TERMS OF REFERENCE

Consultancy: Reform of Namibia Schools Sports Union (NSSU)

The Ministry of Sport, Youth and National Service (MSYNS) and Namibia Schools Sports Union (NSSU) under the patronage of UN agencies in Namibia and in collaboration with the Integrated Physical Education and School Sports (IPESS) Committee, has opened an invitation to tender for the provision of consultancy services to assist in the restructuring of NSSU.

Project Consultancy Reference: NSSU (for Namibian Nationals only)
Project application Deadline: 13. October 2023

Project Consultancy Description: The MSYNS and NSSU under the patronage of UN agencies in Namibia wishes to find and appoint a suitable sports consultant(s) or consultancy company or organisation to assist in the restructuring of NSSU.

BACKGROUND AND JUSTIFICATION:

The MSYNS and MoEAC signed a Terms of Reference document in order to strengthen the implementation of Integrated Physical Education and School Sports (IPESS) Policy strategy and Implementation Guidelines to align physical education (PE) and school sports with emerging trends and best global practices as well as to contribute to achieving the sustainable development goals, especially those related to reducing poverty, health for all and quality inclusive education.

The IPESS Policy and Implementation Guidelines were developed in 2020 with all the implementation Guidelines as a way of aligning Namibia’s PE and school sports. Both Ministries of Education and Sport will be supporting the implementation of IPESS Sport for development (S4D) activities working with NSSU to ensure effective implementation of S4D in the country.
The appointed Sports consultant(s) / Sports consultancy company or organisation will be working under the guidance and coordination of the MSYNS and MoEAC, UNESCO, UNICEF, UNFPA, WHO, NSSU, University of Namibia, Namibia University of Science and Technology and Namibia Sports Commission (NSC) during the NSSU reform process.

PURPOSE OF CONSULTANCY ASSIGNMENT:

The strategic objective of NSSU reform is to design a long term national, regional and district structure that will guide NSSU to effectively implement S4D activities and to build confidence in children and young people, creating access to quality sport interventions, educational platforms, also improve their physical heath and psychological well-being.

Globally, S4D programmes have been recognized as a key contributor to the achievement of the Sustainable Development Goals (SDGs), as well as to regional and national development priorities.

EXPECTATIONS OF NSSU REFORM CONSULTANCY:

The consultancy team is expected to have an in-depth understanding of the provisions of sports in Namibia through conducting a desk review of the

a) IPESS Policy Implementation Guidelines developed in 2020;

b) Namibia Sport Act 12 of 2003;

c) NSSU Constitution;

d) NSSU Cabinet resolution; and

e) any other national documents related to physical education and sports.

In addition, the team should also study the Strategic Plans of both the Ministry of Sport and Ministry of Education, Arts and Culture, as well as the Africa Union Special Technical Committee Report (STC), the MINEPS VII outcome document on “Fit for Life Alliance” and Africa Union Region 5 strategic plans. It is equally important for the consultancy team to access the Confederation of Schools Sport Associations of Southern Africa (COSSASA), Constitution, African School Sports Federation and International School Sport Federation documents.
The specific objectives of the consultancy include perspectives on the following components:

1. Review existing provisions of sports in Namibia, benchmark regional and international practice to highlight gaps in NSSU current operating structure for an inception report. The report should describe the conceptual framework and set out the key questions and methodology, i.e. how each question will be answered by way of data collection methods, data sources, sampling and indicators. The report should also be attached with a work plan indicating the phases with their key deliverables and submitted to the oversight committee for approval.

2. Conduct in-person stakeholder consultation in 5 regions of Namibia and circulate surveys and questionnaires to the remaining regions for data collection and needs assessment. The regions will be identified by the Committee.

3. Draft an evidence-based strategic plan for NSSU, elaborating the organizational structure with defined functions and roles for each department and position, as well as the M&E framework;

4. Devise an operational roadmap for the next 5 years, in line with the strategic plan, with documents detailing the terms of reference, employment contract and service level agreements as per position created in addition to a performance management system;

5. Present the draft strategic plan and operational roadmap, including the total expenditure of implementing the proposed reform to the oversight committee;

6. Incorporate the comments and feedback into the document and present a final report to IPESS committee.

**CONSULTANCY WORK PLAN AND PAYMENT SCHEDULE:**

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Duration (Estimated # of days or months)</th>
<th>Timeline/Deadline</th>
<th>Schedule of payment</th>
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**Expression of Interest NSSU Reform Consultancy**

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1. An inception report to review existing provisions of sports in Namibia, benchmark regional and international practice to highlight gaps in NSSU current operating structure. The report should describe the conceptual framework and set out the key questions and methodology, i.e. how each question will be answered by way of data collection methods, data sources, sampling and indicators. The report should also be attached with a work plan indicating the phases with their key deliverables and submitted to the oversight committee for approval.

<table>
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<tr>
<th>Task</th>
<th>Duration</th>
<th>Due Date</th>
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<tr>
<td>1. An inception report to review existing provisions of sports in Namibia, benchmark regional and international practice to highlight gaps in NSSU current operating structure. The report should describe the conceptual framework and set out the key questions and methodology, i.e. how each question will be answered by way of data collection methods, data sources, sampling and indicators. The report should also be attached with a work plan indicating the phases with their key deliverables and submitted to the oversight committee for approval.</td>
<td>15 working days</td>
<td>17 Nov. 2023</td>
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<td>2. Conduct field visits in 5 regions for stakeholder engagement. Circulate surveys and questionnaires to the remaining regions for data collection and analysis. Present the findings to the oversight committee for quality control.</td>
<td>20 working days</td>
<td>15 Dec 2023</td>
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<td>Draft evidence-based strategy plan for NSSU, elaborating the organizational structure with defined functions and roles for each department and position, as well as the M&amp;E framework</td>
<td>9 working days</td>
<td>26 Jan 2024</td>
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<td>Devise an operational roadmap for the next 5 years, in line with the strategic plan and IPESS Policy, with documents detailing the terms of reference, employment contract and service level agreements as per position created in addition to a performance management system;</td>
<td>10 working days</td>
<td>9 Feb 2024</td>
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23 Present the draft strategic plan and operational roadmap, including the findings and recommendations from the field visits and surveys, as well total expenditure of implementing the proposed reform to the oversight committee; 2 working days 13. Feb 2024 20%

24 Incorporate the comments and feedback into the document and present a final report to IPESS committee for approval 4 working days 19. Feb 2024

IN TOTAL 60 WORKING DAYS

The proposed timeline for NSSU Reform consultancy is sixty (60) working days and shall commence on 27. October 2023

OVERSIGHT COMMITTEE:
The consultant(s) team will work under the overall supervision of an oversight committee drawn from the following IPESS stakeholders MSYNS, MoEAC, NSSU, UNESCO, UNICEF, UNFPA, WHO, University of Namibia, Namibia University of Science and Technology and Namibia Sports Commission (NSC), one (1) representative per organisation. Technical direction and quality assurance will be provided by the oversight committee while UNESCO serves as the day-to-day operational contact point.

The consultancy team will work closely with MSYNS, MoEAC, UNESCO and UNICEF for planning and implementation of key milestone deliverables 1 to 6.

CONSULTANT’S TEAM WORK PLAN AND OFFICIAL TRAVEL INVOLVED:
The consultancy team will be required to make own return travel and accommodation arrangements required to facilitate the effective delivery of the consultancy as per the budget that will be approved by UN Namibia.
CONSULTANT’S TEAM WORKPLACE:

The consultant’s team will work remotely and maintain regular contact/communication (once per week) with the technical supervisor for technical support and for providing weekly updates by email, zoom or teams as required.

QUALIFICATIONS OR SPECIALIZED KNOWLEDGE/EXPERIENCE REQUIRED:

QUALIFICATIONS:

- **Head of consultancy team**: must have a PhD or MBA in Human Resources and/or Business Restructuring/Reengineering.
- **Supporting consultants**: must have at least Advanced Sports management diploma or Advanced Sports Management Degree.

EXPERIENCE:

- eight (8) years of recent documented work experience in sports consultancy work of similar nature from international to local context, experience and track record in facilitating sports strategy development processes and demonstrate appropriate sports governance qualifications and experience to achieve the above deliverables.

LANGUAGES:

- Fluency in written and spoken English required;
- Knowledge of local vernaculars would be an asset

COMPETENCIES:

- Good research, facilitation, negotiation, communication and advocacy skills.
- Familiarity with information technology, including proficiency in word processing, spreadsheets, presentations, proven analytical, interview and report writing skills.
- Ability to communicate data and to translate into programmatic impact.
- Experience working with or managing relationships.
- Familiarity with the UN system
- Demonstrated ability to work with people of various professional, academic and cultural
CALL FOR PROPOSALS NSSU RESTRUCTURING CONSULTANCY:

TO APPLY: To apply for this consultancy, interested Sports consultant(s), consultancy companies or organisations should first read through and review this Terms of Reference - Project Consultancy Reference: NSSU Reform and submit expressions of interest together with:

- **A COVER LETTER**, no longer than two pages, a maximum of four (4) consultancy team members curriculum vitae (CVs) showing how their skills, competences will meet with expected deliverables.

- **A TECHNICAL PROPOSAL**, no longer than eight (8) pages including your proposed methodology, with estimation of the number of days - key milestones work plan which outlines the time frame.

- **A FINANCIAL PROPOSAL/BUDGET** inclusive of all fees such as consultancy daily rate, field visit costs, stakeholder consultation refreshment costs etc.

FOR SUBMISSION AND FURTHER ENQUIRIES, please contact: ya.wang@unesco.org, indicating 'NSSU Reform Consultancy' in the subject line.