



P.O Box 5777 Kigali| Rwanda
+250 78 873 5873|+25 788 407 292
Email : paxpress.info@gmail.com
www.paxpress.rw

TERM OF REFERENCE (ToR) FOR THE RECRUITMENT A CONSULTANT/S TO DEVELOP A FIVE YEAR STRATEGIC PLAN 2022-2026

I. GENERAL INFORMATION

Work Description: :Development of a Strategic Plan for PAX PRESS (2022-2026)
Post Title :National consultant
Duty Station : Kigali-Rwanda
Duration: :60 Calendar days
Expected Start Date : Immediately after Concluding Contract Agreement

II. INTRODUCTION AND BACKGROUND

PAX PRESS is a network of journalists and media houses legally operating in Rwanda created in 2008 by Rwandan journalists. It was created to impact lives of Rwandans through creation of peaceful dialogue between authorities and citizens as a keystone of strengthening citizen participation, accountability and fight social injustices among Rwandan society.

PAX PRESS was created by a motivation to respond on the insurgence of 1994 genocide committed against Tutsi where media, journalists and media houses were at frontline of spreading negative propaganda, as a result, the image of media was blotted. Therefore, PAX PRESS came with a mission to transforming media into a professional journalism and media houses for enhanced social justice, peaceful cohabitation, citizen participation, conflict sensitive media and creation of space for dialogue.

PAX PRESS in partnership with Fojo Media Institute are implementing the Rwanda Media Programme with funding from SIDA and SDC. The Rwanda Media Programme is supporting a general professionalization of journalism, improving gender representation, and strengthening media management capacity to produce sustainable quality journalism and secure financial viability built on local and regional business models with particular focus on local media markets and potential target groups. In addition, under this programme PAX PRESS is technically and institutionally capacitated as a key Fojo partner in implementing the Rwanda Media Programme and important actor in supporting media development in Rwanda. For the PAX PRESS to demonstrate effective leadership and coordination, a well-constructed and updated Strategic Plan is required. A Strategic Plan will ensure alignment and integration of organization goals, functions, and actions. The purpose of this assignment, therefore, is to evaluate and

develop a well-structured Strategic Plan for the entire organization that fall thereunder, which will facilitate the alignment of efforts, activities and resources to achieve long-term objectives.

It is through strategic planning and execution that Pax Press can reconcile their responsibilities with available resources and set strategic priorities. It will also give an avenue to build important connections within and among stakeholders. Moreover, a sustainable and flexible execution of the strategy will promote the likelihood that organizations will deliver on their promises, improving citizens' confidence and participation.

The overall objective of this consultancy is to develop a five-year Strategic Plan for PAX PRESS for the period 2022-2026. The Strategic Plan should ensure that Pax Press and the partners organizations thereunder, work within their mandate as conferred by PAX Press Constitution, as well as consolidate work towards the same.

The update should then help in focusing on existing interventions and determining new components as well as setting M&E system that provides timely and accurate data that enables PAX PRESS to manage projects for results.

III. PAX PRESS OBJECTIVES:

- To build the capacity of journalists to enhance culture of tolerance, peaceful cohabitation, acceptance of opinions, accountability and social justice through media.
- To stimulate social responsibilities among journalists and media houses to monitor public policy process, programs and fight all forms of injustice in Rwanda;
- To promote freedom of expression, accountability among duty bearers and claim holders through creation of space of dialogue;
- To strengthen citizens participation in public policies and programs formulation, implementation and evaluation processes;

IV. DELIVERABLES OF THE CONSULTANCY

- Review existing Strategic Plan for 2017-2021 to determine areas that require adjustment taking into considerations new perspectives of PAX PRESS in alignment with national and international context.
- Develop an M&E Framework aligned with the new Strategic Plan
- Moderate meetings and other related activities that will lead up to the development of the Strategic Plan
- Develop PAX PRESS Strategic Plan for 2022-2026

V. THE SCOPE OF WORK OF THE CONSULTANT(S) WILL INCLUDE

- Review the existing Strategic Plan 2017-2021 and its implementation process
- Consult members of technical and decisional organs of the organization for input throughout the process.

- Undertake a situation analysis of PAX PRESS, including all PAX PRESS and components.
- Through a consultative process and application of appropriate tools of analysis, identify focus areas and develop strategic objectives and key result areas.
- Review organization capacity and set-up against their mandates and identify strategic objectives and key results areas and make recommendations, if any.
- Ensure integration and alignment between all organs and national coordination unit;
- Propose a strategy for achieving strategic objectives and key results.
- Develop a Result and Resources Framework & Monitoring and Evaluation Framework for the planned period;
- Share drafts on all components of the Strategic Plan with the high-level Working Group for feedback along the development process.
- Finalize and validate the Strategic Plan.

VI. INSTITUTIONAL ARRANGEMENT / REPORTING RELATIONSHIPS

- At key stages of the desk review, the consultant shall inform the PAX Press the key updates on the design and implementation of the review process as may be required.
- PAX Press shall ensure the relevant background information and documents are made available to the consultant.
- PAX Press shall facilitate the coordination of meetings and other activities regarding this consultancy.
- PAX Press shall cover transport, and meetings costs and other related expenses regarding this consultancy

VII. LOGISTICS AND ADMINISTRATIVE SUPPORT TO THE CONSULTANT

PAX PRESS will provide any required facilitation including but not limited to meetings and training arrangements and offer administrative and logistics supports.

VIII. DURATION OF THE WORK

The assignment is expected to be completed within **2 months (60 days)** from the date of signature of the contract tentatively at the beginning of May 2022.

IX. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly, Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and

- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

#	Technical Capacity and Related Qualifications Weight	Weight
1	At least a Bachelor's degree in a relevant field.	5
2	At least ten years of diversified professional experience in the Civil society organizations national and regional level.	15
3	Prior work with civil society organization at a senior level to understand its management	10
4	Prior strategic planning and development work and evidence of undertaking similar assignments and worked with requesting organization with different assignments is an added value	30
5	Ability to work with minimal supervision, a high level of written and oral communications skills in English.	20
6	Financial weight	30
	Total Score Technical Score * 70% + Financial Score * 30%	100

X. REQUIRED QUALIFICATION

Individuals or a firm experienced in designing strategic plans for organizations are encouraged to apply. The selection committee will base the selection on the efficiency of candidates' CV and profile, experience in the work testified by known organization or other relevant enterprise.

XI. REQUIRED EXPERIENCE

- Extensive experience in carrying out strategic plan or related activities for organizations (reference needed)
- Expertise and understanding of Rwanda's civil organizations context and policy framework particularly on Media.
- Strong interpersonal, writing, presentation, and organizational skills.
- Ability to work as a team member and collaborate with others.
- Proficiency in English, French and Kinyarwanda.

XII. TERMS OF PAYMENT

The qualified consultant shall receive an advance of 30% of the total amount immediately after signature of the contract, another 50% will be paid after submission of a draft communication strategy and whereas the final 20% will be paid after submission and approval of the final documents.

XIII. SUBMISSION OF APPLICATIONS

A letter of application motivating with a technical and Financial Offer should be addressed to Niyonagize Fulgence, Project Manager, nyonfulg@gmail.com (0788813274) with a copy to alex.buyinza@lnu.se, albert.baudouinPAXPRESS@gmail.com not later than **15/04/2022 at 4:00 pm.** (Kigali time).

Please note that selected candidate meeting the required qualifications will be contacted.

Done at Kigali, 31st March, 2022

Twizeyimana Albert Baudouin
National Coordinator of PAX PRESS

