

ASSOCIATION FOR LOCAL AUTHORITIES IN NAMIBIA



Terms of Reference (TOR)

for

2019/20-2024 Strategic Planning Consultancy for ALAN

On 20th August 2019, these Terms of Reference are agreed between ALAN and XXXX

Supporting Entities: Konrad Adenauer Foundation (KAS)

Consultant: XXXX

Location: Windhoek

Consultation Period: 2 month

1. Introduction

The Association of Local Authorities Namibia is a body that represents all local authority members in Namibia. In addition it provides a platform on which these local authorities can air their grievances and thereby provide better services for the community.

The Association aims to be a dynamic, self-sustaining organization that plays an advocacy role on behalf of local authorities, with a view to promoting and assisting its membership address socioeconomic problems in a comprehensive and sustainable manner in order to stimulate growth and financial stability. The Association aims to protect, safeguard and enhance the image, interests, rights and privileges of Local Authorities by such means, as may be Constitutional.

2. PURPOSE OF CONSULTANCY

ALAN has identified the need to engage a consultant to facilitate the development of an organizational 2019/20-2023/24 Strategic Plan.

The consultancy will lead to the development of a Strategic Plan that will revisit the vision, mission and goals of ALAN and help to determine and articulate the future direction of the organization. Consultancy will support the organization to establish realistic goals and objectives with a defined time frame; and assist with the development of an action plan to achieve these goals and objectives during the next five years.

The Strategic Planning Process will support ALAN to achieve the following:

- Clearly defined target beneficiaries and geographic area of focus, including strategic possibilities for geographic expansion.
- Develop the Financial sustainability plan; support for identifying potential funding agencies and companies, new donors/income and developing operational standard proposal.
- Review existing strategic plan and develop new interventions and approaches; identify new ways of working to achieve best practices and assist in the realization of organizational objectives and projects goals.
- Identify new initiatives to be undertaken in order to improve organizational systems, structures and policy procedures, including membership and governance of the Board.
- Develop an action plan for the execution of the 2019/20-2023/24 Strategic Plan.

3. PROCESS

The Strategic Plan will be developed following a participatory process by engaging partners and stakeholders. This will mutually inform and create a sense of ownership amongst all relevant stakeholders, including target communities, ALAN Staff and Board members, donor community and relevant Government representatives.

It is anticipated that the process undertaken will include one on one interviews, desk review and selected communities and beneficiaries, workshops with ALAN Staff members, relevant ministries, Board members and review of relevant documents. Participants will have the opportunity to communicate their perspective about the relevance of the past activities of ALAN and influence the changes required to improve the development strategy and approach.

It is expected that the consultant will assist ALAN to analyze the information gathered, which will be used to inform the strategic direction of the organization and answer questions such as the following:

- Where do we want to see ALAN in the next 5-10 years?
- What are the present strengths and weaknesses (including program implementation, management, governance, monitoring systems etc.)?
- What are the interventions to be undertaken for the strengthening of ALAN?
- Who are the people that ALAN should target, on what issues and where?
- Who are the donors that ALAN can approach for funding its activities?
- How efficient and effective are current board and staffing structures?
- How can ALAN build Project sustainability?

4. OUTPUTS OF THE CONSULTANCY

- (a) Submit 4 hard copies of well bound final report and 2 electronic copies
- (b) Submit 4 hard copies of the 5 years strategic plan and 2 electronic copies to ALAN for distribution to the Ministry of Urban and Rural Development and Konrad Adenauer Foundation (KAS), which includes:

- Background of the Strategic Plan
- Vision, Mission, Goals and Objectives
- Organizational Core Principles and values
- SWOT analysis
- Organogram of ALAN
- Strategic Direction: Where does ALAN want to be in 5-10 years?
- Strategic Priorities: who are the target groups; geographical focus
- Strategic Approach: how can ALAN best implement its development program?
- How can ALAN attain sustainability; what are the most pressing threats to this?
- Strengthening ALAN: identify organizational development initiatives including governance and management structures review.
- Financial Projection: situation analysis and opportunities to diversify donor base
- Action Plan for execution of the Strategic Plan

5. SECURITY

A risk assessment should be conducted by ALAN prior to the field visit: ALAN will provide advice on the current security situation in the area two weeks prior to the assessment dates. A plan of action should be developed by the assessment team members to follow if any problems are encountered during the assessment.

6. ROLES AND RESPONSIBILITIES

Consultant: Conduct Assessment and Develop Strategic Plan as per terms of reference, provide feedback to stakeholders and develop draft report and final written report for distribution.

ALAN: Organizes facilities, (excluding accommodation, meals and transport) of consultant during assessment, co-ordinates visits to stakeholders according to the needs of the consultant during this period.

7. TIME FRAME

- The consultancy will occur over a period of 2 months.
- A written draft report and strategic plan will be submitted to ALAN, Ministry of Urban and Rural Development and Konrad Adenauer Foundation (KAS) 30 September 2019.
- Feedback from ALAN, Ministry of Urban and Rural Development and Konrad Adenauer Foundation (KAS) will be provided to the consultant 21st October 2019.
- The final written report and strategic plan to be submitted to ALAN, Ministry of Urban and Rural Development and Konrad Adenauer Foundation (KAS) 31st October 2019.

8. BUDGET

Konrad Adenauer Foundation (KAS) has agreed to contribute to the development of the Strategic Plan.

Once a Terms of Engagement has been signed:

- The Konrad Adenauer Foundation will pay the agreed consultancy rate. If it is anticipated that the consultancy will extend beyond the agreed time frame, KAS must be notified immediately for extension of consultancy to be approved.
- The Konrad Adenauer Foundation and ALAN will not pay per diems/S&T or away from home allowances above and beyond the consultancy daily rate.
- The consultant is requested to submit an invoice at conclusion of the evaluation or a plan for staged payments to ALAN about the preferred method of payment and banking details.

- ALAN is to provide an invoice to Konrad Adenauer Foundation at the conclusion of the assessment to cover accommodation, transport, meals, and facilities for the assessment team.

9. FEES AND COSTS ESTIMATES

The total charge to be paid for the consulting assignment will depend on the technical proposal. A technical and financial proposal based on the Terms of Reference outlined above must be provided.

10. APPLICATION PROCESS

The consultant will be answerable to the Board of ALAN through the office of the Senior Administration Officer.

A comprehensive CV, Certified Educational Qualifications, Quotation and letter of application should be submitted by email or hard copy to the Senior Admin Officer Ms. Joseline Coetzee to jcoetzee@alan.org.na. Alternatively be posted to P.O.Box: 2721 Windhoek, Namibia.

All interested parties should briefly describe how they intend to undertake this assignment for ALAN, and possible sources of information/data. Applicants should also explain how their professional experience matches the skills and qualifications. Closing date for application is 6th September 2019.