

# Terms of Reference

## Development of a Private Sector Funding Proposal

Incorporated Association Not For Gain  
REG NO: 21/2014/0482

P.O. Box 9942, Eros, Windhoek  
8 Eugene Marais Street, Eros  
Windhoek, Namibia  
Tel: +264-61-303-799  
Fax: +264-61-303-797

## 1. Background

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, and health information system strengthening, 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.

The organisation is a Prime Recipient for the Key Populations—Strengthening Technical Assistance and Response for sustainable HIV prevention and treatment (KP-STAR) Project which brings together local and international NGOs, KP-led CSOs and the private sector to scale up clinical and community-based services for key and vulnerable populations in Namibia. IHN is also a partner on the DREAMS/Twagamenwa project and the USAID HIV Clinical Services Technical Assistance Project (UTAP). Under the DREAMS project, IHN leads clinical HIV prevention and sexual and reproductive health services to avert new HIV infections among adolescents, girls, and young women in partnership with a consortium of partners under the leadership of Project Hope which is the Prime Recipient. IHN also led the implementation of the electronic Patient Management System Quantum (ePMS Quantum) which is used to manage clients on antiretroviral therapy, gathers data necessary to target high-burden HIV districts with focused, high-impact interventions.

## 2. National Health and Non-Profit Landscapes

Namibia is classified as an upper-middle-income country, and the country's population is currently estimated at 2.4 million<sup>1</sup>. The HIV prevalence rate is about 12.6% in the age group 15-64 years. The country's estimated GDP growth for 2021 stands at 2.7%<sup>2</sup> while economic growth for 2022 is estimated at 2.8% or higher. Historically the country has been classified as having high-income inequality<sup>3</sup>.

Before the COVID-19 pandemic, the non-profit sector in the country contributed about 2.1% towards the country's GDP while supporting around 1% of the country's labour force<sup>4</sup>. Public health services cover around 80% of the population with only 38% of the available health workforce, while 62% of the health workforce provides services to the private sector<sup>5</sup>. Data shows that 76% of the population lives within a 10-kilometre radius from a health facility and the country has recorded a health service utilization of 1.3 per capita, i.e. each person in Namibia has received health services at least once in a year<sup>6</sup>. Over the last 4 years or so, 11% of Namibians have been admitted to a health facility<sup>7</sup>.

---

<sup>1</sup> IndexMundi, 2018. Namibia Economy Profile 2018 [WWW Document]. URL [https://www.indexmundi.com/namibia/economy\\_profile.html](https://www.indexmundi.com/namibia/economy_profile.html) [Accessed 9.23.18].

<sup>2</sup> Bank of Namibia. Economic Outlook 2021

<sup>3</sup> IndexMundi, 2018. Namibia Economy Profile 2018 [WWW Document]. URL [https://www.indexmundi.com/namibia/economy\\_profile.html](https://www.indexmundi.com/namibia/economy_profile.html) [Accessed 9.23.18].

<sup>4</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>5</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>6</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>7</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

Like the Global and African health worker situation, Namibia faces a shortage of skilled health workers, and demand would be nearly threefold that of the supply capability by 2030<sup>8</sup>. The status of Namibia's essential health worker density is 3.3 per 1,000 population in the public health sector, where essential health workers include doctors, registered nurses, and pharmacists. An increase in one unit of essential health worker to 4.3 per 1,000 population density would improve life expectancy at birth by 2.788 years<sup>9</sup>. This increase in life expectancy would accelerate GDP growth rate by 4.6%<sup>10</sup>.

Unfortunately, Namibia was also affected by the global economic slump, which was and continue to be exacerbated by COVID-19 pandemic, leading to a decreased allocation of financial resources to different sectors, including the health sector, in real terms. This, along with the decline in donor funding, the country's upper-middle-income classification and the fact that Namibia is close to epidemic control could lead to further declines in the country's access to donor funding<sup>11</sup> in the future. Such declines have already taken place over the past years, with donor funding covering 22% of the country's total health expenditure in 2008/9, declining to 8% in 2012/13 and to 6% in 2014/15<sup>12</sup>. In 2015/16, donor funding covered only 2% of the country's total health expenditure, which is the same percentage recorded for 2016/17<sup>13</sup>.

### 3. Current Funding Situation

As indicated above, donor funding is declining in Namibia mainly due to the country's classification as an upper-middle-income country. With donor funding declining, from 22% in 2008/9 to 8% in 2012/13 to 6% in 2014/15, and with the country being close to epidemic control, Namibia might not be eligible for donor funding in the future.

IHN currently receives 100% of its funding from PEPFAR through USAID. Such funding (PEPFAR funding) is disbursed through CDC and USAID and is shared across 18 implementing partners and institutions such as MoHSS, civil society organisations, and UN organisations. The current tough economic situation in Namibia which is exacerbated by the COVID-19 pandemic, diminishing donor funds; and donors' increased focus on partners that can "stretch the dollar" are also challenges facing the organisation as it tries to implement interventions that will ensure its sustainability beyond current funding.

### 4. Five-year Strategic Goal

IntraHealth Namibia's five-year Strategic Plan objective is to strengthen the organisation's technical expertise in different clinical areas while maintaining a strong footprint in facilitating the implementation of existing programmes and services with MoHSS, and other partners. The organisation is pursuing opportunities to provide needed technical support to both the public and private health sector partners on other technical areas such as health information systems strengthening; healthcare safety and quality management; monitoring and evaluation;

---

<sup>8</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>9</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>10</sup> Republic of Namibia. Ministry of Health and Social Services. 2018. Namibia HRH Situation Analysis and Projections Reports.

<sup>11</sup> IndexMundi, 2018. Namibia Economy Profile 2018 [WWW Document]. URL [https://www.indexmundi.com/namibia/economy\\_profile.html](https://www.indexmundi.com/namibia/economy_profile.html) [Accessed 9.23.18].

<sup>12</sup> Republic of Namibia. MoHSS. 2017. Namibia 2014/15 health accounts report. Windhoek: Republic of Namibia

<sup>13</sup> Republic of Namibia. MoHSS. 2018. Namibia 2016/17 health accounts report. Windhoek: Republic of Namibia

and capacity development, among others. Strategic visibility, strong stakeholder engagement and increased resource mobilization capacity are among the Strategic Plan's priorities.

## **5. Resource Mobilization**

According to John Hopkins University and Management Science of Health, resource mobilization refers to all activities involved in securing new and additional resources for one's organization. Resource mobilization is also a process that is essential for the development, implementation, and continuation of works for achieving the organisation's mission. Resource mobilization involves making better use of, and maximizing, existing resources and is often referred to as "new business development", and it is focused on relationships with resource providers, the skills, knowledge and capacity for proper use of resources.

Considering the challenges alluded to earlier, IHN needs to diversify its income to deliver on the organisation's vision by engaging with the private sector and private individuals that can contribute financial resources towards the implementation of the organisation's programs. The organization is most likely to improve its impact and increasing its funding by engaging individuals, foundations and private sector including large corporations to local small and medium sized enterprises regardless of operational context, ownership and structure.

IHN will work primarily through mutually beneficial cooperation with private sector/businesses, foundations, and individuals in the following ways:

- a) Businesses/private sector companies can draw on their expertise and resources to provide IHN with expertise, in-kind capacity support and financial resources to fund the organisation's programs. They can help to increase awareness of IHN through communications targeting a variety of audiences;
- b) Foundations can fund IHN programmes from pilot phase to scale-up, with an appetite for risk and an eye to sustainable initiatives.
- c) Individuals can provide direct financial support for emergency responses and long-term development.

## **6. Scope of Work**

IHN is therefore seeking the services of a qualified consultant to develop a funding proposal targeting the Namibian private sector as part of its resource mobilization plan and sustainability strategy.

### **6.1 Main objective**

To develop a funding proposal targeting businesses/private sector companies, individuals especially in Namibia, that are most likely to support public health interventions.

### **6.2 Specific Tasks**

- Undertake desk review on the work of IntraHealth Namibia and other public health NGOs in the country in support of the government.

- Identify and review individuals, private sector companies/businesses, and foundations whose missions are aligned to the work of IntraHealth Namibia and identify the public health needs of their employee.
- Draft a strategy on how to engage targeted donors (businesses/private sector; individuals and foundations). Strategy document should include contact details for all possible donors.
- Draft and submit technical draft funding proposals for businesses/private sector, foundations, and individuals respectively and must be aligned to the IHN intended outcomes for fundraising.
- With support from IHN management write a narrative and draft budget for various projects.
- Participate in all review meetings and debriefs including presentation to the board of directors, if so required.
- Submit final drafts in alignment with IHN expectations.

### **6.3 Qualifications and Experience**

- An advanced university degree in development studies/strategy and/or related social sciences or business studies field.
- Minimum of 5-10 years' experience in proposal development for private sector donors with experience in Sub-Saharan Africa. Strong program design skills, including capacity to prepare logical, coherent, and consistent documents including log frames and budgets.
  - Knowledge public health programming and development of funding strategy/models
  - Excellent research and organizational skills

Demonstrate experience with similar projects strategies or with focus on developing funding proposals for NGO's

- Ability to work efficiently and effectively with project members in various locations and from multiple organizations.
- Ability to integrate different experiences, methodologies, and approaches from a diverse range of stakeholders, organizations, and technical experts from multiple sectors.
- Flexibility to adapt to any subsequent changes in the terms of reference.
- Excellent English speaking/writing skills required.
- Ability to work under tight deadlines

### **6.4 Deliverables**

5.1 Satisfactory draft and final strategy on private sector engagement

5.2 Satisfactory draft technical proposal (with budget) for businesses/private sector, foundations, and individuals respectively

5.3 Satisfactory final full technical proposal (with budget) for businesses/private sector, foundations, and individuals respectively

### **6.5 Payment Schedule**

- 6.1 10% of the contract fee upon signature of the contract
- 6.2 15% of the contract fee upon submission of satisfactory strategy on donor engagement
- 6.3 30% of the contract fee upon submission of the satisfactory draft technical proposal for businesses/private sector, foundations, and individuals respectively with budget
- 6.4 45% of the contract fee upon submission of a satisfactory strategy on private engagement, draft technical proposal for businesses/private sector, foundations, and individuals respectively with budget

### **6.6 Lines of communication/supervision**

The consultant will report to the General Manager of IntraHealth Namibia and will work very closely with the senior management team.

### **6.7 Expected Commencement Date for the Consultancy and Deadlines for Deliverables**

The consultancy is expected to take about two months after the signature of the contract with the commencement date planned for mid-March 2023. Deadlines for specific deliverables will be agreed upon by IHN and the consultant.

Interested consultants should forward expression of interest to [lshikongo@intrahealthnamibia.org](mailto:lshikongo@intrahealthnamibia.org), closing date 24 February 2023 by 17H00.