



**NAMIBIA NATIONAL
FARMERS UNION (NNFU)**

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**Terms of Reference (ToR)
for a consultant to develop Namibia National Farmers Union
(NNFU) 5 years Strategic Plan (2023-2027) and review NNFU
policies.**

August 2022

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1. Introduction

The Namibia National Farmers Union (NNFU) is a constitutionally mandated organisation which is a national federation of regional farmer's unions. It was established in 1992 to serve as a mouthpiece for the Namibian communal and emerging farmers. Fourteen regional farmers Unions are currently affiliated. It is a non-profit organisation and its main source of income is generated through donors and the levies imposed on livestock and crop, and meat and crop products, that are sold. Among others, NNFU objectives include:

- 1) Protect and advance the interests of communal and emerging farmers;
- 2) Promote the development of a viable farming industry in order to:
 - i. Improve rural community's standard of living
 - ii. Enhance rural farming industry's contribution to the national economy

Furthermore, the broader activities of NNFU among others includes:

- a) Increase food production for household food security
- b) Enhance marketing of farming products to increase household incomes
- c) Increase participation and recognition of women in farming
- d) Contribute to environmental protection and sustainable utilization of natural\resources
- e) Information sharing and dissemination

In order to achieve the above, NNFU need to have updated and focused strategic plan and organisation policies.

2. Background

The Namibia National Farmers Union (NNFU) strategic plan (2015-2020) expired 2020 hence requiring update. Without a strategic plan that includes concrete quantifiable, measurable goals there is no way to measure success, and demonstrate results, value, and performance. Instead the focus will be on vanity or tactical indicators. If organization fail to anticipate or prepare for fundamental changes, it may lose valuable lead time and momentum to combat them when they do occur. These fundamental elements of business are customer

expectations, employee morale, regulatory requirements, competitive pressures, and economic changes, and they are always in flux.

A strategic plan provides an opportunity to put these business challenges into perspective. It gives the foresight needed to tackle challenges in a coordinated way. A clear set of goals, when combined with an honest appraisal of an organization's strengths and weaknesses, shows what is important, relevant and actionable in surrounding environment.

On the other hand, NNFU has four policies. These are Human Resources (HR) Policy, Finance and Administration policy, Procurement Policy and Communication Policy. Although these policies exist, few aspects require improvement. The preliminary indication points to some issues such as duplications and overlap of information, while some seems incomplete and outdated. In addition, an importance guidance document such as Delegation of authorities is nonexistence. Policies provide guidance, consistency, accountability, efficiency, and clarity on how an organization operates. Having incomplete and outdated policies derails the former.

3. Aim and objectives of the consultancy

The main aim of the assignment is to develop, review and update NNFU strategic plan for 2023 – 2027 and policies. Specific objectives and tasks of the assignment include:

- i. Review the NNFU expired (2015-2020) strategic plan and a draft strategic plan initiated 2020.
- ii. Review four (4) NNFU policies and develop delegation of authorities.
- iii. Conduct meetings (at least two meetings) with NNFU staff before the strategic plan workshop.
- iv. Develop a draft 2023-2027 strategic plan to share with NNFU staff.
- v. Review and develop draft policies (HR, Finance and Administration p, Procurement and Communication Policies, and Delegation of authorities) to share NNFU staff.
- vi. Facilitate a combined policy review and strategic plan workshop with NNFU staff and board.
- vii. Develop and finalise the strategic plan (2023-2027) and policies incorporation inputs from staff and the board.

viii. Support the staff to develop their individual 2023 strategic annual plan.

4. Deliverables

- 4.1 An inception report including the work plan.
- 4.2 At least a total of 4 meetings with staff to discuss the strategic plan and police review.
- 4.3 First draft strategic plan and draft reviewed policies as the bases to discuss with the staff.
- 4.4 The second draft version as the bases for the discussion with staff and board during the combined policy review and strategic plan workshop.
- 4.5 The final draft strategic plan and reviewed policies to be submitted to NNFU staff.
- 4.6 The final strategic plan and reviewed policies after incorporating the comments and final approval by NNFU board.

5. Support and supervision

The Consultant will work under the guidance and supervision of the NNFU Chief Executive Officer (CEO). Support and supervision will include:

- 5.1 To provide needed information to the consultant (s) such as 2015-2020 expired strategic plan, 2020 draft strategic plan, policies and any other relevant information.
- 5.2 Administrative support as well as support during workshop.
- 5.3 Supervise the consultant on the deadlines, and quality of the deliverables.

6. Timing and duration of the assignment

The process to start in August 2022 and expected to be completed October 2022.

7. Requirements:

- 7.1 The consultant (s) can be a team of experts through a company or individual (s).
- 7.2 Advanced tertiary qualifications (preferably Masters) in Business Administration and Human Resources management.
- 7.3 Over ten (10) years practical experience in Strategic Plan and policy development.
- 7.4 The team should have one HR expert and one strategic development expert
- 7.5 Have served in a senior management position.
- 7.6 At least 10 years or more of solid consulting experience.

7.7 Fluent in English, excellent oral and written communication skills and outstanding interpersonal skills.

7.8 Good workshop facilitation skills.

8. Submission Procedures and deadline:

The proposal submitted to the NNFU must include the following in sealed envelopes:

8.1 Technical proposal in separate envelope including approach and methods (for one year).

8.2 Company profile and/or consultant CVs. For a company, Good standing certificates from Ministry of Finance and Social Security Commission is required.

8.3 Financial Proposal in a separate envelope.

8.4 The 8.1 and 8.2 must be placed in two different envelopes marked with;

- a) The name of a Consultant (s)/ Organisation (s)
- b) Title of the proposal
- c) Date

The proposal must be submitted by hand to the NNFU, No. 4 Axalie Doeseb Street, Windhoek West, before 16h30 on 12 August 2022. Any proposal received after this date and time will not be accepted.

Enquiries to be addressed: NNFU Finance & Manager, Email: kaura@nnfu.org.na Telephone: 061 -271117 / 271 294.