



## **DRAFT** TERMS OF REFERENCE (ToR)

**Prepared by** : Filmmakers' Association of Namibia (FAN)

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“The creative adult is the child who survived.”

– Ursula Le Guin

# 1. Definitions

## 1.1 Abbreviations

FAN	Filmmakers' Association of Namibia
NFC	Namibia Film Commission
GRN	Government of the Republic of Namibia
NPC	National Planning Commission of Namibia
MICT	Ministry of Information Communication and Technology
MFPE	Ministry of Finance and Public Enterprises
NDP5	National Development Plan 5
NDP6	National Development Plan 6
HPPII	Harambee Prosperity Plan II
SDG	Sustainable Development Goals
SEZ	Special Economic Zones
FDI	Foreign Direct Investments
M&E	Monitoring and Evaluation
NSA	Namibia Statistic Agency
PPP	Public Private Partnership
VfM	Value for Money
AfCFTA	African Continental Free Trade Agreement
NGOs	Non-Governmental Organizations
NIPDB	Namibia Investment Promotion and Development Board
INFF	Integrated National Financing Framework
DFA	Development Financing Assessment

## 2. Background & Introduction

### 2.1 Introduction

The Filmmakers' Association of Namibia (FAN) aims to assess the viability of a strategic National Film and TV Program to promote the advancement of the Namibian film and television industry. This initiative aims to tackle the challenges confronting the industry and ensure its substantial contribution to the national economy, offering quality employment, enhancing the skills of Namibian creatives, and invigorating economic activities within the creative sector.

The Namibian film industry has demonstrated potential through local projects like Katutura and White Line. Nevertheless, despite this success, there is insufficient government support, minimal investment, and inadequate infrastructure to sustainably develop and expand the industry. These challenges are exacerbated by inadequate funding for the industry, in addition to structural issues such as a sparse population and limited skill sets.

This consultancy aims to perform a situational analysis and create a feasibility study to bolster the funding application for a N\$200 million National Film Program over the next three years. This study will be crucial in obtaining government and donor funding to foster the development and commercialisation of the Namibian film industry sustainably.

The anticipated results from the implementation of this program encompass:

- Enhancing the film and television ecosystem via investment and policy assistance.
- Augmenting employment opportunities and fostering professional advancement within the sector.
- Generating revenue through the monetisation of local content.
- Establishing Namibia as an attractive location for domestic and international film productions.
- Developing a film program that swiftly stimulates the film and TV industry

### 2.2 Identification of Stakeholders and Their Roles

a. Filmmakers' Association of Namibia (FAN): FAN is a key industry body dedicated to supporting the growth of the film and TV sector in Namibia. It plays a crucial role in representing the interests of filmmakers, providing training and resources, and advocating for industry development. FAN's responsibilities include coordinating industry activities, promoting local content, and facilitating connections between filmmakers and potential investors.

b. Namibian Film Commission (NFC): The NFC is tasked with promoting Namibia as a film production destination and supporting the development of local film talent and projects. Its role includes providing information on film incentives, assisting with permits and locations, and offering logistical support to both local and international filmmakers. The NFC also works on policy development and strategic planning to enhance the industry's growth.

c. Ministry of Information and Communication Technology (MICT): MICT is the government body responsible for overseeing information and communication technology, including media and broadcasting. In the context of the film industry, MICT's role involves setting regulatory

frameworks, supporting media infrastructure development, and ensuring that film and TV content aligns with national communication strategies.

d. Government Entities (MICT, National Planning Commission - NPC): The broader government framework, including MICT, MFPE and NPC, plays a critical role in shaping national development policies and ensuring that the film industry aligns with broader economic and cultural goals. The NPC is responsible for strategic planning and development initiatives that include the creative industries. Collaboration between these entities and the film industry is essential for aligning industry goals with national development plans.

## 2.3 Introduction to the Challenges Faced by the Industry and Situational Analysis

- The Namibian film industry is confronted with a number of obstacles that affect its sustainability and expansion:
- **Funding and Investment:** Film projects are faced with a substantial financial support gap, as they have restricted access to grants, investment, and sponsorship. The industry's capacity to effectively plan and execute projects is frequently compromised by its reliance on ad hoc funding.
- **Infrastructure:** The industry's capacity to manage large-scale productions and compete on a global scale is limited by the absence of sufficient film production infrastructure, which includes studios, equipment, and technical support.
- **Policy and Regulation:** The film industry's development is fragmented due to the absence of a comprehensive policy framework and supportive regulations. Long-term strategic planning and industry growth are impeded by this absence of structure.
- **Skill Development:** In order to cultivate a workforce that is capable of meeting industry demands and improving the quality of local productions, there is a requirement for additional specialised training and professional development opportunities.
- **Distribution and Market Access:** The capacity to promote and monetise local content on a global and domestic scale is restricted by the limited availability of market platforms and distribution platforms.

## 2.4 Desired Outcomes from This Call

The primary objectives of this consultancy are to:

- **Conduct a Comprehensive Situational Analysis:** Assess the current state of the Namibian film industry, including its strengths, weaknesses, opportunities, and threats. This will involve evaluating existing literature, engaging with stakeholders, and analyzing local film projects.
- **Develop a Feasibility Study:** Create a detailed feasibility study for a proposed N\$200 million National Film Program. This will include financial models, budgeting, key performance indicators (KPIs), and a strategic plan for implementing and monitoring the

program over the next three years. This program would be aligned to National (HPPII, NDP6, INFE, DFA, Vision 2030) and international priorities (Agenda 2060, SDG Goals, etc)

- Identify Key Recommendations: Provide actionable recommendations in the form of a road map and gannt chart to enhance the industry's growth, including policy changes, infrastructure needs, funding strategies, and opportunities for international partnerships.
- Secure Funding and Support: Develop a robust case to secure government and donor funding by demonstrating the potential economic and social benefits of investing in the Namibian film industry. This will involve preparing position papers and presentation materials tailored for both government and donor audiences.

### 3. Scope of Services

The consultancy services required for this project are comprehensive and multi-faceted, aimed at evaluating the current state of the Namibian film and TV industry and developing a strategic plan for its growth. The scope of services encompasses several key areas of focus:

#### 3.1 Evaluation of Available Literature

The consultant will review and analyze existing literature and documents related to the Namibian and Southern African film industry. This includes:

##### a. Previous Papers and Reports:

- Review historical and recent studies on the Namibian film industry, including academic research, industry reports, and any relevant publications that provide insight into past performance, trends, and challenges.

##### b. Draft Treaties and Policy Documents:

- Examine draft treaties, policy documents, and legislative proposals that have been developed or discussed regarding the film industry. This will help understand the regulatory and policy landscape.

##### c. FAN and NFC Documents and Reports:

- Analyze documents and reports produced by the Filmmakers' Association of Namibia (FAN) and the Namibian Film Commission (NFC) to assess their strategic goals, ongoing initiatives, and challenges.

##### d. Government Documents (NDPs, etc.):

- Review relevant government documents, including National Development Plans (NDPs) and other strategic plans that impact the film and TV sector. This will provide insight into how the industry fits within broader national development goals.

##### e. Industry Working Conditions and Gazette:

- Assess information on industry working conditions and relevant gazette notices that pertain to employment standards, regulatory requirements, and industry practices.

## 3.2 Scope of Services Required

### a. Stakeholder Engagement:

- Engage with a broad range of stakeholders involved in the film and TV industry, including government representatives, local and international filmmakers, production companies, and industry experts. This engagement will include:

#### **i. Virtual and In-Person Meetings:**

- Organize and conduct virtual and face-to-face meetings, focus groups, and interviews. Maintain attendance registers to track participation and gather qualitative and quantitative data.

#### **ii. Development of Questionnaires:**

- Create and distribute questionnaires to collect data from stakeholders. Develop both qualitative and quantitative questionnaires to capture diverse perspectives on industry needs, challenges, and opportunities.

### b. Case Studies on Local Film Projects:

- Conduct detailed case studies on at least five (5) local film and TV projects to understand their development and impact. The case studies will cover:

#### **i. Pre-Production, Production, and Post-Production:**

- Analyze and outline various film and tv production lifecycle stages, including planning, execution, and final editing.

#### **ii. Budgets:**

- Review financial data, including budgets and funding sources.

#### **iii. Schedules:**

- Examine project timelines and adherence to schedules.

#### **iv. Employment:**

- Assess employment opportunities generated by each project.

#### **v. Equipment:**

- Identify the equipment and technical resources utilized.

#### **vi. Value Chains and Challenges:**

- Evaluate the value chains and identify any production challenges faced in developing each production

#### **vii. TV vs. Feature Film Job Durations and Value:**

- Compare job durations and economic value between TV productions and feature films.



viii. Current Project Status:

- Determine the current status and outcomes of the projects studied.

**c. Benchmarking Exercise with Other Countries:**

- Perform a benchmarking exercise to compare Namibia's film industry practices with those of other countries. This will include:

i. Treaties and Co-Production:

- Analyze international treaties and co-production agreements that could benefit Namibia's film industry.

ii. Similar-Sized Territories:

- Compare Namibia's film industry with those in similarly sized territories (e.g., Botswana) to identify best practices and strategies.

iii. Policy and Support Interventions:

- Review policies and government support mechanisms in other countries to recommend interventions for Namibia.

**d. Assessment of the Current State of the Namibia Film and TV Sector:**

- Conduct a comprehensive assessment of the film and TV sector, including:

i. SWOT Analysis:

- Analyze the industry's strengths, weaknesses, opportunities, and threats.

ii. Regional Incorporation:

- Discuss strategies for integrating other regions into the national film strategy.

iii. GRN Bottlenecks and Opportunities:

- Identify government-related bottlenecks and opportunities for improving the sector's performance.

**e. Development of a Comprehensive Plan for a N\$200 million Film Program:**

- Develop a detailed plan for implementing a national N\$200 million film program over three years. This plan will include:

i. Potential Activities and Initiatives that could be undertaken:

- Outline specific activities and initiatives to support industry development.

ii. Budgets:

- Provide a detailed budget for each of the activities and the funding requirements for each activity per month.

iii. KPIs:

- Establish key performance indicators to measure the program's impact and success, including desired outcomes and indicators for each activity

iv. Monitoring and Evaluation (M&E):

- Develop a monitoring and evaluation framework to track progress and outcomes.

f. Assessment of Opportunities for FAN:

- Evaluate the low hanging fruits and opportunities for the Filmmakers' Association of Namibia (FAN) to add value to its members based on the situational analysis.

g. Additional Assessments:

i. Potential Financiers and Program Donors:

- Identify potential local and international grant donors to support the proposed film program.

ii. New Media Opportunities:

- Assess opportunities for monetizing content through new media platforms (e.g., YouTube), including their impact on job creation and revenue streams.

1. Impact on Job Creation:

- Evaluate how new media can contribute to job creation in the film industry.

2. Revenue Streams and Economic Assessment:

- Analyze potential revenue streams and perform an economic assessment to support future developments.

## 4. Project Deliverables and Description

The consultancy project is expected to produce a series of detailed deliverables that are essential to the successful development and implementation of the proposed N\$200 million National Film Program over the next three years. These deliverables are aimed at ensuring a comprehensive understanding of the current state of the Namibian film and TV industry and a clear roadmap for its development and commercialization, while aligning with the Government of the Republic of Namibia (GRN) priorities and attracting donor funding.

### 4.1 Full Position Paper on the Industry with Supporting Annexures and Data: For GRN

A detailed report will be developed to present to the Namibian Government, providing a comprehensive overview of the film and TV sector. The paper will cover various aspects as outlined in this TOR including:

- Current state of the industry, including an in-depth situational analysis and evaluation of the challenges and opportunities for growth.
- Key findings from stakeholder engagements, case studies, and benchmarking exercises.

- SWOT analysis highlighting the strengths, weaknesses, opportunities, and threats to the Namibian film sector.
- Legislative and policy recommendations to enhance government support, create enabling environments, and address bottlenecks.
- Annexures with supporting data, including statistics on industry size, employment levels, investment trends, and other relevant data points.
- Impact assessments for job creation, revenue generation, and potential economic growth as a result of the proposed interventions.

## 4.2 Full Position Paper on the Industry with Supporting Annexures and Data: For Donors

A version of the position paper tailored for potential international and local donors will also be developed. This will be used to secure funding and support from external sources, including development agencies, cultural organizations, and private sector investors.

- Strategic alignment with international cultural and creative industries initiatives.
- Donor funding models, including proposed co-production opportunities and partnerships with international film agencies.
- Annexures detailing potential returns on investment (ROI), multiplier effects, and anticipated social and economic benefits.
- Impact measurement frameworks, outlining how donor investments will lead to measurable improvements in the Namibian film and TV industry.
- Presentation of long-term sustainability and how donor investments will help lay the foundation for a self-sustaining local industry.

## 4.3 Executive Summary

An executive summary must be provided, giving a high-level overview of the findings, recommendations, and proposed film program. The primary objective of this document is to provide a concise summary of the feasibility study, financial models, and impact forecasts for the benefit of senior government officials and donors.

- Key findings from the situational analysis and industry benchmarking.
- Major recommendations for GRN and donors to support the development of the sector.
- Impact projections: economic, social, and cultural contributions of a thriving Namibian film industry.

## 4.4 PowerPoint Presentation of the Findings and Position Paper

An editable PowerPoint presentation summarizing the full findings, and the position paper will be developed to present to Government, potential donors, and other key stakeholders. This will provide a visual, succinct overview of the study, highlighting:

- Industry challenges and the opportunities for growth.
- Key recommendations and actions needed by the GRN and donors.
- Financial projections, timelines, and KPIs for the film program.
- Case study insights and international best practices to guide Namibia's film industry development.

## 4.5 Industry Recommendation Summary

This document will provide a concise summary of the major recommendations for improving the Namibian film and TV industry, including:

- Policy changes to be implemented by the Namibian Government.
- Proposals for public-private partnerships to stimulate investment.
- Training and development programs to build local capacity.
- Incentives for international co-productions to be initiated by the government.

## 4.6 Project Plan for a N\$200 million Film Fund

A detailed project plan will be developed for the management and implementation of the N\$200 million Film Fund over the next three years, including:

### a. Develop an Indicative Financial Model with Key Indicators

The financial model will include:

- Net Present Value (NPV): to assess the value of future cash flows generated by the fund.
- Internal Rate of Return (IRR): to evaluate the profitability of the proposed investments in the film industry.
- Economic Rate of Return (ERR): to measure the social and economic impact of the fund, focusing on job creation and revenue growth.

### b. Schedule to Implement the Plan (Aligned with Government and MTEF periods)

- A clear implementation timeline aligned with the Namibian Government's Medium-Term Expenditure Framework (MTEF).
- Phased approach: detailing how the funds will be disbursed over the three years to maximize impact.

### c. Activities

- Key initiatives and activities to develop the local industry, including funding local productions, training programs, international co-productions, and film festivals.

### d. Proposed Modalities to Implement

- Operational modalities: how the fund will be managed, disbursed, and monitored to ensure transparency and effectiveness.

- Partnership strategies: how to engage with international film agencies, production companies, and streaming platforms.

#### e. KPIs Associated with these Investments

- Job creation metrics: tracking the number of jobs created in pre-production, production, and post-production phases.
- Economic multipliers: measuring the indirect economic impact of the film sector, such as spending on tourism, transportation, and hospitality.
- ROI for GRN: returns on investment in terms of tax revenue, growth in GDP, and other measurable government returns.
- Industry impact: measuring the number of films produced, increased international co-productions, and growth in the local talent pool.

#### f. Incubation Program with an International Operator

The project plan will also incorporate an incubation program with an established international operator, focusing on:

- Training and mentoring local filmmakers.
- Providing access to international markets and distributors.
- Ensuring knowledge transfer to build local capacity and sustainability.

## 5. Experience & Qualifications Requirements

To ensure the successful execution of the proposed project, the consulting firm or expert(s) should demonstrate extensive knowledge and experience in the film and TV industry, particularly within Namibia and Southern Africa. The consultant must present a well-structured team with the requisite skills and experience to complete the tasks outlined in the scope of services.

### 5.1 References

The consultant should provide a list of relevant projects undertaken in the past five years. This should include:

- A minimum of three references for projects of a similar nature, focusing on feasibility studies, project implementation in the film/creative industries, and stakeholder engagement.
- Each reference should contain the project title, client name, duration, scope, and a verifiable contact person (name, email, phone number).
- References should highlight expertise in the following areas:

- Film/TV industry analysis
- Government or donor-funded project experience
- Policy development and strategic planning

## 5.2 Team Details

The consultant must submit details of the project team, including the roles and expertise of each member. The team should include:

### i. Team Leader

- Must have expertise in conducting comprehensive industry analysis, feasibility studies, and SWOT assessments.
- Client liaison and point of contact
- Should be familiar with policy frameworks, economic impact assessments, and stakeholder engagement methodologies.
- Ability to co-ordinate all stakeholders

### i. Research Expert:

- Must have expertise in conducting comprehensive industry analysis, feasibility studies, and SWOT assessments.
- Preferably with experience in Namibia or the Southern African film industry.
- Should be familiar with policy frameworks, economic impact assessments, and stakeholder engagement methodologies.

### iii. Industry Expert:

- Proven track record in the film and TV industry, with hands-on experience in film production, funding, and international co-productions.
- Deep understanding of the challenges and opportunities specific to the Namibian and Southern African film market.
- Experience with film project management, from pre-production to post-production, and demonstrated ability to work with local and international stakeholders.

The proposal should also include:

- CVs for each team member, detailing their relevant qualifications and past project experience.
- Any industry certifications or affiliations relevant to the film and TV sector.

## 5.3 Methodology

The consultant should provide a detailed methodology that outlines their approach to delivering the scope of services. The methodology should cover:

- Situational Analysis: A step-by-step approach to analyzing the current state of the Namibian film and TV sector, including document review, stakeholder engagement, and industry benchmarking.
- Stakeholder Engagement: How virtual and in-person meetings, focus groups, and interviews will be conducted, including the use of qualitative and quantitative data collection methods.
- Case Study Analysis: A plan for selecting and analyzing local film projects, covering aspects such as budgeting, employment, and technical support.
- Feasibility Study Development: The process of developing a detailed financial model, budgeting, KPIs, and implementation strategies for the N\$200 million film program.
- SWOT Analysis: A framework for conducting a SWOT assessment of the industry, including strategies to address government bottlenecks and integrate other regions.
- Benchmarking: Methods to compare Namibia's film sector with similar-sized territories and gather best practices from other countries.

The methodology should be clear, practical, and tailored to the specific needs of the Namibian film and TV industry. The methodology should also clearly outline the approach, techniques and tools that the consultant will apply to execute the assignment

## 5.4 Approvals

The Consultant is required to develop this assignment in 4 components

- 1) Inception Report
  - Initial scoping of the project
  - Firm timelines and confirmation of deliverables based on agreed contract
- 2) First Draft
  - Initial assessment with a fair amount of research done
  - Overall initial and preliminary financials and project structure developed
  - Initial comments on the data quality must be provided by the client
- 3) 2nd Draft
  - Advanced state of the assignment
  - Very minor changes and tweaks required
  - aesthetic aspects of the report to consider
  - in a state to provide a clear state of the recommendations and program structure
- 4) Final Draft
  - Final project reports that do not require any more changes

Approvals of the above reports will be done by the task force within 72 hours of submission

## 5.5 Pricing (and Payment Milestones)

The consultant should submit a detailed pricing structure for the project. This should be broken down into the respective project components of the study as outlined in the scope, including but not limited to:

- Initial research and situational analysis
- Stakeholder engagement (virtual and in-person)
- Case study development and analysis
- Feasibility study preparation
- Benchmarking with other countries
- Development of the N\$200 million film program plan

The payment schedule should be linked to deliverables and milestones, ensuring that payments are made upon the satisfactory completion of key phases of the project. Suggested milestones could include:

1. Completion of the situational analysis and initial findings report
2. Completion of stakeholder engagements and case studies
3. Submission of the draft feasibility study and SWOT analysis
4. Final submission of the comprehensive film program plan, including financial models and KPIs

## 5.6 Schedule to Implement

The consultant must provide a clear project timeline, detailing how they intend to complete the scope of work within a specified period (to be agreed upon by the parties). The schedule should include the respective aspects outlined in the scope, clearly showing:

- Start and end dates for each phase of the project
- Key milestones and deadlines for deliverables
- Duration of each task, from stakeholder engagement to report submissions
- A clear plan for any potential contingencies and risks that might impact the timeline

Below are the target Project timelines

Ref	Activity	Start	Completion	Duration
1	Issue TOR	Thursday, 19 September 2024	Thursday, 19 September 2024	
1	Bidding Period	Thursday, 19 September 2024	Tuesday, 1 October 2024	12
2	Bid Closes	Tuesday, 1 October 2024	Tuesday, 1 October 2024	
3	Evaluation of Bids	Tuesday, 1 October 2024	Friday, 4 October 2024	3



4	Approval of Recommendation	Friday, 4 October 2024	Saturday, 5 October 2024	1
5	Award Contract to Consultant	Saturday, 5 October 2024	Saturday, 5 October 2024	
6	1 Draft Report	Saturday, 5 October 2024	Monday, 4 November 2024	30
7	Presentation of 1st Draft	Monday, 4 November 2024	Thursday, 7 November 2024	3
8	2nd Draft Report	Thursday, 7 November 2024	Thursday, 14 November 2024	7
9	Present Final Draft	Thursday, 14 November 2024	Saturday, 16 November 2024	2
10	Approval of Report	Saturday, 16 November 2024	Sunday, 17 November 2024	1
11	Presentation of Report to FAN Members	Sunday, 17 November 2024	Tuesday, 19 November 2024	2
12	Completion of Assignment	Wednesday, 20 November 2024	Thursday, 21 November 2024	1

## 6. Proposals Submission

Proposals should be submitted no later than **30 September 2024: 16h00** to the following address:

**The BOARD | FAN Film Program, Filmmakers' Association of Namibia (FAN)**  
 For inquiries, please contact +264 81 70 58200 or Email : [admin@fanamibia.com](mailto:admin@fanamibia.com)

Electronic searchable Submissions can be made on the FAN website before the closing date and time. The proposal must be in one file, with the comprehensive technical and financial proposal, outlining how the consultant plans to execute the scope of work, timelines, and associated costs.



**fan.**

Filmmakers'  
Association  
of Namibia