying programme that aims to influence national policy on land reform, marketing, credit, the government's extension services and regional trade. It also facilitates the launching of tangible grassroots level projects.

All its activities are aimed at increasing food production for food security, smooth marketing of farming production to increase household income, increasing the participation of women in farming support programmes, environmental protection and encouraging the sustainable utilisation of natural resources.

Staff complement

All staff members have at least an agricultural college qualification or a diploma from the Polytechnic of Namibia. Associates facilitate the NNFU's technical training. For policy-related training, advocacy or management courses, they use their own permanent staff.

Perceived role in the land reform programme

NNFU sees its future role as incorporating policy education by informing farmers about Acts, providing business advice to the farmers, and networking with other stakeholders such as the Legal Assistance Centre to coordinate and implement land reform activities.

2.3 Performance management

Performance management systems were also assessed. The overall goal of performance management is to ensure that the organisation and all its subsystems (processes, departments, teams, employees) work together to achieve the results desired by an organisation.

This section briefly reviews the performance management of line ministries and non-state actors.

2.3.1 Line ministries

In the past, performance management systems were applied in order to use remuneration as an incentive to increase productivity. The most notable management system used in the past was the "WASCOM" (Wages and Salaries Commission) system that was in place in the 1970s. The system was discontinued in 1997 because too many staff were rated "good" and therefore entitled to an additional salary notch, placing a heavy burden on the government's budget. There is no formal system currently in place.

The team was informed that the public service was hard at work to come up with a different system. This time, the office of the Prime Minister is to produce a guide from which individual ministries will compile their own performance management systems. The system will be launched in 2004 and will be piloted in selected ministries.

The only performance appraisal system currently in place is used for newly appointed or promoted staff members. The staff member's supervisor assesses the work of his or her subordinate and completes the form on a quarterly basis.

Most officials interviewed informed the consultants that the absence of a performance management system has contributed to a lack of motivation and commitment to work, as employees are not rewarded according to their individual performances.

2.3.2 Non state actors

Most non-state actors had staff performance management systems in place, which are used for salary increment and staff development purposes.

2.4 Training needs assessment

Research focused on training needs for the MLRR, line ministries and non-state actors. Common courses and numbers of requests have been grouped under the following headings: Technical, Management, Planning, Financial Management, Project-related and Computer. See tables 15-17. Most courses requested are short courses ranging in duration from one week to six months, however there are a few cases diploma or degree qualifications were requested. Estimated costs of these courses have also been included (see Table 18).

Summarised and prioritised individual courses/workshops have been bound separately as Annexures Part II: Prioritised Training. These courses are organised in order of priority. They represent courses required to improve an individual's work performance and thus to increase the success of the land reform programme.

Most MLRR technical staff and technical staff of other line ministries who were interviewed pointed out that training was one of the critical factors for job performance. They also noted that management support (in terms of direction, guidance, appreciation and acknowledgement for work done) was important. They also need cooperation from other agencies – this applied in particular to the MLRR, perhaps because responsibility for most of the technical training for the resettled farmers rests with line ministries such as MAWRD and MET.

Table 15: Consolidated courses for the MLRR

Courses and number of requests
Technical
Land Valuation (1), Land Management/ Land Use Planning (7), Remote Sensing (1), Land Policy (1), Software for Land Use Planners (ArcView, GIS, GEOMAD) (3), Agro-Ecological Zoning (1), Land Administration (2), Policy Development and Legal Matters (1) Map Production (1) Driving automatic vehicles (1)
Policy Evaluation (1), Research Methodology (1), Socio-Economic Surveys (1), Data Collection

and Analysis (1), Rural Development (1) Natural Resource Management (1) Rural Land Use (3) Planning, Advanced Course on Journalism (2)
Management Supervising skills (4), Industrial Relations (1), Communication Skills (4), Minute-taking (4), Report writing (2), Management and Business Management (6), Conflict Management (2), Decision-making (1), Leadership Skills (1), Staff Motivation (1), Administration, Presentation Skills (1), Personnel Management, Best practices in the Public Service (1)
Planning Strategic Management (1), Human Resource Management (2), Development Planning (2) Operations Management (1), Disability Management (1), Personnel Management (1)
Financial Management Budgeting (1), Basic Accounting (2), Financial Management/Managerial Finance (7), Costing (1) A refresher course on Financial Analysis (1)
Projects Project management (4), Monitoring and Evaluation (4), Preparing Project Proposals (1) Study Tours, Conferences and workshops (3) Feasibility Analysis (2)
Computer MS Word, MS Excel, Internet, E-mail (11) Database (2)

Table 16: Consolidated courses for line ministries

Courses and number of requests
MAWRD
Technical Buildings (1) Welding and Machinery for Labourers (1) Drip Irrigation Course (1) Underground Water Assessment, Training in Bricklaying (1) Plastering (1) Plumbing (1) Electrical Maintenance (1) Land Policies and Acts (1) Land Reform (1) Water Quality and Sanitation Management (1) Extension Service Strategies Policy Development Tender Award, Rural Social Development (1) Farm Economics (1) Livestock Marketing Pasture Management (1) Rangeland Management (2) Surveying, Carcass Evaluation (Grading)(1) Animal Disease (1) Range Evaluation (1) Animal Health (1) Farm Planning (1) Animal Husbandry (2) Research Methodology (1) New trends in Diseases (1) Veterinarian Public (1) Animal Health Inspector Programme, Engineering (1)
Management Management Development Programme (1) Public Administration (1) Communication Skills (3) Asset Management (1) Institutional Capacity Development (1) Conflict Management and Disciplinary Action (3). Fleet Management (1) Video Training and Production (1), Problem-Solving (1) Participatory Learning Appraisal (1) Advisory, Supervisory and Management (1) Customer Care (1) Minute-taking (1) Community Mobilisation (1)
Planning Human Resource Management (2) Strategic Planning and Management (1) Staff Performance Appraisal (1) Planning and Budgeting (1) Identifying Training Needs (1) Curriculum Development (1) Curriculum development for Non-Formal Education (1) Adult Instructional techniques (1)
Financial Management Financial Management (1) Finance Control (1) Treasury Instructions (1) Accounting (1) Stock Control (1)
Projects Monitoring & Evaluation of Extension (1) Project Management (1)
Computers Computer Skills (1) Database (1)
MET

Management Management (1) Supervision (1)
Planning Time Management (1) Self-organisation and Planning (1)
Projects Exposure Trips (3) Refresher courses (1), Monitoring & Evaluation (1)
MRLGH
Technical Research Methodology (1) Understanding of Acts (1) Local Economic Development Concepts (1) Policy Analysis (1) By-Law Formulation (1)
Management Negotiation Skills on Land Issues (1) General Management, Diplomacy, Resettlement Procedures (1)
Planning Exposure Trips (3)
Financial Management Record-keeping (1)
Projects Monitoring & Evaluation, Leasehold (1) Project Management (1)
Computer Database (1) Basic Computer Skills (1)

Table 17: Consolidated courses for non-state actors

Subject and number of requests
Technical Assertive Debt Collection (1) Urban and Farm Valuations (1) Credit Diploma in Banking (1) Diploma in Natural Resources Management (1) Bachelor's degree in Natural Resources Management (1) Co-operative Management (1) Data Collection and facilitation skills (1) Identification of farmers' needs (1), Monitoring and Evaluation (1) Local languages (1) Bookkeeping and Accounting Programmes (1)
Management Course on Diplomacy (1) Public Relations (1)
Planning Strategic Management (1) New Perspectives on Programme Planning (1) New Perspectives on Human Resource Management (1)
Financial Management and Projects Financial control (1) Project Planning Management (1)

Table 18: Anticipated cost of courses

Training provider	Type of course	Total (U\$)	Namibian Dollars (N\$)
Regional (Swaziland, RSA)*	2 weeks	3,000.00/person	
	3 weeks	3,700.00/person	
	4 weeks	4,400.00/person	
	6 weeks	7,250.00/person	
ESAMI****	1 week in Namibia	1,000.00/person	
	2 weeks in Swaziland	1,200.00/person	
Local (Windhoek)	3-week computer course (2 hrs/day)		770.00 /person
Local (Windhoek)	Microsoft Word, Excel, Power Point, Internet/E-mail (1 week)		800.00/person/programme
Local (Windhoek)	2-3 year degree Course Management		5 690.00/person/year
Local consultant (Free to Grow) *	4-day course management topics		22 000.00/group/topic
Local consultants (Average of 3) **	5-day course, tailor-made		15 000.00/group
Ditto	2-week course, tailor-made		31 000.00/group
Short course in Europe			
University in the region (RSA) ***	MSC		173 000.00/person
University in Europe			

Source NASSP Report No. 009/2003 and this study

- * Costs include tuition, board and lodging, computer access and materials.
- ** Approx. 15-20 participants. Includes materials but excludes transport etc.
- *** Includes tuition, books and one-way bus ticket.
- **** Includes tuition and training materials only.

3. Conclusions and recommendations

3.1 Institutional responsibilities and coordination efforts

Overall, the institutional framework for land reform is in place. However, a number of things need to be put in place in order to make it an appropriate and functional institutional framework. To that end, a number of conclusions and recommendations are outlined below.

The National Resettlement Policy (2001) and the Resettlement Programme (2001-2005) are two of the MLRR's major achievements, however the distribution and communication of these documents to line ministries and non-state actors was ineffective.

It is recommended that a forum be established to allow senior and middle managers of all stakeholders (MLRR, line ministries and non-state actors) involved in the land reform programme to come together and agree on the assignment of tasks. The same forum could be used as a platform for setting targets and OVIs for all activities assigned to stakeholders.

3.2 Capacity to support the land reform programme

3.2.1 Ministry of Lands, Resettlement and Rehabilitation

Coordination of land reform activities is weak. It is recommended that a coordinating team of at least five persons should be set up, each with experience in land reform, agriculture or the environment, and who have demonstrated their ability to coordinate large numbers of stakeholders. Cabinet could give this team authority to coordinate the land reform tasks assigned to different institutions. This team could work together for three to five years. Initially, it could be coordinated by the MLRR or by the National Planning Commission. The team could undertake to:

- Create a database of all stakeholders who are willing and have the capacity to contribute to land reform activities. Stakeholders could be grouped according to their geographical location and the type of service they could provide.
- Identify needs of institutions that could undermine effective service delivery in land reform.
- Assess the social and financial implications of input made by different institutions.
- Undertake research on alternative strategies for the implementation and monitoring of roles and responsibilities of the different stakeholders in land reform.
- Keep and update data on land reform in general, and resettled farmers in particular.
- Create platforms/forums for discussing issues related to land reform.

The NDP2 target to resettle 1 080 people over a five-period is low. It is recommended that these figures be re-evaluated. A minimum length of 411 days for resettling people on a farm is too long. All stakeholders who are directly involved in this process should come together to rationalise this process.

The absence of an aftercare support programme is detrimental to resettled farmers. The coordinating team recommended above could be tasked with designing an aftercare support programme.

Key directorates (Valuation and Estate Management, Land Reform and Mapping and Surveying) have too many vacant positions. In consultation with all stakeholders, the coordinating team should seek ways to remedy this situation.

Each directorate should critically evaluate the qualifications of their staff and assess the overall long-term training requirements.

There are a number of bottlenecks that could undermine effective service delivery, such as a lack of qualified staff, unmotivated staff members and inadequate resources, however the absence of a statutory document compelling individual institutions' commitment to land reform is more critical. It is also recommended that the government, through the MLRR, prepare a document that will allow stakeholder institutions involved in land reform activities to set targets and then commit to these targets. Organising this activity could form part of the portfolio of the proposed coordinating team.

The establishment of 12 regional land boards is commended. The land boards are new and require assistance to understand the Act. The absence of transport and training could undermine service delivery of these boards and it is recommended that their requirements be attended to.

3.2.2 Line ministries

MAWRD

Expertise could be considered the main prerequisite for increased agricultural productivity – this is the domain of MAWRD. In general, MAWRD has human capital in most regions to support resettled farmers. It is recommended that the coordinating team should document the needs of resettled farmers. This exercise would be a tool to calculate the cost of providing resettled farmers with support. The outcome of this exercise should be discussed at senior level.

MET

Prerequisites for increased sustainable land utilisation are the domain of MET. It is recommended that the coordinating team assess how much it would cost MET to assist resettled farmers.

MRLGH

Land reform services provided by this ministry to resettled farmers should follow the same recommendations as those proposed for MAWRD and MET.

Performance management

The absence of an appraisal system is demotivating for some staff members of line ministries. The launch of a pilot management system this year (2004) is commended.

3.2.3 Non-state actors

Whilst there is willingness to assist, non-state actors have varying degrees of ability to support the land reform programme. It is recommended that non-state actors are included in the forum suggested earlier to allow them to present concrete programmes relevant to the land reform process.

4. Training needs

Training is central to improving service delivery. It is impossible to send everybody for training at once. By binding the training needs document separately from the main report, it is hoped that it will provide a guide for managers to use when selecting staff for training.

Clearly, training is not the only factor affecting job performance. It is recommended that senior and middle managers make time to coach their staff or to express their appreciation for their efforts and accomplishments.

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The Namibian Agricultural Union. A Framework For Sustainable Land Use and Land Reform in Namibia

Annexures: Part I

Annexure I: Terms of reference

To achieve this assessment the consultants were tasked with the following:

- Task 1** Assess institutional responsibilities of different institutions involved in land reform and the coordination of their efforts.
- Task 2** Determine the institutional capacities (SWOT) of the different directorates and divisions of the Ministry of Lands, Resettlement and Rehabilitation, line ministries and non-state actors.
- Task 3** Ascertain which institutional bottlenecks could undermine effective service delivery in land reform and administration.
- Task 4** Identify links between such bottlenecks and institutional performance in relation to expected outputs.
- Task 5** Conduct a performance needs assessment (PNA) incorporating a training needs assessment (TNA) for the staff of MLRR and line institutions.
- Task 6** Assess whether there are discrepancies between desired performance and actual performance of institutions and departments involved in land reform and administration.
- Task 7** Determine whether such discrepancies in performance are the result of skills gaps, the work environment or policy directives.
- Task 8** Conduct training needs assessments (TNA) to determine what kind of training would be required to improve service delivery and land administration.

The assessment should further address the following:

- Assess whether there are discrepancies between desired and actual performance of institutions and departments involved in land reform and administration.
- Determine whether such discrepancies in performance are the result of skills gaps, the work environment or the result of policy directives.
- Conduct a training needs assessment to determine what kind of training would be required to improve service delivery and land administration.
- Design and apply appropriate tools to assess the performance of staff in the Ministry of Lands, Resettlement and Rehabilitation.
- Review (as much as for other line ministries and offices).
- Assess the role and capacities of new institutions at the regional level e.g. communal land boards, beneficiary institutions (present and future).
- Develop objectives-based sets of criteria and conduct a staff performance audit to identify and measure the staff performance in the Ministry of Lands (departments and divisions).
- Make recommendations on continued capacity building for land reform by providing clear priorities for capacity development together with justifications as far as possible.

Annexure 2: Strategies for the implementation of the Resettlement Policy

Responsibilities

1. The MLRR

It will provide funds from the government's capital budget to finance the resettlement programme.

Directorate of Resettlement and Rehabilitation

The overall responsibility is to facilitate resettlement of displaced and landless citizens.

Activities

- Planning and coordination of the resettlement programme
- Human resources development
- Implementation of projects
- Supervision of resettlement projects
- Monitoring and evaluation projects

Directorate of Land Reform

The overall responsibility is to establish and protect the inalienable right of access of every need citizen to land to settle on, develop and use.

Activities

- Land acquisition
- Evaluation of natural resources and planning of proposed resettlement areas
- Development of planning guidelines for different land use practices

Surveyor General's office

The overall responsibility is to facilitate land allocation and utilisation by providing land surveying and mapping services. When implementing these policy objectives, this office should also make provision for mapping and aerial photography at appropriate scales.

Deeds office

The overall responsibility is to establish property assurance by providing services in the areas of registration of lease agreements and the safekeeping of related documents.

Division of General Services

The division forms the backbone of the administrative services in the ministry and is responsible for support services such as:

- Financial management and control
- Human resources development

Division of Planning, Research and Project Development

The division is responsible for the:

- Identification, assessment and appraising of new projects
- Drafting project proposals
- Evaluation and assessments of projects

Inter-ministerial committees

They are responsible for utilising the range of expertise available to the government through the respective line ministries during the identification, planning, implementation and evaluation stages of land reform projects.

Land Acquisition Committee

It is responsible for the scrutiny, assessment and evaluation of farms offered to the government, and the perusal of the assessment reports prepared by the Division of Land Use Planning for recommendation to the Division of Estate Valuation. The committee shall consist of:

- Ministry of Lands, Resettlement and Rehabilitation
- Ministry of Agriculture, Water and Rural Development
- Ministry of Works, transport and Communication
- Ministry of Regional and Local Government and Housing
- Ministry of Environment
- Agribank

National Resettlement Committee

- Ministry of Lands, Resettlement and Rehabilitation
- Ministry of Agriculture, Water and Rural Development
- Ministry of Works, Transport and Communication
- Ministry of Regional and local Government and housing
- Ministry of Environment
- Ministry of Basic Education and Culture
- Ministry of Women Affairs and Child Welfare
- Ministry of Health and social Services
- National Planning Commission
- Namibia Development Cooperation
- Agribank

2. Responsibilities of line institutions

Ministry of Agriculture, Water and Rural Development

The overall objective of this sector is “to bring the continued growth in agricultural income, in a sustainable manner, across the broadest possible socio-economic base”. Therefore, to implement this objective fully, the following areas need to be addressed:

- Provision of veterinary services.
- Assisting in the valuation of farms being offered for purchase as well as on-going monitoring and evaluation of existing resettlement farms.
- Provision of agricultural extension services and training.
- Support to cooperatives schemes.
- Identification of markets.
- Provision of water, installation, maintenance and servicing of water points.

Ministry of Environment

One of the over-riding objectives of this ministry is “to promote sustainable development within all sectors and across all regions to ensure that present and future generations of Namibia gain optimal benefit from the equitable and sustainable utilisation of Namibia’s renewable resources.” Therefore, in implementing this policy, the ministry should assist in the planning of wildlife-based resettlement schemes and ensure the environmental soundness plans.

Ministry of Regional and Local Government and Housing

One of the objectives under the Local Authorities Act is “to develop new, and upgrade existing, service extensions in towns, villages and settlement areas, based on comprehensive need surveys.” In implementing this policy, it must be ensured that resettlement areas are proclaimed resettlements if and when necessary.

Ministry of Works, Transport and Communication

The overall objective is to ensure “the availability of safe, effective and efficient transport services in the different transport modes.” In implementing this policy, the MWTC should ensure the provision and maintenance of infrastructure in the resettlement areas.

Ministry of Basic Education and Culture

The overall objective is “to oversee all education and cultural policies and operations to ensure that the objectives are achieved and policies are properly implemented”. Therefore, when implementing this policy with the line ministry, the MBEC should ensure the provision of educational facilities, teachers and relevant materials for the resettlement areas.

Ministry of Health and Social Services

One of the objectives is “to improve health and quality of life through the promotion of environmental health at all levels”. Therefore, in implementing this policy, the MHSS should ensure the provision of health services within the resettlement areas.

National Planning Commission

The NPC was established in terms of Article 129 of the Namibian Constitution with the task of planning the priorities and determining the direction of national development. Therefore, as part of the implementation of this policy, the NPC should advise on project planning issues and funding, and ensure that the programme progress is in the national interest.

3. Semi-government

Namibia Development Cooperation

The objectives of the NDC are “to promote, develop and support all sectors of the Namibian economy for sustained economic growth and economic empowerment of its people in conformity with the development strategies and policies of the Government of the Republic of Namibia...” Therefore, in implementing this policy, the NDC should ensure the provision of credit to aspiring small-scale farmers and assist in the planning of schemes and training of settlers in diverse situations.

Agribank

One of the duties of Agribank is to “provide funds to the agricultural sector at reasonable interest rates and repayment periods in accordance with sound economic principle and specific requirements...” Agribank should provide loans and assist in the valuation of farms.

4. Non-governmental organisations

Where relevant, the NGOs will be invited to involve themselves in the provision of planning, training and extension services, material input and outsourcing of projects.

Coordinated planning and implementation

The Resettlement Policy states: “It is important that those institutions that are expected to play a part in the resettlement programme are informed about their envisaged roles so that they can budget for activities, which they have to undertake.”

Annexure 3: People interviewed

Ministry of Lands, Resettlement and Rehabilitation (MLRR)

Name	Position and Organisation
1. Mr F. Tsheehama	Permanent Secretary, MLRR
2. Ms L. Namoloh	Under-Secretary, MLRR
3. Mr E. Haipinge	Deputy Director, Division General Services
4. Mr H. Tjipeuja	Director, Directorate Land Reform
5. Mr S. Kapiye	Deputy Director, Division Land Use Planning (LUPA)
6. Ms L. Muttotta	Chief Development Planner- LUPA
7. Mr C. Kwala	Chief Development-LUPA
8. Ms L. McLeod	Development Planner, Division Land Board Tenure and Advice (LBTA)
9. Ms M. Muvangua	Deputy Director- LBTA
10. Mr S. Sikopo	Chief Development Planner, Division-LBTA
11. Mr P. Shinedima	Development Planner, Division-LBTA
12. Mr J. Tshekuzah	Development Planner, Division-LUPA
13. Ms L. Ndjendja	Development Planner, Division-LBTA
14. Mr J. Kohima	Development Planner, Division-LBTA
15. Mr R. Seibeb	Regional Control Officer-LBTA
16. Mr.M. Rigava	Valuer General, Rating and Taxation
17. Dr K. Owolabi	Surveyor General, Directorate of Mapping and Surveying (DMS)
18. Mr U. Okafor	Deputy Surveyor General- DMS
19. Mr H. Makaza	Land Surveyor- DMS
20. Mr H. Kandjii	Deputy Director, Directorate Resettlement and Rehabilitation
21. Mr S. Kanyemba	Deputy Director, Directorate Resettlement and Rehabilitation
22. Ms A. Keister	Development Planner, Division Resettlement
23. Mr J. Nujoma	Deputy Director, Directorate Resettlement and Rehabilitation
24. Mr P. Hipondoka	Chief Development Planner, Division Resettlement
25. Mr G. Elifas	Development Planner, Division Resettlement
26. Mr S. Niingwendja	Development Planner, Division Resettlement
27. Mr M. Nambundunga	Project Coordinator, Division Resettlement
28. Ms M. Teixeira	Clerk, Division Resettlement
29. Mr A. Tjituara	Development Planner, Division Resettlement
30. Ms R. Kashululu	Development Planner, Division Resettlement
31. Mr P. Mungudhi	Development Planner, Division Resettlement
32. Ms A. Vergotine	Chief Development Planner, Division Resettlement
33. Mr E. Nghishoono	Development Planner, Division Resettlement
34. Mr M. Juhetu	Deputy Director, Directorate Resettlement and Rehabilitation

- 35. Ms M. Kufuna Chief Control Rehabilitation Officer, Division Rehabilitation
- 36. Mr H. Westhuizen Instructor, Division Rehabilitation
- 37. Mr K. Van Kooyer Rehabilitation Officer, Division Rehabilitation
- 38. Ms H. Hashoongo Development Planner, Division Resettlement
- 39. Mr M. Shanyengana Director, Directorate, Resettlement and Rehabilitation
- 40. Mr N. Namugongo Development Planner, Division -LBTA
- 41. Mr E. Ndala Deputy Director, Directorate Planning Research Training and Information Systems
- 42. Ms M. Kasita Development Planner, Research and Information System
- 43. Ms A. Nekwaya Chief Control Rehabilitation Officer, Division Rehabilitation
- 44. Ms P. Kashuna Development Planner, Division Planning
- 45. Mr Ya-Nambinga-Kati Development Planner, Division Planning
- 46. Ms.P Hackseuna Chief Development Planner, Division Research and Documentation
- 47. Ms N.Akukhothela Development Planner, Division Monitoring and Evaluation
- 48. Mr D. S.Shimwimo Land Reform Advisory Commission

Ministry of Agriculture, Water and Rural Development (MAWRD)

- 49. Mr K. Kahuure Permanent Secretary, MAWRD
- 50. Mr P. Heyns Director, Directorate Resource Management
- 51. Mr A. Bezuidenhout Regional Head, Department Rural Water Supply
- 52. P. Kamuingona Works Inspector, Department Rural Water Supply
- 53. P. J. de Klerk Chief Control Officer, Department Rural Water Supply
- 54. J. B. Awasman Chief Rural Water Extension Officer, Department Rural Water Supply
- 55. S. Fleermuys Chief Rural Water Extension Officer, Department Rural Water Supply
- 56. P. M. Kogtlang Artisan Foreman, Department Rural Water Supply
- 57. D. Tshikesho Director, Directorate Extension & Engineering Services
- 58. S. Kasheeta Deputy-Director, Directorate Extension & Engineering Services
- 59. E. Auino Agricultural Extension Officer, Directorate Extension & Engineering Services
- 60. A. Losper Chief Agricultural Extension Officer, Directorate Extension & Engineering Services
- 61. F. Esterhuizen Rural Water Extension Officer, Department Rural Water Supply
- 62. J. Hartung Chief Agricultural Extension Officer, Directorate Extension & Engineering Services
- 63. K. Hendricks Agricultural Extension Technician, Directorate Extension & Engineering Services
- 64. A. Sheehama Agricultural Extension Officer Directorate Extension & Engineering Services

- | | | |
|-----|-------------------|---|
| 65. | P. Voordewind | Chief Agricultural Extension Officer, Directorate Extension & Engineering Services |
| 66. | G. K. Kavendjii | Agricultural Extension Officer Directorate Extension & Engineering Services |
| 67. | P. Isaak | Agricultural Extension Technician, Directorate Extension & Engineering Services |
| 68. | J. Karipata | Chief Agricultural Extension Officer, Directorate Extension & Engineering Services |
| 69. | G. A. Tjozongoro | Rural Water Extension Officer, Department of Rural Water Supply |
| 70. | E. Kaseraera | Chief Agricultural Extension Technician, Directorate Extension & Engineering Services |
| 71. | L. Karumendu | Chief Agricultural Extension Technician, Directorate Extension & Engineering Services |
| 72. | Dr A. Maseke | State Veterinarian, Directorate Veterinary Services |
| 73. | A. J. Koberzia | Chief Animal Health Inspector, Directorate Veterinary Services |
| 74. | Dr B. Maposa | State Veterinarian Directorate Veterinary Services |
| 75. | C. Grove | Directorate Veterinary Services |
| 76. | Dr E. Muradzikwa | State Veterinarian, Directorate Veterinary Services |
| 77. | Dr N. S. Amuthenu | State Veterinarian, Directorate Veterinary Services |
| 78. | G. R. Ruhamba | Chief Animal Health Inspector, Directorate Veterinary Services |
| 79. | A.L. Martin | Deputy Director, Division Agricultural Training |
| 80. | Dr P. Jessen | Director, Directorate Agricultural Research & Training |
| 81. | S. Ipinge | Deputy Director, Division Agricultural Research |
| 82. | J. Van Der Merwe | Manager, Directorate Agricultural Research & Training |
| 83. | H. Katjivena | Senior Research Technician, Division Agricultural Research |
| 84. | Dr J. Andowa | Chief Agricultural Training Officer, Division Agricultural Training |
| 85. | J. A. Isaacs | Chief Agricultural Research Technician, Division Agricultural Research |
| 86. | Dr W. C. Singogo | Training Officer Division of Agricultural Training |
| 87. | J. H. Eysselein | Department of Rural Water Supply |

Ministry of Environment and Tourism (MET)

- | | | |
|-----|----------------|---|
| 88. | Dr M. Lindique | Permanent Secretary, MET |
| 89. | T. M. Nghitila | Director, Directorate Environmental Affairs |
| 90. | A. A. Mieze | Director, Directorate Tourism |
| 91. | A. Ucham | Chief Warden Officer, Directorate Parks & Wildlife Management |
| 92. | B. Piet | Chief Warden, Directorate Parks & Wildlife Management |
| 93. | P. Steyn | Warden Directorate Resource Management |
| 94. | L. N. Ipinge | Forestry Technician Directorate Forestry |

Ministry of Regional and Local Government and Housing (MRLGH)

- | | | |
|------|-----------------|---|
| 95. | E. Negonga | Permanent Secretary, MRLGH |
| 96. | E. K. Ndiyepa | Deputy Permanent Secretary, MRLGH |
| 97. | P. U Tjihorero | Chief Executive Officer, Regional Council |
| 98. | L. McLeod | Honourable Governor, Omaheke Region |
| 99. | Hon. Councillor | Otjiwarongo Council |
| 100. | Hon. Councillor | Karasburg Council |
| 101. | Hon. Councillor | Oranjemund Council |
| 102. | O. Kazombiaze | Regional Officer, Omaheke Regional Council |
| 103. | E. Pienaar | Regional Aids Coordinator, Karas Regional Council |
| 104. | J. J. Herero | Development Planner, Omaheke Regional Council |
| 105. | T. Basson | Regional Officer, Karas Regional Council |
| 106. | N. R. Sachika | Regional Officer, Omaheke Regional Council |
| 107. | L. Jordt | Economic Planner, Karas Regional Council |

Non-state actors

- | | | |
|------|-----------------|--|
| 108. | Mr A. de Klerk | Director, Agri Futura |
| 109. | Mr J. Coetzee | Executive Manager, Namibia Agricultural Union (NAU) |
| 110. | Mr M. Steenkamp | Credit Control, Agribank (Otjiwarongo) |
| 111. | Mr J. Swartbooi | Credit Control, Agribank (Karas) |
| 112. | Mr P. Vleermuis | Executive Director, Namibia National Farmer's Union |
| 113. | Mr W. Humphries | Chief Executive Officer, Southern National Farmers' Union (SNAFU) |
| 114. | Mr Chris | Field Officer, Omaheke National Farmers' Union (ONFU) |
| 115. | Mr U. Davids | Regional Programme Manager Southern Namibia Farmer's Union (SNAFU) |
| 116. | Mr I. Agnew | Coordinator and Advisor Omaheke San (OST) |
| 117. | Mr R.S. Mwazi | Manager Public Relations, Agribank |

Annexure 4: Questionnaires

Permanent Technical Team for Land Reform (PTT)
Of the
Ministry of Lands, Resettlement and Rehabilitation (MLRR)
SWOT Analysis and PNA incorporating TNA

Institution: (MLRR)

For: (Managers)

SECTION 1: Personal Information

Name: _____ Region: _____ Sex: _____
 []

Directorate: _____ Division: _____

Position: _____ Date joined MLRR _____

Date of TNA Analysis: _____

SECTION 2: Institutional Capacities (SWOT)

2.1 What are the core functions of your Directorate/Division? (Provide a copy.)

2.2 How do these core functions relate to the priorities of the land reform?

2.3 Are there any other functions, which your Directorate/Division currently performs which are not related to the land reform programme?

Yes [] No []

If yes, which are those functions?

2.4 How many staff members are there in your Directorate/Division?

Total establishment	
Positions filled	
Vacant positions	

From your knowledge and experience, how would you describe the staffing situation of your Directorate/Division in relation to the land reform programme?

2.5.1 Number of staff _____

Number of qualified staff _____

If staff qualification level could hinder the implementation of the land reform programme, please provide the following information

Categories of staff	Current numbers	Namibians	International Staff	Desired numbers	Current qualification	Desired qualification

2.5.3 Staff turnover

2.5.4 What mechanisms are in place to solve this problem?

2.5.5 How would you describe your achievements this year (2003), which are related to land reform?

Planned targets	Achieved	Not achieved

If not achieved, what were the major constraints?

2.6 What challenges does your Directorate/Division face in performing duties related to the land reform programme? Briefly describe those listed below.

2.6.1 Policy directives of MLRR (please explain)

2.6.2 Policy directives of other organisations.

Organisation	Effects

2.6.3 Management support (MLRR), please explain

2.6.4 Cooperation from colleagues (MLRR), please explain

2.6.5 Financial resources

2.6.6 With which organisations do you collaborate on activities related to land reform?

Organisation	Type of collaboration

2.7 What mechanisms are in place to ensure that this collaboration is sustained?

2.8 What mechanisms are in place to monitor the following?

2.8.1 Land reform legislation and policies

2.8.2 Land reform programmes and projects

2.9 Are there any other constraints that might hinder the implementation of the land reform programme, which we have not discussed?

Yes No

If yes, please specify

2.9.1 How can these problems be overcome so that they do not constrain the implementation of the land reform programme?

2.10 How satisfied are you with the following: please explain

2.10.1 Career prospects within the Directorate?

2.10.2 Career prospects outside the Directorate?

2.10.3 Current salary scale: _____

2.11 Name one factor that would enhance your job satisfaction and therefore increase the prospects of you remaining within your Directorate/Division. (Please explain.)

SECTION 3: Staff Performance Appraisal

3.1 How do you set targets for your staff members?

3.2 What mechanisms are in place to appraise staff?

3.3 How do you use the information collected during appraisal of your staff?

3.4 Are you satisfied with the current appraisal system?

Yes No

If yes, please explain

If no, please explain and suggest the preferred system

3.5 Do you provide in-service training to your staff?

Yes No

If yes, what are the major training areas required by your staff?

Who provides your staff with in-service training?

SECTION 4: Training Needs Analysis (TNA)

4.1 Do you require training, which might assist you in implementing activities of the land reform programme better?

Yes []

No []

If yes, proceed to 4.2: TNA.

If no, please explain.

4.2 Training Needs Analysis Form (use current job description. If none, ask the staff member to list what he/she does)

4.2.1 Previous training

Level of education	Major subjects	Year
Formal (certificate, diploma, degree, post-grad. qualifications, etc)		
Informal (short courses or study tours)		

4.2.3 Training required

Job description	Knowledge/Skills (KS) required	Institution/training provider	Type of course	Total cost
1.				
2.				
3.				
4.				
5.				

5. General comments

Thank you for your cooperation.

Permanent Technical Team for Land Reform (PTT)
of the
Ministry of Lands, Resettlement and Rehabilitation (MLRR)

SWOT Analysis and PNA incorporating TNA

Institution: (MLRR)

For: (Technical Staff)

SECTION 1: *Personal Information*

Name: _____

Region _____

Sex: []

Directorate: _____

Division: _____

Position: _____

Date joined: _____

Date of TNA Analysis: _____

SECTION 2: *Institutional Capabilities (SWOT)*

2.1 What are the core functions of your Division?

2.2 How do they relate to the activities of the land reform?

2.3 Who provided you with this information?

2.4 Do you have an official job description?

Yes* [] No []

2.5 If yes, what are the duties that you perform which are related to land reform?

*Provide current job description

2.6 If you do not have an official job description list what you do.

2.7 How would you describe your achievements related to the land reform for the whole of this year? (2003)

Planned targets	Achieved	Not achieved

If not achieved, what were the major constraints?

2.8 Are you involved in the training of resettled farmers?

Yes No

If yes, what are the critical areas in which farmers require training?

If no, who provides farmers with training?

How do you ensure that the training provided is adequate?

2.9 Who do you collaborate with in performing your duties related to land reform?

Organisation	Nature of Collaboration	Comments

2.9.1 How do you ensure that the collaboration is sustained?

2.10 Are there any duties, which you perform currently which are not related to the land reform programme?

Yes No

If yes, what are they?

2.11 How are your projects monitored and evaluated?

2.12 Did you receive any induction training before?

Yes No

If yes, please comment:

If no, please comment:

2.13 How satisfied are you with the following? Please comment.

2.13.1 Career prospects within the Directorate/Division?

2.13.2 Career prospects outside the Directorate?

2.13.3 Current salary scale: _____

2.14 Name only one factor that would enhance your job satisfaction and therefore increase the prospects of you remaining within your Directorate/division. (Please explain.)

SECTION 3: Staff Performance Appraisal

3.1 Have you ever been involved in any Performance Appraisal before?

Yes No

3.2 If yes, please comment on the Performance Appraisal System currently being used.

3.2 Are you satisfied with the current Appraisal System?

Yes No

If yes, please explain

If no, please explain

3.3 If you are not satisfied with the current system, recommend a system and give reasons for the recommended system.

SECTION 4: PNA Incorporating TNA

Listed in the table below are a number of factors that might need attention in order for you to perform your duties effectively and efficiently? Identify them and rank them accordingly.

(Ranking: 4 Most Critical to Effective Job Performance; 1 Least Critical to Effective Job Performance.)

Factors for Effective Job Performance

Activities from Job description	Management support	Cooperation with colleagues/ agencies	Training	Policy directives
1.				
2.				
3.				
4.				
5.				
Total				

If training is the lowest, probe to find out whether factors with the highest total score are not related to training. If they are related to training, then proceed to complete the TNA form. If not, then consider the factors with highest total scores as challenges faced when performing related to the land reform, duties by the staff members.

4.2 Training Needs Analysis (TNA)

4.2.1 Have you ever been involved in any TNA exercise in the past?

Yes No

If yes, please explain how it was undertaken.

If no, please comment on the TNA exercise.

4.2.2 Have you ever been trained in identification of training needs

Yes [] No []

If yes what was the course content?

4.2.3 Who provides you with in-service training/short courses?

4.3 Previous training

Level of education	Major subjects	Year
Formal (certificate, diploma, degree, post-grad. etc)		
Informal (short courses or study tours).		

4.4 Training Required

Job description	Knowledge/Skills (KS) required	Institution/training provider	Type of course	Total cost
1.				
2.				
3.				
4.				
5.				

5. General comments.

Thank you for your cooperation.

Permanent Technical Team for Land Reform (PTT)
of the
Ministry of Lands, Resettlement and Rehabilitation (MLRR)
SWOT Analysis and PNA incorporating TNA

Institution: (LM & NSA)

For: (Managers)

SECTION 1: Personal Information

Name: _____
]

Region: _____

Sex: [

Organisation: _____

Unit: _____ Sub-unit: _____

Position: _____

Date joined: _____

Date of TNA Analysis: _____

SECTION 2: Institutional Capacities (SWOT)

2.1 What are the core functions of your organisation? (Provide a copy.)

2.2 Is your organisation involved in land reform activities?

Yes [] No []

If yes, at what level is your organisation involved in land reform activities?

2.2.1 National level, what role do you play?

2.2.2 Regional level, what role do you play?

If no, do you think your organisation should play a role in land reform activities?

Yes [] No []

If yes, at what level should your organisation be involved?

2.2.3 National level, specify the role which you think your organisation should play.

2.2.4 Regional level, specify the role which you think your organisation should play.

2.3 How many staff members are there in your Directorate/Division?

Total Establishment	
Positions filled	
Vacant positions	

2.4 How many staff members perform duties related to land reform?

2.5 What qualifications do they have?

Categories of staff	Current numbers	Namibians	International Staff	Desired numbers	Current qualification	Desired qualification

If the organisation is currently not involved in land reform activities but would like to be, then it must identify the staff member(s) who will be involved. The identified staff members should participate in the TNA exercise.

2.6(a) Does your organisation face any challenges in performing duties related to land reform?

Yes No

If yes go to 2.6.1. If no, go to 2.6(b).

2.6(b) What prevented your organisation from performing activities related to the land reform?

2.6.1 Policy directives of your organisation (please explain)

2.6.2 Policy directives of other line ministries or organisations. (Please explain.)

Organisation	Effects of their policy

2.6.3 Financial resources

2.6.4 Staff turnover

2.6.5 What mechanisms are in place to solve these problems?

2.7 How would you describe your achievements this year (2003), which is related to the land reform?

Planned targets	Achieved	Not achieved

If not achieved, what were the major constraints?

2.8 Which organisation do you collaborate with?

Organisation	Type of collaboration

2.8.1 What mechanisms are in place to ensure that this collaboration is sustained?

2.9 What mechanisms are in place to monitor the following?

Legislation and Policies of land reform

Your programmes and projects

2.10 Are there any other constraints that might hinder the implementation of the land reform programme?

Yes No

If yes, please specify

2.11 How can these problems be overcome so that they do not constrain the implementation of the land reform programme?

SECTION 3: Staff Performance Appraisal

3.1 How do you set targets for your staff members?

3.2 What mechanisms are in place to appraise staff?

3.3 How do you use the information collected during appraisal of your staff?

3.4 Are you satisfied with the current appraisal system?

Yes No

If yes, please explain

If no, please explain and suggest the preferred system

SECTION 4: Training Needs Analysis (TNA)

4.1 Do you provide in-service training to your staff?

Yes No

If yes, what are the major training areas required by your staff?

If no, who provides in-service training to your staff?

4.2 Do you require training, which might assist you in implementing activities of the land reform programme better?

Yes No

If yes, go TNA form. If no, please explain.

4.3 Training Needs Analysis Form *(Use current job description. If none, ask staff member to list what he/she does)*

4.3.1 Previous training

Level of education	Major subjects	Year
Formal (certificate, diploma, degree, post-grad, etc)		
Informal (short courses or study tours)		

4.3.2 Training required

Job description	Knowledge/skills (KS) required	Institution/training provider	Type of course	Total cost
1.				
2.				
3.				
4.				
5.				

5. General comments.

Thank you for your cooperation.

Permanent Technical Team for Land Reform (PTT)
of the
Ministry of Lands, Resettlement and Rehabilitation (MLRR)
SWOT Analysis and PNA incorporating TNA

Institution: (LM & NSA)

For: (Technical Staff)

SECTION 1: Personal Information

Name: _____ Region _____ Sex: []

Organisation _____ Unit: _____ Sub-unit: _____

Position: _____ Date joined: _____

Date of TNA Analysis: _____

SECTION 2: Institutional Capabilities (SWOT)

2.1 What are the core functions of your Unit/Sub-unit?

2.2 Is your Unit/Sub-unit involved in land reform activities?

Yes [] No []

If yes, at what level is your unit involved in the land reform activities

2.2.1 National level, what role do you play?

2.2.2 Regional level, what role do you play?

If no, do you think that your Unit/Sub-unit should play a role in the land reform activities?

Yes [] No []

If yes, at what level should it be involved, please explain.

2.2.3 National level, please specify your role.

2.2.4 Regional level, please specify your role.

Which duties do you perform which are related to the land reform programme?

*Provide current job description. If none, list what you do.

2.4 How would you describe your achievements/achievements related to the land reform for the whole of 2003?

Planned targets	Achieved	Not achieved

If not achieved, what were the major constraints?

2.5 Are you involved in the training of resettled farmers?

Yes No

If yes, what are the critical areas in which farmers require training?

If no, who provides resettled farmers with training?

2.6 With whom do you collaborate in performing your duties related to the land reform?

Organisation	Nature of Collaboration	Comments

How do you ensure that the collaboration is sustained?

2.7 Are there any duties that you perform currently which are not related to the land reform programme?

Yes No

If yes, what are they?

How are your projects monitored and evaluated?

2.9 Are there any constraints that might hinder the implementation of the land reform programme?

Yes No

If yes, please specify

2.9.1 How could these constraints be overcome?

2.10 Did you receive any induction training before?

Yes No

If yes, please comment:

If no, also comment:

2.11 How satisfied are you with the following? Please comment.

2.11.1 Career prospects within your organisation/Directorate/Division?

2.11.2 Career prospects outside your organisation/ Directorate/Division?

2.11.3 Current salary scale: _____

2.12 State only one factor that would enhance your job satisfaction and therefore increase the prospects of you remaining within your Directorate/division. (Please explain.)

SECTION 3: Staff Performance Appraisal

3.1 Have you ever been involved in any Performance Appraisal before?

Yes No

3.1.1 If yes, please comment on the Performance Appraisal System currently being used?

3.2 Are you satisfied with the current Appraisal System?

Yes No

If yes, please explain

If no, please explain

3.3 If you are not satisfied with the current system, recommend a system and give reasons for the recommended system.

SECTION 4: PNA Incorporating TNA

Listed in the table below are a number of factors that might need attention in order for you to perform your duties effectively and efficiently? Identify them and rank them accordingly. (Ranking: 4 Most Critical to Effective Job Performance; 1 Least Critical to Effective Job Performance.)

Factors for Effective Job Performance

Activities from job description	Management support	Cooperation with colleagues/ agencies	Training	Policy directives
1.				
2.				
3.				
Total				
Average				

If training is the lowest, probe to find out whether factors with the highest total score are not related to training. If they are related to training, then proceed to complete the TNA form. If not,

then consider the factors with highest total scores as challenges faced when performing duties by the staff members.

4.2 Training Needs Analysis

4.2.1 Have you ever been involved in any TNA exercise in the past?

Yes No

If yes, please explain how it was undertaken.

If no, please comment on the TNA exercise.

4.2.2 Have you ever been trained in identification of training needs? Yes No

If yes what was the course content?

Who provides you with in-service training/short courses?

4.3 Previous training

Level education	Major subjects	Year
Formal (certificate, diploma, degree, post-grad. etc).		
Informal (short courses or study tours).		

4.4 Training required

Job description	Knowledge/Skills (KS) required	Institution/training provider	Type of course	Total cost
1.				
2.				
3.				
4.				
5.				

5. General comments.

Thank you for your cooperation.

