



RWANDA ALLIED HEALTH PROFESSIONS COUNCIL

**Terms of References for the Evaluation of the
RAHPC Strategic Plan 2019-2023 and
Development of the New Plan 2024-2028**

1. INTRODUCTION

The Rwanda Allied Health Professions Council (RAHPC) referred to as the Council, is a statutory body established under the RAHPC Law N°46/2012 of 14/01/2013 and is committed to protecting the public and guiding the healthcare professions. The Council is mandated to regulate the allied health professions in the country in aspects pertaining to education, training and registration, professional conduct and ethical behaviour, ensuring continuing Professional Development (CPD), and fostering compliance with healthcare standards.

This carries with it the responsibility of enforcing compliance with the rules, honor and dignity of the medical profession; ensuring compliance with the principles of morality, integrity and dedication essential to the practice of the profession; and ascertaining that all its members comply with the professional requirements, laws and regulations governing the medical profession.

The Council reviews continually its strategic direction guided by a vision and mission that are translated into strategic objectives in the implementation of its legal mandate.

The Council opted to begin with a five-year strategic plan beginning in 2014 and ending in 2018, immediately after its enactment in 2013; after which the review inspired the development of the new plan for the period of 2019-2023. This second plan underwent a mid-term review in 2022 which is ending by December, 2023.

2. SCOPE OF WORK

The scope and focus of the consultancy are to provide technical, strategic and facilitation support to enable the development of a second renewed strategic plan for the Council, under overall supervision of Registrar who is the Chief Executive Officer of the Council.

3. DESCRIPTION OF THE ASSIGNMENT

- After an initial review of council's policies documents, relating to structure, finances, staff, management, history, activities, projects and policies, aimed at identifying the current status of the organization, the consultant will develop an analysis framework and work plan to guide the assessment.
- S/he will conduct a thorough, though focused assessment of the Council's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2024-2028 operational period.
- The assessment will include a review of strategic plan in particular goals and sub objectives, existing strategic plan(s), and related reports.

- Based on the analysis of the Council's internal environment, s/he will provide a needs assessment, a capacity gap analysis and recommendations for the strengthening of the institution.
- The consultant will also: 1) Conduct individual interviews with key stakeholders, and 2) facilitate in-depth focus group/facilitated discussions, to identify the current status, future challenges and individual recommendations.
- The use of participatory processes is expected. Critical reflection by staff, Board members and stakeholders is integral to this strategic planning initiative. As such, the Consultant is expected to provide for active and meaningful engagement of the Council staff members, partners and other stakeholders, including other relevant government representatives.
- It is expected that data will be analysed using a rigorous and transparent analysis framework, summarized and presented back to the Council to aid in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of strategic planning workshop with the Council's Board members and staff.
- All data and the results of the workshop will be consolidated into a draft and finalized strategic document, including analysis and the presentation of metrics using a Theory of Change model and/or a balanced scorecard approach.
- The strategic plan will:
 - Define/clarify mission, vision, values, objectives and strategy
 - Define strategic priorities and action plans
 - Develop more effective communication and collaboration
 - Develop an effective internal evaluation mechanism
 - Propose a financial reporting system

4. ROLES AND RESPONSIBILITIES

The Consultant will be responsible for:

1. Preparation of a work plan and an appropriate Assessment Framework
2. Actively engaging with staff, Board members and other stakeholders through the use of participatory processes
3. Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

5. EXPECTED DELIVERABLES

The consultant will provide the following deliverables:

- An Analysis Framework based on these Terms of Reference

- Facilitation of the workshops
- A strategic plan document including:
 - Executive summary
 - Background
 - Internal and External analysis
 - Strategic priorities
 - Metrics to assess progress made in the attainment of these strategic priorities (using Theory of Change and/or Organizational Balanced Scorecard and/or similar methodology)
 - Strategic plan

6. DURATION OF THE ASSIGNMENT

30 working days starting from 1st week of September 2023

7. REQUIRED QUALIFICATIONS & EXPERIENCE

- Minimum of a Master's degree in Project Planning, Economics, Business Administration, relevant health sciences or any relevant qualifications
- Minimum three (3) years of experience in consultancy with Excellent knowledge and understanding of strategic Planning process
- Excellent written and spoken skills in English
- Excellent research, analytical and communication skills, both oral and written
- The Consultant shall have knowledge of and/or proven expertise in:
 - Participatory approaches in conducting research and facilitating strategic planning processes
 - Familiarity with the Theory of Change approach and building organizational balanced scorecards
 - Strategic planning document preparation

8. APPLICATION PROCESS

- Consultant CV and other supportive Evidence
- Technical proposal, comprising proposed methodology and work plan;
- Financial proposal
- There shall be call for quotations referring to procurements procedures
- The application shall be in a well-sealed envelope and submit to the Procurement Office not later than 18th August 2023.
- The application shall be addressed to:

The Registrar,
Rwanda Allied Health Professions Council (RAHPC)
4 KG 632 ST-Rugando/Kimihurura.

Incomplete applications will be excluded from further consideration.

9. PAYMENT SCHEDULE.

The evaluation consultant will produce the following deliverables:

Deliverable	Content	Timing	Responsibilities	Payment Schedule
Contract signing				
Analysis Framework	Consultant clarifies timing and methods	First week of September		0
Strategic planning workshop	Well defined goals , vision and missions	2 nd Week of September		40%
Draft Strategic plan document	Comments well Written into the documents	3 rd of September		20%
Strategic plan final document	Revised document including: <ul style="list-style-type: none"> • Executive summary • Background • Internal and External analysis • Strategic priorities • Metrics to assess progress made in the attainment of these strategic priorities (using Theory of Change and/or Organizational Balanced Scorecard and/or similar methodology) • Strategic plan 	1 st week of October		40%

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Rtd Major Jean Damascene GASHERBUKA
Registrar/CEO
Rwanda Allied Health Professions Council

