

## **Terms of Reference**

### **Development of the 2025/29 IntraHealth Namibia Strategic Plan**

#### **1. Introduction**

IntraHealth Namibia (IHN) is a Namibian non-profit and a leading local partner in public health. IHN and its senior staff bring demonstrated experience achieving results under various health programs including HIV programming for Adolescent Girls and Young Women, Orphans, and Key Populations; integrated TB/HIV services; health information system strengthening; and human resources for health, among others. The organisation has a long history of working with various partners and strong relationships with stakeholders at all levels of society, including the Ministry of Health and Social Services, Ministry of Gender Equality and Child Welfare, and Ministry of Basic Education and Culture. IHN has presence in all 14 regions of the country.

IHN is governed by a Board of Directors. The Board meets quarterly, and its main task is to govern and oversee the operations of the organization as part of their fiduciary responsibility. The General Manager reports to the Board and she is supported by the senior management team which consists of the Chief of Party for the Key Populations Project; Chief of Party for the Reach Namibia project; and Senior Finance and Operations Manager. Strategic decisions are made by the Board of Directors while the General Manager ensures their implementation and makes all management decisions with advice from the senior management team. The organisation's financial management policy covers the accounting policies, systems, and procedures of the organization. The policy also fulfils local statutory requirements and demonstrates the strong management practices adopted by NGOs in the country. IHN has an internal control policy which has the primary purpose of helping to safeguard the organizational resources, reputation and further its objectives.

#### **2. Background**

IntraHealth Namibia is in the process of developing its Strategic Plan for 2025/29 and seeks the services of a short-term consultant to review and assess the impact of organisation's current Strategic Plan and provide technical support on the development of the next five-year Strategic Plan. The consultant will work with key stakeholders and staff to identify strategic opportunities on how the organisation can further support the country to improve access to quality health services in line with national priorities.

#### **3. Scope of Work**

##### **3.1 Main Objective:**

To develop the 2025/29 Strategic Plan for IntraHealth Namibia.

##### **Specific Tasks**

1. Review the 2020/24 Strategic Plan for IntraHealth Namibia to assess its implementation status in collaboration with IntraHealth Namibia.
2. Conduct individual interviews with key informants from government, private and public health care providers, selected NGOs, IHN staff and board members as identified in collaboration with IHN.

3. Prepare report on the assessment of the 2020/24 implementation and interviews held with key stakeholders clearly articulating strategic issues to inform the new Strategic Plan
4. Recommend appropriate strategic options for the 2025/29 Strategic Plan including opportunities for resource mobilization.
5. Facilitate a workshop for IHN staff to agree on strategic objectives/themes of the 2025/29 Strategic Plan.
6. Lead the drafting of the 2025/29 Strategic Plan with substantial inputs of IHN senior management.
7. Finalise the Plan after submission of inputs/ final review of IHN senior management.

#### **4. Expertise/Skills Requirements**

1. Degree in Public Health, Social Science, Project Management, or related field.
2. Minimum of 5-10 years of experience in strategic planning and policy development.
3. Experience in organizational and change management will be an advantage.
4. High level written and oral communications skills in English.
5. Demonstrate excellent interpersonal and professional skills in interacting with government, NGOs, donors, and development partners.
6. Ability to work with diverse teams.

#### **5. Other Requirements/Working Arrangements**

1. The Consultant must be readily available and ready to start when required.
2. The Consultant should give at least three (3) references from organizations where work of a similar nature was done.
3. The Consultant will work under the overall supervision of the General Manager of IntraHealth Namibia.
4. IntraHealth Namibia will provide logistical support to the consultant to set up interviews with stakeholders; and make travel arrangements to Zambezi, Kavango East and West, Oshikoto, Oshana, Karas and Hardap regions.
5. The Consultant's travel and accommodation expenses outside Windhoek will be covered by IntraHealth Namibia.

#### **6. Timelines**

<b>Activity</b>	<b>Number of Days</b>
1. Meetings with IntraHealth Namibia on the assignment	1
2. Review of relevant documents	2
3. Interviews with key stakeholders in different regions	15
4. Preparation of report on the assessment of the 2020/24 implementation and interviews held with key stakeholders with recommendations of appropriate strategic options	3
5. Workshop facilitation for IHN staff to agree on strategic objectives/themes of the 2025/29 Strategic Plan.	2

6. Drafting of the Strategic Plan	4
7. Finalisation of the Assessment Report	3
<b>Total Number of Days</b>	<b>30</b>

## 7. Deliverables

- 7.1 Report on the assessment of the 2020/24 Strategic Plan and interviews with key stakeholders with recommendations of appropriate strategic options.
- 7.2 Program for workshop with IHN staff to agree on strategic objectives/themes of the 2025/29 Strategic Plan
- 7.3 Draft 2025/29 Strategic Plan
- 7.4 Final 2025/29 Strategic Plan

## 8. Payment Schedule

- 8.1 **10%** will be paid upon signature of the contract.
- 8.2 **25%** will be paid upon submission of satisfactory assessment report of the 2020/24 Strategic Plan and interviews with stakeholders with recommendations of appropriate strategic options.
- 8.3 **25%** will be paid upon satisfactory submission of the draft Strategic Plan
- 8.4 **40%** will be paid upon satisfactory submission of the final Strategic Plan

Applications should be submitted on or before Friday, 23 February 2023.

For any enquiries please contact the General Manager at [lshikongo@intrahealthnamibia.org](mailto:lshikongo@intrahealthnamibia.org).