



Call for Service Providers Terms of Reference

City of Windhoek

ICLEI Africa invites applications to participate in a project titled, **“Farm Okukuna: Food Poverty Eradication by Enhancing Infrastructure Development and mainstreaming Beneficiary Farmers Into Markets.”**

Bids due: 13h00pm on 28 February 2025

All bids should be valid for 30 days.

Work is expected to start 12 March 2025

Technical queries can be sent to : sara.nakalila@iclei.org with cc to Samuel.Kamati@windhoekcc.org.na

Delivery Address: Municipal Council of Windhoek Head Office, Windhoek - NAMIBIA, 80 Independence Avenue, Customer Care Centre - in the Bid Box, with Detailed Reference No. - For bid information.

PROPOSALS TO BE DEPOSITED IN THE MARKED BID BOX

AfriFOODlinks – Launched in December 2022, AfriFOODlinks is an EU-funded project coordinated by ICLEI Africa, bringing together 26 partners from across the globe to enhance food security and urban sustainability in more than 65 cities across Africa and Europe. The project applies an urban food systems lens to drive transformative change by promoting shifts toward healthy and sustainable diets, reshaping urban food environments through real-world socio-technical experiments, and fostering inclusive multi-actor governance. By empowering public officials, small businesses, and communities with ownership and agency, AfriFOODlinks enables them to actively shape their food systems. Additionally, the project accelerates innovative agri-food businesses, with a strong focus on women- and youth-led enterprises, to support local value addition and foster inclusive economic participation.

ICLEI – Local Governments for Sustainability is a global network of more than 1,750 local and regional governments committed to sustainable urban development. Active in 100+ countries, ICLEI influences sustainability policy and drive local action for low emission, nature-based, equitable, resilient and circular development. The organisations' Members and team of experts work together through peer exchange, partnerships and capacity building to create systemic change for urban sustainability.

1. Background

AfriFOODlinks is implementing real-world socio-technical experiments, referred to as pilot projects, to intervene in urban food environments with the potential for scalability. The pilot project proposal was initiated by a city-to-city exchange in 2024, during which a team of delegates visited a city-owned farm and other sites to better understand the local food environment.

As part of the exchange, a city-to-city dialogue was held, bringing together local stakeholders who shared their expert advice, which played a key role in shaping the proposal.

The pilot project is based at Farm Okukuna, an urban agriculture initiative in Windhoek established in 2015 by the City of Windhoek. The project aims to address food poverty, empower small-scale farmers, and enhance infrastructure to support sustainable urban agriculture. The farm includes 13 greenhouse plots, irrigation systems, and water tanks, which enable beneficiaries to cultivate a variety of crops.

The project seeks to integrate beneficiaries into formal markets, develop business strategies, and improve income generation. To achieve these objectives, the City of Windhoek seeks to appoint an **Agribusiness Consultant** with expertise in horticulture to conduct a needs assessment and develop a comprehensive business plan that supports beneficiaries in accessing profitable markets and optimizing production for economic sustainability.

This plan will guide future investment from the project into the development of farmers and farm infrastructure at the site.

2. Scope of work and key deliverables

ICLEI Africa is looking to appoint a short term consultant with proven experience in supporting the development of commercial horticultural operations in Namibia.

Responses to this ToR are welcomed from individuals or organisations who will hereafter be referred to as the service provider. In order to meet the requirements of this ToR, the appointed service provider is expected to undertake (support and/or lead) the following activities:

3.1 Conduct a needs assessment to evaluate current challenges and gaps.

- Farmer knowledge and skills
- Overall site infrastructure and equipment needs
- Farmer infrastructure and equipment needs

3.2 Business Plan Development

The consultant will leverage their horticultural expertise in collaboration with the existing knowledge and experience of local farmers and Okukuna Farm staff to co-develop the following:

- Develop 1) a **cropping plan template** for the farmers' plots.
- Develop 2) a **financial model template**, including sales revenue projections, operating expenses (OPEX), and initial capital expenditure (CAPEX) needs, to provide farmers with an accurate estimate of their expected earnings from their plots and the potential produce output. This will also facilitate goal setting, skills development, and mentorship support.

- Develop 3) a **marketing strategy template** for farmers' plots, incorporating price tracking across the growing season in informal markets to create a realistic projection of sales revenue.
- Engage with each of the 13 farmers to customise these three templates into a personalised business plan for each farmer.
- Work with farmers and farm management to propose **governance structures** and sustainability mechanisms to be implemented on site.

3.3 Capacity Building & Training

- Develop and implement **training modules** on agribusiness and financial literacy.
- Train beneficiaries and staff on **record-keeping, budgeting, and marketing**.
- Mentor beneficiaries and staff on **cooperative management and governance**.

The expected deliverables include:

1. An inception meeting with ICLEI Africa and City of Windhoek to clarify scope, roles and deliverables, and determine ways of working.
2. Bi-weekly meeting check-in meetings through the project duration.
3. Minimum 3 capacity building workshops for extension officers and farmers
4. A close-out meeting with ICLEI Africa and City of Windhoek to present the business plan and needs assessment outcomes.

3. Timelines & key milestones

Milestone	Timeline
Needs Assessment Report 3 Templates Submitted	Month 1
Comprehensive Business Plans for all farmers.	Month 2
Capacity Building Training Completed	As per proposed plan

4. Budget

The budget submitted should be organised by Staff Time & Disbursements, which shows budget breakdown by activity. The budget should include expenses associated with the specified activities to be implemented in 2025, including but not limited to printing and stationary. There will be no pay for any

unbudgeted items. This scope of work should not exceed **N\$110 000.00**, which is the maximum allocation for this work. Effective use of budget must be demonstrated.

5. Submission requirements

- Proposals may be submitted by individuals, organisations or by a consortium of two to three (2-3) individuals. Only complete proposals, written in English, will be considered. Proposals must include the following sections:
 - Clear description of each of the proposed activities and anticipated outputs, as well as a short explanation of how each activity will be done (methods) and by whom.
 - A detailed work plan and time schedule of activities should be submitted
 - Company profile (if available)
 - Short bios of the person/s who will work on this project, indicating their respective roles and responsibilities.
 - CVs of relevant persons who will work on this project, detailing qualifications, skills, experience and past track record, particularly in relation to the main requirements and skills and competencies requirements for service providers as outlined above.
- Demonstrated experience: A table or list of relevant projects, including the name, project description, client, monetary value, your role in the overall project and contact details of project reference(s).

6. Submission process and timelines

Please indicate interest in submitting a bid by **17 February 2025**, so any responses to queries may be shared with all bidders. Bidders will not be excluded from submitting bids if notice of interest is not indicated, but these bidders will not receive responses to any queries and clarifications raised. **Kindly deliver your proposal by 13:00pm on 28 February 2025 to:** Municipal Council of Windhoek Head Office, Windhoek - NAMIBIA, 80 Independence Avenue, Customer Care Centre - in the Bid Box, with Detailed Reference No. - For bid information.

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For technical enquiries email Sara Nakalila at saranakalila@iclei.org with cc to Samuel.Kamati@windhoekcc.org.na. At all times, please use the subject line, Service Provider: AfriFOODlinks Windhoek Pilot Project.

See the timelines for submission process and first meetings below:

5 February 2025	Expression of interest released
17 February 2025	Expression of interest from prospective service providers
19 February 2025	Deadline for sending requests for clarification or queries regarding the ToR to ICLEI Africa, if any
21 February 2025	Response to queries from ICLEI Africa

28 February	Proposal submission closing date
10 March	Service provider appointed
12 March	Inception meeting/call with appointed service provider

7. Additional information

ICLEI - Africa is committed to the pursuit of excellence, diversity and in achieving its gender, equity and development aspirations.

ICLEI AFRICA RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER AS PER THIS TERMS OF REFERENCE.

Please be aware if you do not hear any feedback, either ICLEI-Africa has decided not to appoint a service provider for this piece of work, or you have been unsuccessful in your application.