



Rwanda Organization of Trauma Counselors (ARCT-RUHUKA)

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**TERMS OF REFERENCE FOR DEVELOPMENT OF
A FIVE YEARS STRATEGIC PLAN (SP) FOR
ARCT – RUHUKA (2023-2027)**

Kigali, September 2022

I. Background to ARCT-Ruhuka

The Rwandan Organization of professional Trauma Counselors (ARCT Ruhuka) is National Organization formed in 1998 and officially registered as non-governmental organization in 2004, under the ministerial decree no 97/11 of 28th July 2007, and legally registered by Rwanda Governance Board with a Certificate of Compliance on the 12/09/2013.

- 1.2. **Our Vision:** ARCT-Ruhuka envisages a Rwandan society where people are psychosocially healthy
- 1.3. **Mission:** To lead the development and application of innovative approaches and strengthen professional capacity in understanding, preventing and treating psychosocial problems.
- 1.4. **ARCT - Ruhuka Core Values:** Non-discrimination, Confidentiality, Integrity, Professionalism, Commitment, Transparency and accountability.
- 1.5. **Guiding Principles :** Upholding the highest ethical standards in all engagements; Work collaboratively and accountably with strategic actors and partners; Solidarity and collaboration with all in the quest for peace of social wellbeing and Good stewardships and resources entrusted to us.
- 1.6. **Objectives**
 - Increasing the number of professionals in trauma counseling (management and healing) through training of technical counselors and psychosocial community workers.
 - Maintaining professional standards of counselors and psychosocial community workers by offering regular clinical supervision support.
 - Ensure permanent quality counseling services at different community levels
 - To intervene in traumatic crisis situations
 - Conducting researches in order to highlight the influencing factors of psychological trauma and sensitizing people on prevention strategies.
 - Collaborate nationally, regionally and internationally with other institutions dealing with mental health, human development, peace and reconciliation.
 - Capacity building and supporting to other institutions intervening in psychosocial services.

2. Strategic priorities 2018 - 2022

ARCT-Ruhuka has been implementing a Five years strategic plan for 2018 to 2022. This strategic plan builds on the experience of previous strategic plans and evaluation recommendations of the former strategic plans that have led to slight changes in the vision and the mission statement of the organization.



The current Strategic plan interventions has **Five strategic priorities** including : **1. Innovative mental health and psychosocial support services; 2. Peace building and reconciliation; 3. Family conflict prevention and management; 4. Research, Documentation and Advocacy under which ARCT-Ruhuka will strive to influence policies and 5. Organizational development and effectiveness**

3. Programs, Activities and Strategies

ARCT-RUHUKA operates country wide, under four major interdependent and complementary programs; **The training, Counseling, Clinical supervision, Information Education and Communication /Advocacy and Institutional capacity building programs**, where different projects are developed and implemented.

a. The Training Program; It aims at increasing the quantity, quality, capacities and competences of technical interveners in psychosocial field at different community levels. The program has 4 major types of training as follows;

b. Counseling and Clinical Supervision Program; Ensures provision of quality counseling services offered by Counselors and psychosocial community workers at all levels by maintaining their ethical and professional standards through organized regular supervision support.

c. Awareness raising/IEC (Information Education & Communication) Advocacy Program; It's a supporting program that helps the organization in awareness raising

d. Institutional capacity building : It aims at building capacities, ensuring coordination of activities and management of resources;

4. Areas of Operation

The consultant/ firm will be required to visit areas of operation. ARCT-Ruhuka operates country wide, implementing activities under different projects in 30 districts with its Head offices in Gasabo district and 5 field offices in Gicumbi, Musanze, Karongi , Huye , and Kayonza districts.

5. Back ground to the TOR assignment

ARCT-RUHUKA has so far successfully implemented and completed 5th Strategic Plans (SP) that saw it slowly but steadily moving from a young and small to a mature and big organization, from project to Program approach and from centralized to decentralized services.

The current five year Strategic Plan (SP) that is being implemented is from January 2018 will be ending in December 2022. In particular , ARCT-Ruhuka has, been directly intervening in Mental health and psychosocial support, peace building and reconciliation initiatives responding to the government priorities and community needs, and it is anticipated that the new Strategic plan will as well take into consideration other strategic areas such as Humanitarian interventions , Child rights programming and response.



It is in this regard that ARCT-Ruhuka is looking for an experienced consultant (firms / Individual) with expertise and proven record in Strategic Planning to develop a New Five (5) year Strategic Plan for 2023- 2027 , responding to the real MHPSS needs in Rwanda and the region.

The consultant will conduct a thorough but focused assessment o ARCT –Ruhuka's previous SP , strengths and weaknesses, the vision, mission and programs relevancy as well as external opportunities and threats (SWOT Analysis), with a view to identifying appropriate strategic options for the 2023-2027 operational period.

The use of participatory processes is expected. Critical reflection by members and stakeholders is integral to this strategic planning initiative. As such, the Consultant will be expected to provide for active and meaningful engagement of ARCT-Ruhuka members, partners, program participants relevant government representatives and other stakeholders.

5. Consultancy Objectives

The overall objective of this consultancy is to develop a five year Strategic Plan to ensure that ARCT-Ruhuka fulfils its mandate.

The purpose of this assignment is to conduct background assessments and facilitate the development of a renewed 5 years strategic plan for ARCT –Ruhuka (2023 – 2027).

Specific Objectives:

- Assess and analyze ARCT-Ruhuka internal environment and capacity
- Assess and analyze the Organizations' external environment and stakeholders
- From the review of previous SP (2018-2022) , develop a very comprehensive , innovative , clear and realistic strategic plan that will guide ARCT-Ruhuka interventions for the next five years 2023 -2027.

6. Methodology

Based on the contextual analysis at International, Regional and National levels and based on the results from the evaluation of the previous strategic plan, the consultant will facilitate ARCT-Ruhuka in a participatory planning process to elaborate a new 5 year strategic plan which will reflect beneficiaries needs , in line with government policies and development priority plans.

The following elements are recommended to be considered during the SWOT analysis:

- Relevancy of the vision, mission, objectives , values and programs
- Define the intervention areas,
- Objective verifiable indicators,
- Systems, structures and coordination mechanisms that exist.
- Planning, monitoring and evaluation systems
- Resources required (material, financial and human resources required)
- Partern ships and collaboration strategies that exist/needed.
- Implementation plan and budget.

While carrying out this work, the Consultant will;

- Make sure it's a participatory process
- Work closely with ARCT – RUHUKA Board members and Management team, some members, partners and beneficiaries for getting appropriate information that will help in development of a more practical Plan of Action, responsive to the needs.
- **Consultation and analysis of available documents such as:**
 - Organizational Status and Internal Rules and Regulations/procedures
 - Internal rules and regulations for Administration and finance (MAPAF)
 - Strategic plan document 2018-2022,
 - Operational plans and reports
 - Program and project documents
 - Internal Manual Procedures
 - Various reports (eg : annual reports, Projects ,Base lines , Evaluations etc..)
 - Districts Development programs, NST I, Vision 2050, Millennium Development Goals (MDGs)...
 - National and international mental health policy and other relevant policies
 - Any other documents as deemed appropriate for the task

7. Expertise and Experience required

The ideal Consultant will have knowledge of and/or proven expertise and background in:

- Psychosocial, peace building and conflict management, unity and reconciliation , HIV/AIDS , gender and GBV , child rights and protection and other related fields
- Conversant with INGOs and LNGOs operations
- Participatory approaches in conducting assessments and facilitating strategic planning processes
- Familiarity with the Theory of Change and Do No Harm approaches and building organizational capacities
- At least five years professional experience in strategic planning and management
- Prior working experience on CSOs Strategic planning process
- High level written and oral communications skills in English and Kinyarwanda;
- Evidence of having undertaken similar assignments;

8. Deliverables

The Consultant will produce the following documents in English:

- Evaluation report for the strategic plan 2018 -2022
- A well developed Strategic plan for 2023 – 2027 with execution plan,
- A well detailed M&E plan and budget
- Operational plan and log frame
- Over all report of the consultancy
- Presentation of draft report to Stake holders /partners for inputs
- Facilitating final Validation meeting with stake holders
- Produce final SP documents (SP, M&E plan & Budget)
- Hand over a recorded document and photos covered during interviews at different levels

9. Time frame / Duration

The whole assignment process is to be completed strictly within three months from the date of the award of contract.

10. Application process and requirements.

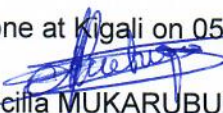
Interested and qualified candidates/firms should submit their applications addressed to the Chairperson which should include the following:

1. At least 4 Letters of completion of similar work
2. Detailed Curriculum Vitae (Individuals or Firms) and those of individuals to be involved in this assignment. **NOTE:** The presented individuals' CVs should be the ones to carry out this assignment.
3. Proposed implementing plan for the assignment
4. Technical with clear methodology and
5. Financial offer

Please quote **"ARCT-Ruhuka Strategic Plan – 2023 - 2027"** on the subject line.

Applications should be sealed in 2 separate envelopes ; one for Technical offer and another for Financial offer , with 3 copies 1 being original to be deposited at ARCT-Ruhuka Head offices in Kibagabaga not later than **20 /09 / 2022 at 10.00 am** our local time . For any further clarifications , please contact us on ; **Email : arctrwanda@gmail.com** or **Tél : (+250) 787104307**

Done at Kigali on 05/09/2022


Ancilla MUKARUBUGA
Chairperson, ARCT- RUHUKA

