

TERMS OF REFERENCE

Mission No. 19SANIN834

I. General information

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|--------------------------------|--|--|
| Title of the expertise mission | To support the development of the RNGOF strategic plan 2019 - 2024 | |
| Component | HIV/AIDS, Tuberculosis and Malaria | |
| Thematic area | Governance | |
| Beneficiary | Rwanda NGOs Forum on HIV/AIDS and Health Promotion (RNGOF) | |
| Country | Rwanda | |
| Total number of working days | 48 days | |
| Contact at Expertise France | Focal Point | Contact Details |
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II. Background of the expertise mission

Global Fund grant in Rwanda funds Civil Society projects involved in key and priority population including female sex workers whose HIV prevalence is at 45.8% in the country and 55.6% in Kigali city according to BSS 2015. The Data also shows MSM is at 4% while the general population is at 3%. It also shows that HIV prevalence increases from 1% in the population aged 15-19 to 7.8% in the population aged 40-44. The priority population include adolescent girls and young women. The HIV prevalence among women is at 3.7% while that of men is at 2.2%. Malaria incidence had also risen from 50/1000 cases in 2012 to 200/1000 cases in 2017 among females. Fighting HIV, TB and Malaria contributes to the promotion of Health care reflected in the Health Sector strategic plan (HSSP4) and the National strategy for Transformation (NST) 2018-2024.

Rwanda NGOs Forum on HIV/AIDS and Health Promotion (RNGOF on HIV/AIDS and HP) – a sub-recipient of the Global Fund – is a network of National NGOs intervening in the health sector and decentralized to the district level. The forum gathers 127 NGOs intervening in different areas including HIV, TB, and Malaria. The forum meaningfully participates in different thematic working groups and steering committees on health including but not limited to: The National Strategic planning and M&E; it has three seats in the Country Coordinating Mechanism (CCM) which oversees implementation of Global Fund supported projects on HIV/AIDS, Tuberculosis and Malaria grants. The NGO Forum and its members use grants from different development partners including the Global Fund grant, which is specific to fighting HIV/AIDS, TB and Malaria.

RNGOF's vision is to eradicate all barriers that could compromise the health and rights of Rwandan Population by way of which men, women and children are able to partake in the same rights as all citizens.

RNGOF's mission is to promote, coordinate, build capacity, monitor and evaluate activities of member NGOs engaged in the Health, Human Rights and Justice Sector in Rwanda, Networking and advocacy for civil society involvement in all National Health related Programs including HIV/AIDS program, Human Rights, Social Protection and policy development in order to improve the living conditions of the affected communities.

RNGOF's current strategic plan is now outdated and needs to be updated for the period 2019 - 2024. In addition, this mission will also be an opportunity to reflect on the operationalization and the resources (technical and financial) needed to implement the strategic plan.

III. Objective and expected results

1) General objective of the expertise mission

The overall objective of the assignment is to support the development of the RNGOF's strategic plan for the period 2019 - 2024.

2) Specific objectives

1. To produce the first and the final draft of the strategic plan 2019 - 2024;
2. To facilitate a strategic plan validation workshop with RNGOF constituency.

3) Expected results

RNGOF's strategic document is updated in line with the National Strategic documents including Rwanda's Health Sector Strategic Plan (HSSP4), the National Strategic Plans for HIV, TB and Malaria and the National Strategy for Transformation (NST1) and is validated by RNGOF's constituency and its partners.

Gender Mainstreaming

In coherence with France's International Strategy on gender equality (2018-2022), the 5% Initiative requests the consultants to mainstream a gender approach in their expertise mission. A Webinar is available to support them to identify specific issues related to their mission and to define specific objectives in order to mainstream a gender approach in their mission.

The main issues are the following:

- **Type of mission:** support to governance issues, diagnostic and organizational support, administrative and financial support, programmatic support, data collection and analysis, access to quality medicines.
- **Type of methodology:** literature review, interviews, participatory workshops, conferences, trainings, reports and guides.

During the mission scoping phase and while developing the mission's methodology, the consultants will define **at least 2 objectives** related to gender issues and will commit to employ all means needed to achieve these objectives and to auto-evaluate their achievement in the mission's report.

IV. Description of the expertise mission

1) Planned activities

1. Assignment preparation

Activities will include:

- Briefing call with RNGOF leadership team
- Coordination calls between the consultants
- Desk review of relevant documents
- Customize the evaluation tool
- Evaluation of the previous strategic plan 2013 – 2018 using the evaluation tool
- Preparing interview schedule
- Planning meeting calendar

2. Using the evaluation tool, conduct consultative meetings/key interviews with RNGOF board, keys stakeholders, development partners and sampled organizations

Meetings with the relevant following stakeholders will be organized:

- RNGOF secretariat leadership team
- RNGOF members
- A selection of key populations groups: the sample should be representative of all regions in Rwanda
- Country Coordinating Mechanism
- Ministry of Finance and Economic planning (MINECOFIN)
- Ministry of Health
- Rwanda Biomedical Center (HIV, TB and Malaria Divisions)
- Development Partners (UNAIDS, PEPFAR, WHO, UNFPA, AHF-Rwanda)

3. From the main conclusions and recommendations in the evaluation tool, build a Strategic plan – Draft 1 write-up

- Development of the strategic and operational plan
- Elaboration of a budget estimate for the implementation of the said strategic plan
- Elaboration of a M&E plan for the new strategic plan

4. Prepare and facilitate RNGOF Strategic planning workshop

With strong RNGOF support, the 3 consultants will prepare and facilitate a 4-day strategic planning workshop with a selection of relevant stakeholders. The consultants will facilitate the debates and ensure the document is validated. All logistical requirements will be dealt with by RNGOF team.

5. Integrate comments and producing a final draft

Further to a full review from RNGOF and their constituency, the consultants will integrate comments and finalize the strategic plan.

6. Present the new final draft strategic plan to stakeholders for inputs, comments and finalize the Strategic plan, M&E Plan and the Budget

Support to the organization and animation of a validation workshop of the different deliverables resulting from the first workshops.

2) Expected deliverables

- Assignment report
- An updated RNGOF strategic plan 2019 - 2024 aligned to the National Health sector Strategic Plan (HSSP4), the National Strategic Plans for HIV, TB and Malaria and the National Strategy for Transformation (NST1)
- Financial estimate for the implementation of the 2019 - 2024 strategic plan
- M&E plan for the implementation of the 2019 - 2024 strategic plan

3) Coordination

The consultants should meet representatives of the French Embassy at the Department of Cooperation and Cultural Action (SCAC) in Kigali at the beginning and at the end of the mission to present the objectives of the mission and debrief on the conclusions and recommendations.

The three consultants will be required to work closely together as a team during the assignment, and to organize their joint schedule so as to deliver quality deliverables.

In addition, the consultant 1 (Team leader) will be responsible for coordinating the team of consultants.

V. Place, duration and implementation details

1) **Provisional Start date: 1st September 2019**

2) **Provisional End date: 10th November 2019**

At least at the end of the assignment, a debriefing meeting will be held with the beneficiary.

3) **Effective duration: 48 days**

Consultant 1 (international) will work 22 days, of which 15.5 days will be based in Kigali, Rwanda, and 6.5 days will be working remotely for assignment preparation, as well as finalizing the strategic plan and writing the assignment report.

Consultant 2 (national or international) will work 13 days, of which 10 days will be based in Kigali, Rwanda, and 3 days will be working remotely for assignment preparation, as well as finalizing the strategic plan and writing the workshop reports.

Consultant 3 (international) will work 13 days, of which 10 days will be based in Kigali, Rwanda, and 3 days will be working remotely for assignment preparation, as well as finalizing the strategic plan.

4) **Planning:**

The indicative assignment calendar is as follows:

| Activities description | Date | Place | Consultant 1 Duration | Consultant 2 Duration | Consultant 3 Duration |
|--|---------------------------|--------|-----------------------|-----------------------|-----------------------|
| Assignment preparation: Literature review of all documents including the national NSPs, HSSP4, NST1 previous reviews, and other relevant documents | September 2019 | Remote | 3 days | 1.5 days | 2 days |
| Customize the evaluation tool based on the literature review and the RNGOF context | September 2019 | Remote | 1 day | | |
| Consultative meetings/key interviews with RNGOF board, keys stakeholders, development partners and sampled organizations | September or October 2019 | Kigali | 3 days | | |
| Strategic plan – Draft 1 production | September or October 2019 | Kigali | 6 days | 4 days | 4 days |
| Workshop planning | September or October 2019 | Kigali | 0.5 day | | |
| Conducting RNGOF Strategic planning workshop | September or October 2019 | Kigali | 4 days | 4 days (note taking) | 4 days |
| Integrating comments and producing a final draft | October 2019 | Remote | 1 day | 1 day | 1 day |
| Presenting the new final draft strategic plan to stakeholders for inputs and comments & finalize the Strategic plan, M & E Plan and the Budget | October or November 2019 | Kigali | 2 days | 2 days | 2 days |
| Writing up workshop reports | October or November 2019 | Remote | 0.5 day | 0.5 day | |
| Writing up assignment report | October or November 2019 | Remote | 1 day | | |
| Total | | | 22 days | 13 days | 13 days |

VI. Expertise and profiles

1) Number of consultants: 3

Expertise France will be sensitive to a gender balance in the constitution of the team of consultants and encourages women to apply.

2) Expert Profiles:

Consultant 1 (international) in strategic planning

A. Qualifications and skills

- Advanced university degree in public health, international development, or a related field
- Specialization in the HIV/AIDS sector
- An ability to write in a clear and concise manner; excellent English writing skills
- Excellent interpersonal/diplomatic skills and ability to establish effective working relationships with people in a multi-cultural environment
- Fluency in English (spoken and written) is compulsory
- Appropriate knowledge and skills in gender issues

B. General professional experience

- A minimum of 10 years' professional experience in the fight against HIV/AIDS, TB and Malaria
- A minimum of 5 years' professional experience in strategic planning in developing countries
- Experience in integrating of the gender approach with specific action

C. Specific professional experience

- Previous experience in strategic planning of a health-related civil society organization or network in a developing country, preferably in the HIV/AIDS, TB and Malaria sector
- Previous experience in organizational capacity assessment of health-related civil society organizations or networks in developing countries, preferably in the HIV/AIDS sector
- Previous experience in designing organizational capacity assessment tools
- Good command of Excel
- Previous work experience in Rwanda is desirable

Consultant 2 (international or national) in Monitoring and Evaluation

A. Qualifications and skills

- Advanced university degree in public health, organizational strengthening, management or a related field
- Specialization in monitoring and evaluation
- An ability to write in a clear and concise manner; excellent English writing skills
- Excellent interpersonal/diplomatic skills and ability to establish effective working relationships with people in a multi-cultural environment
- Fluency in English (spoken and written) is compulsory
- Appropriate knowledge and skills in gender issues

B. General professional experience

- A minimum of 5 years' professional experience in the fight against HIV/AIDS, TB and Malaria in a developing country

- A minimum of 5 years' professional experience in monitoring and evaluation, follow-up of strategic plans and support for developing National Strategic Plans
- Professional experience in monitoring and evaluation in developing countries is desirable

C. Specific professional experience

- Similar experience to the mission of minimum 3 years
- Knowledge of strategic planning

Consultant 3 (international) in Budgeting Strategic Plans

A. Qualifications and skills

- Advanced university degree in Management / Finance / Administration
- Good knowledge of funding for health projects in developing countries
- An ability to write in a clear and concise manner; excellent English writing skills
- Excellent interpersonal/diplomatic skills and ability to establish effective working relationships with people in a multi-cultural environment
- Fluency in English (spoken and written) is compulsory
- Appropriate knowledge and skills in gender issues

B. General professional experience

- Similar experience of budgeting strategic plan, showing the knowledge and experience of the consultant

C. Specific professional experience

- Similar experience to the mission of minimum 3 years
- Good knowledge of local budget realities

VII. Monitoring & Evaluation

| Deliverables | Immediate results | Intermediary results | Sources of verification |
|------------------------------|--|---|-----------------------------|
| A customized evaluation tool | The members are trained to use the tool An assessment is conducted by the experts | RNGOF and its members are able to conduct regular self-assessment throughout the period covered by the strategic plan | The tool |
| RNGOF strategic plan | RNGOF strategic plan 2019 - 2024 is circulated to all RNGOF | RNGOF and its members are able to align their | The Strategic plan document |

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| 2019 - 2024 is drafted, validated and finalized | members and external stakeholders | operations on the strategy | |
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VIII. Mission Report

In addition to the deliverables mentioned above, a final report is due at the end of the mission within 20 days of the return from the mission, and will be coordinated by the Consultant 1.

Language of the report: English

Report terms: report will be sent by email to Expertise France.

IX. Practical Information

Rwanda NGOs Forum on HIV/AIDS and Health Promotion will provide desk space for the consultants, a printer, an internet connection and all the documents necessary for the conduct of their respective missions.

Most logistical arrangements can be supported by RNGOF, including support in booking flights/hotels, scheduling of meetings, etc.

RNGOF will be responsible for all logistical arrangements related to the strategic planning workshop.

The experts will be responsible for the logistical aspects of their mission, unless otherwise specified by Expertise France.

The focal point within the beneficiary for the realization of the mission is: Nooliet KABANYANA, Executive Secretary of RNGOF on HIV/AIDS & HP.