

GOVERNMENT OF THE REPUBLIC OF NAMIBIA

MINISTRY OF HEALTH AND SOCIAL SERVICES

**FORMAT AND GUIDELINE
FOR
THE 2001/2002 ANNUAL REPORT:**

NATIONAL DIRECTORATES

MINISTRY OF HEALTH AND SOCIAL SERVICES

FORMAT AND GUIDELINE FOR THE 2001/2002 ANNUAL REPORT:

NATIONAL DIRECTORATES

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CONTENTS

| | |
|---|-----------|
| Table of Contents | ii |
| 1. Introduction | 1 |
| 2. Format of the Annual Report | 3 |
| 2.1 Format for the Overall MoHSS | 3 |
| 2.2 Format for the National Directorates | 8 |
| 3. Guidelines for the Compilation of the Annual Report | 10 |

PART 1:

INTRODUCTION

The Annual Report provides on a yearly basis a comprehensive account of the achievements and constraints of all programmes in the ministry.

So far no standard reporting format for all levels of the MoHSS has been in place. However, it is of importance to utilise a standard format, which will permit comparison of the achievements and constraints between the various management units and across the program levels in the ministry.

This document therefore provides the format as well as a guideline for the compilation of the annual report. There are separate guideline documents for:

- Districts, Regions and the Overall MOHSS;
- The Referral Hospitals;
- The National Directorates.

Once all regions, referral hospitals and national directorates utilize this common reporting format, analysis of achievements and constraints across districts, regions, and various programmes will be enhanced. Also, main problem areas within specific programmes and the difference in progress between the various districts, regions and management units will become more evident.

It also needs to be appreciated that the annual report produced by each management team is the final product of an annual review process. This process is important, since it should provide a forum for wide discussion of problems and constraints experienced. It thus prepares for the next phase in the annual planning cycle and forms the basis for the compilation of the workplans for the following year(s). Therefore, the following issues are important and should be noted during the review process:

- the time and care taken in concluding the exercise;
- the depth and breadth of discussions and consultations held;
- the emphasis placed on the detailed analysis of achievements and constraints;
- the lessons drawn during the review exercise; and
- the recommendations and resolutions agreed upon.

The timeframe of completing the annual report at the different levels of the MOHSS must also be such, that the annual review and report-writing process by the next higher level can be informed by the report of the lower level. In other words:

- the district annual report builds on the reports and inputs from the subdistricts (clinics and health centres), the hospital, the PHC-programmes, the developmental social welfare programmes, the general management services and the functional management services;
- the regional annual reports build on the district annual reports; and
- the Overall MoHSS report is compiled through inputs from all the national directorates, regions and referral hospitals.

The compilation of the annual reports for the 13 regions, the four referral hospitals and the five national directorates must be completed by the end of June in order to be in time for presentation and discussion at the National Management Meeting which is held during July of every year.

At the National Management Meeting in July the overall MoHSS planning brief for the next planning cycle will be developed based on the recommendations included in the various reports and presented by the relevant managers. This ensures that the planning sessions, which then follow at all levels of the ministry, are informed by and focused on the overall priorities of the ministry.

PART 2:

FORMAT OF THE ANNUAL REPORT

2.1 FORMAT FOR THE OVERALL MOHSS

Note: Below is the Annual Report Format for the Overall MoHSS report, which is compiled by the Directorate Policy, Planning and HRD based on the reports submitted by the various directorates, referral hospitals and regions. The format is included here to explain the outline of the final product and to indicate how and where your reports fit into the overall report.

(i) Executive summary

CHAPTER 1:

INTRODUCTION

CHAPTER 2:

GENERAL MANAGEMENT AND DEVELOPMENT OF THE HEALTH AND SOCIAL WELFARE SYSTEM (=MANAGERIAL PROCESS)

- 2.1 Organization of the System
- 2.2 Communication and Coordination
- 2.3 Policy Development and Planning
- 2.4 Legislation, Regulation and Private Health Facility Registration and Licensing
- 2.5 Financing of the System
- 2.6 Development Cooperation
- 2.7 Monitoring, Evaluation and Management Information
- 2.8 Research
- 2.9 Human Resource Development and Training
- 2.10 Information Resource Services
- 2.11 Facility Planning and Capital Development

CHAPTER 3:

RESOURCE (FUNCTIONAL) MANAGEMENT PROGRAMMES AND SUPPORT SERVICES (=INPUTS)

- 3.1 Personnel Management
- 3.2 Financial Management
- 3.3 Physical Facilities Management
- 3.4 Transport
- 3.5 Information Technology Management

MSCELANIOUS LOGISTICS

- 3.6 Procurement and Supplies (tenders and contract management)
- 3.7 Stores and Stock Management
- 3.8 Auxiliary Services
- 3.9 Registry, Medical Records and Archives
- 3.10 Catering Services
- 3.11 Laundry Services
- 3.12 Security Services
- 3.13 Housing and Accommodation Services
- 3.14 Cleaning Services

CHAPTER 4:

PUBLIC HEALTH SERVICES (HEALTH STATUS) (= OUTPUTS)

4.1 Family Health

- 4.1.1 Community Based Health Care
- 4.1.2 Outreach Services
- 4.1.3 School Health and Adolescent Services
- 4.1.4 Food and Nutrition Programme
- 4.1.5 Safe Motherhood and New Borne Care
- 4.1.6 Family Planning
- 4.1.7 Cancer Prevention
- 4.1.8 Non-communicable Disease Control
- 4.1.9 Immunization/EPI
- 4.1.10 Control of Diarrheal Diseases
- 4.1.11 Control of Acute Respiratory Infections
- 4.1.12 Oral Health and Dental Services

4.2 Disease Control

- 4.1.1 STD/HIV/AIDS Control Programme
- 4.1.2 TB and Leprosy Control Programme
- 4.1.3 Disease Surveillance and Epidemic Control
- 4.1.4 Health Information System (HIS)

4.3 Public and Environmental Health Services

- 4.3.1 Water and Sanitation
- 4.3.2 Public Hygiene Services
- 4.3.3 Food Quality Assurance
- 4.3.4 Vector Borne Disease Control (malaria, schistosmiasis, plague)
- 4.3.5 Occupational Health Services
- 4.3.6 Radiation Protection Services
- 4.3.7 Other Health Inspectorate Work

4.4 IEC (Health Promotion and Education)

4.5 Disability Prevention and Rehabilitation

- 4.5.1 Prevention of Blindness and Deafness
- 4.5.2 Mental Health

- 4.5.3 Community Based Rehabilitation
- 4.5.4 Medical Rehabilitation
- 4.5.5 Orthopaedic Technical Services

CHAPTER 5:

HOSPITAL SERVICES (=OUTPUTS)

5.1 Emergency Services

- 5.1.1 Ambulance Services
- 5.1.2 Casualty Services
- 5.1.3 Disaster and Emergency Preparedness

5.2 Medical Services

- All hospitals:
 - 5.2.1 General Outpatient Services
 - Referral hospitals only:
 - 5.2.2 Specialized Outpatient Services; e.g.:
 - Surgery
 - Internal Medicine
 - Paediatrics
 - Obstetrics & Gynaecology
 - Orthopaedics
 - Urology
 - Ear, Nose and Throat
 - Ophthalmology
 - Psychiatry
 - Radiology
 - Radiation Oncology
 - Nuclear Medicine
 - Dental Services (maxillo-facial; orthodontics, etc)
 - All hospitals:
 - 5.2.3 General Inpatient services; e.g:
 - General wards
 - Operating Theatre
 - Referral hospitals only:
 - 5.2.4 Specialised Inpatient Service Departments; e.g.:
 - Surgery
 - Internal Medicine
 - Paediatrics
 - Obstetrics & Gynaecology
 - Orthopaedics
 - Urology
 - Ear, Nose and Throat
 - Ophthalmology
 - Anaesthetics
 - Intensive Care Medicine
 - Psychiatry
 - Radiology
 - Radiation Oncology

- Nuclear Medicine
- Dental Services (maxillo-facial; orthodontics, etc)
- 5.2.5 Referral Services
- 5.2.6 Specialist Outreach Services

5.3 Nursing Services

- All hospitals:
 - 5.3.1 Casualty Nursing
 - 5.3.2 Outpatient Nursing Care and Patient Screening
 - 5.3.3 General Nursing Care
 - 5.3.4 Midwifery
 - 5.3.5 Operating Theatre Nursing
 - 5.3.6 CSSD
 - 5.3.7 High Care Nursing
 - 5.3.8 Infection Control
 - Referral hospitals only
 - 5.3.9 ICU Nursing
 - 5.3.10 Mental/Psychiatric Nursing
 - 5.3.11 Oncology Nursing
 - 5.3.12 Diagnostic Nursing (lab, radio, nuclear med. etc.)

5.4 Clinical Support Services

- All hospitals:
 - 5.4.1 Medical Laboratory services
 - 5.4.2 Radiographic Services
 - 5.4.3 Pharmaceutical Services and Essential Drugs
 - 5.4.4 Blood Transfusion Services
 - 5.4.5 Medical Equipment Management/ Health Care Technical Services
- Referral hospitals only:
 - 5.4.6 Hospital/Medical Social Work
 - 5.4.7 Nutrition/dietetics
 - 5.4.8 Speech Therapy
 - 5.4.9 Optometry
 - 5.4.10 Clinical Psychology
 - 5.4.11 Physiotherapy
 - 5.4.12 Occupational Therapy

5.5 Medical Forensic Services

- All hospitals:
 - 5.5.1 Mortuary Services
 - 5.5.2 Medico-legal and District Surgeon Services
- Referral hospitals/national hospital only:
 - 5.5.3 Forensic Medicine

CHAPTER 6:

DEVELOPMENTAL SOCIAL WELFARE SERVICES (SOCIAL WELFARE STATUS (=OUTPUTS))

6.1 Promotion of Human Security and Prevention of Social Problems

- 6.1.1 Advocacy (macro level) for Equal Opportunities, and Mobilization for Women's

and Children's Rights

- 6.1.2 Community Development and Poverty Prevention, Reduction and Alleviation.
- 6.1.3 Responsible Lifestyles Promotion.
- 6.1.4 Supporting the Role of Kinship and Family Systems.

6.2 Provision of Social Welfare Services

- 6.2.1 Child and Family welfare:
- 6.2.2 Preventive and Remedial Work on Family Dysfunctioning ("pathologies")
- 6.2.3 Child Care and Protection
- 6.2.4 Children in Especially Difficult Circumstances:
 - Orphans
 - Street Children
 - Children of Single Parents
 - Children with Disabilities
 - Children of Teenage Mothers
 - Younger Offenders
 - Marginalized Children
- 6.2.5 Early childhood development
- 6.2.6 Personal Social Welfare Services Protection of Women and Children
- 6.2.7 People with Disabilities
- 6.2.8 Alcohol and Drugs/Substance Use
- 6.2.9 Mental health
- 6.2.10 Ageing/The Aged
- 6.2.11 People with AIDS and other chronic illnesses
- 6.2.12 General Social Work Services and Referrals
- 6.2.13 Hospital/Medical Social Work
- 6.2.14 Support to Welfare Organisations

6.3 Provision of Social Assistance and Support

- 6.3.1 Group - specific Grants
- 6.3.2 Child and Family Allowances
- 6.3.3 Social Relief
- 6.3.4 Subsidies to Welfare Organizations

6.4 General Management of the Social Welfare System

- 6.4.1 SWIS and Monitoring
- 6.4.2 Coordination and Collaboration with Partners

CHAPTER 7:

OUTLOOK FOR THE FUTURE

- 7.1 Main priorities for immediate attention (current year)
- 7.2 Main priorities to be addressed in next financial year

2.2 FORMAT FOR THE NATIONAL DIRECTORATES

Note: This is the format of the Annual Report for the National Directorates. The guideline with explanatory notes on how to compile the report follows in Part 3. The following chapters must be included in your report in the sequence as indicated.

- (i) Executive Summary

CHAPTER 1:

INTRODUCTION

CHAPTER 2:

TECHNICAL PROGRAMMES (=OUTPUTS)

2.1 Technical programme No. 1:

2.1.1 Main output areas planned for the year under review

2.1.2 Main Achievements

2.1.3 Constraints

2.1.4 Recommendations

2.2 Technical programme No.2:

2.3 Technical programme No.3:..... etc.

CHAPTER 3:

GENERAL MANAGEMENT OF THE DIRECTORATE (=MANAGERIAL PROCESS)

3.1 Organization

3.2 Coordination and Communication

3.2.1 Internal communication and meetings

3.2.2 External communication and meetings (Intersectoral Collaboration, Community Involvement, etc.)

3.3 Policy and Planning

3.4 Development Cooperation

3.5 Monitoring and Evaluation (quality and performance management)

3.6 HRD and Training

CHAPTER 4:

RESOURCE (FUNCTIONAL) MANAGEMENT AND SUPPORT SERVICES IN THE DIRECTORATE (=INPUTS)

- 4.1 Personnel Management**
- 4.2 Financial Management**
- 4.3 Physical Facility Management**
- 4.4 Transport**
- 4.5 Information Technology Management**
- 4.6 Procurement, supplies and stores/stock management**
- 4.7 Auxiliary services**
- 4.8 Registry and Archives**
- 4.9 Security Services**
- 4.10 Cleaning Services**

CHAPTER 5

OUTLOOK FOR THE FUTURE

5.1 Main Priorities for Immediate Attention

- 5.1.1 Technical programme areas:
- 5.1.2 General management:
- 5.1.3 Functional management:

PART 3:

GUIDELINE FOR COMPILATION OF THE ANNUAL REPORT

Note:

- This Part provides explanatory notes to each specific chapter/section in the annual report. It lists the detailed subheadings of each chapter. It states the essential indicators which must be reported on (and indicates the Essential Indicator Numbers as to be found in the separate Guideline on Essential Indicators). It also provides possible additional indicators, which may be reported on, and puts questions to prompt analysis of issues relevant to the specific chapter/section.

- For the detailed drafting of the various chapter sections, you should mainly follow the guidance provided in this document. For the different programme or service categories the basic outline for compilation of your report on each subsection/programme should be the following:
 - (a) Main output and results planned for the year under review
 - (b) Main achievements realized during the year
 - (c) Constraints/problems encountered
 - (d) Lessons learnt and recommendations for future improvement

- The same sequence of chapters, headings and subheadings as stated below should be utilized by all management teams when compiling their annual report.

(i) Executive Summary

This section should provide a summary of the highlights of the year focusing on the main achievements, main constraints and main recommendations. It gives a nutshell overview on progress made during the past year and provides a brief outlook for the following years.

CHAPTER 1:

INTRODUCTION

This section provides a brief introduction to the report. It should state how the report was put together, who contributed, what meetings were held to discuss and finalize the report, etc.

CHAPTER 2:

TECHNICAL PROGRAMMES (=OUTPUTS)

This chapter is related to the specific technical or service programmes managed by units/subdivisions/divisions in your directorate. A separate report should be completed for each programme or function managed and be included in this chapter as separate section (e.g. 2.1, 2.2, 2.3, etc). The report should include brief statements on the main outputs planned, the main achievements, constraints and recommendations related to each of the respective technical programme areas, e.g.:

2.1 Technical programme No.1:(state programme title):

2.1.1 Main output areas for the year under review

Stipulate the main result areas as they were included in your annual plan related to the management of your national programme. These result area should be based on the main national level functions; i.e. formulation of policies, plans, guidelines, standards and norms, and legislation; monitoring, supervision, quality assurance and evaluation/review; technical backstopping and support to operational level; human resource development and training; research etc.

2.1.2 Main Achievements

Report on achievements in line with the main result/outputs planned for the year under review.

2.1.3 Constraints

State main constraints/problems encountered

2.1.4 Recommendations

State main recommendations and also lessons learned

2.2 Technical programme No.2: (see sequence under 2.1).

2.4 Technical programme No3:.....Etc.

CHAPTER 3:

GENERAL MANAGEMENT OF THE DIRECTORATE (=MANAGERIAL PROCESS)

This chapter looks at the general management functions, or the managerial process, implemented within your directorate at the national level of the ministry. It focuses on the main functions that require attention to ensure efficient and effective management of your directorate and its national programme units.

3.1. Organization

Describe the organizational structure of the directorate and the main roles and mission of the various units/programs. Also describe here any major issues related to further organizational development of your directorate or/and its programs, e.g. decentralization, reforms, etc.

3.2 Coordination and Communication

Essential Indicator (must be reported on; see definition in Guideline for Essential Indicators):
Percentage (%) management meetings held (3.1)

3.2.1 Internal communication and meetings

Discuss the presence, membership and frequency of meetings of the main management team(s) in your directorate. Also discuss the presence, membership, and frequency of meetings of specific internal functional committees, or task groups, e.g. Economizing, Transport, Personnel and HRD, Asset Management, etc.

3.2.2 External communication and meetings (Intersectoral Collaboration, Community Involvement, etc.).

Discuss here the presence, membership and frequency of meetings of Intersectoral and also International Committees and/or other relevant fora arranged or attended by your directorate.

3.3 Policy and Planning

Report on the introduction of any new policies that affect the management and operation of your directorate. State areas where a lack of policies/guidelines is experienced. Also briefly review the last planning cycle and its process.

3.4 Development Cooperation

List briefly all donor funded support projects implemented in your directorate. State the relevant donor and provide an indication of the main outputs achieved, as well as the total funds disbursed during the year.

3.5 Monitoring and evaluation (quality and performance management)

Essential Indicator:

Percentage (%) of joint supervision visits carried out (3.2)

Possible Indicators:

Number of supervisory visits to lower level executed

Number of supervisory visits by higher level received

Provide an overview over achievements related to monitoring and reporting. What is the situation with regard to information support through the overall Management Information System (MIS)(including HIS, Fin. IS, Personnel IS etc) and ready availability as well as utilization of information for decision making?

Supervision and quality/performance assurance of the overall system and specific services/programmes:

Discuss the frequency and outcome of supervision visits to lower level management units. Are the supervisory mechanisms adequate?/ effective?

Review and evaluation of the performance of the system, programmes and services: Briefly describe any specific large-scale programme review/evaluation that may have been executed. Describe the process of your directorate's annual review exercise and the steps that were followed to compile this annual report. What lessons related to process and content for the next review session were learnt?

3.6 HRD and Training

Indicate whether any training needs assessment was executed. Indicate the main training needs (program areas, knowledge, skills, attitudes) identified in your directorate. State the number of courses attended by staff. Have all courses been useful?

Possible Indicators:

Training rate (total training days: total staff).

CHAPTER 4:

RESOURCE (FUNCTIONAL) MANAGEMENT AND SUPPORT SERVICES (=INPUTS)

NOTE: This area will only be reported on if major changes has occurred, on annual basis.

4.1 Personnel Management

Essential Indicator:

Posts filled rate (percentage) (4.1)

Questions for analysis:

Are staffing levels adequate? What is the proportion of vacant posts?

Is performance appraisal being applied?

Is general performance of staff satisfactory?
How are the labour relations?

4.2 Financial Management

Essential Indicators:

Percentage (%) over/under expenditure out of allocated rec. budget and on each of your development budget projects (5.3)

Percentage (%) expenditure on personnel (rec. budget) (5.4)

Questions for analysis:

Briefly review the budgeting process. Are commitment registers kept? Have there been any budget cuts and what was their influence? How fare and well has financial management been decentralized within your directorate? How is revenue collection organized? What problems were experienced?

4.3 Physical Facility Management

Questions for analysis:

What is the physical state of your existing facilities/office, etc? Is space adequate? What maintenance and repair works were executed during the year? How is your cooperation with the Department of Works, private repair/maintenance contractors, others? Is maintenance adequately managed?

4.4 Transport

Essential Indicators:

Percentage (%) of vehicles in running condition (7.1)

Average mileage (in km) of the fleet (7.2)

Accident rate (7.4)

Down rate(%) (7.5)

Possible Indicators:

Number of vehicles in place

Total kilometres travelled

Average running cost per vehicle

Average running cost per kilometre

Percentage of vehicles older than 5 years

4.5 Information Technology and Communication Systems

Report on issues related to computers and telecommunication (telephone, fax, etc.)

4.6 Procurement and Supplies (Tenders and Contract Management); Stores and Stock Management

Report on the procurement and MoHSS reception of materials and supplies, on storage and stock control, as well as on the disposal of redundant property/materials/furniture, etc.

4.7 Auxilliary Services

Report on secretarial, typing and photocopying support.

4.8 Registry and Archives

Does the directorate utilize the registry properly? Do all programs have specific registry files and are these kept up to date? Do all units utilize a relevant filing system? How is the system for the safe keeping of files organized and managed? Are the provisions of the Archives Act followed?

4.9 Security Services

Report on the general security of premises and control measures in place. To what extent is theft a problem? Have there been any security incidents during the year?

4.10 Cleaning Services

Report on the general cleanliness of your premises (both internal and external [gardens etc]). What initiatives were taken to improve the situation? What problems are being experienced?

CHAPTER 5

OUTLOOK FOR THE FUTURE

5.1 Main priorities for immediate attention

5.1.1 Technical programme areas:

5.1.2 General management:

5.1.3 Functional management: