



TERMS OF REFERENCE

EVALUATION OF MENTAL HEALTH STRATEGIC PLAN 2020-2024 & DEVELOPMENT OF NEW MENTAL HEALTH STRATEGIC PLAN 2025-2030

1. Background and Purpose

Mental health disorders constitute a significant global public health challenge that affect nearly one billion people worldwide and contribute substantially to disability and mortality. Despite the high prevalence of mental health disorders; particularly anxiety, depression, and other severe mental health conditions; access to affordable and quality mental health care remains limited, especially in low- and middle-income countries (LMICs). Furthermore, the COVID-19 pandemic further intensified mental health needs due to social, economic, and psychological stressors, exacerbating service gaps and highlighting chronic underinvestment, with many countries allocating less than 2% of health budgets to mental health. Persistent stigma, limited human resources, and poor access to psychotropic medications continue to hinder effective care.

Rwanda faces a particularly high burden of mental health conditions, influenced in part by its historical context. The 2018 Rwanda Mental Health Survey revealed that 20.5% of the general population experiences at least one mental disorder, with even higher rates among genocide survivors. Depression, anxiety disorders, and post-traumatic stress disorder (PTSD) are the most prevalent. Despite this burden, only about 5% of individuals living with mental health conditions access formal care, with many seeking help from informal and traditional systems due to stigma, resource barriers, and limited awareness. This reliance on informal care often leads to worsening of symptoms, exposure to ineffective or harmful practices, and missed opportunities for early intervention.

Recognizing the urgent need for accessible and equitable mental health services, Rwanda has made significant progress by decentralizing mental health care, integrating services into primary health care, and strengthening workforce capacity. Key policy frameworks include the Mental Health Policy and the Fourth Health Sector Strategic Plan (HSSP IV), prioritized community-based care,

early intervention, psychosocial support, and mental health workforce development. Building on these commitments, the Rwanda Mental Health Strategic Plan (RMHSP) 2020–2024 was developed to guide coordinated action across five strategic areas, including prevention, service integration, quality improvement, and accountability.

As RMHSP 2020–2024 reaches completion, the Government of Rwanda, through the Rwanda Biomedical Centre (RBC), seeks to evaluate the implementation and achievements of the strategy to inform the development of a new Mental Health Policy. This evaluation will ensure alignment with the ongoing Health Sector Strategic Plan (HSSP V) and the Second National Strategy for Transformation (NST2), reinforcing the country’s commitment to avail equitable, high-quality, and integrated mental health services at all levels of care

2. Justification

The overall objective of this individual consultancy is to support the Ministry of Health in strengthening the national mental health framework by evaluating the implementation and performance of the Rwanda Mental Health Strategic Plan (2020–2024) and developing an updated Mental Health Policy (2025-2030).

Specific Objectives

- Assess the progress, achievements, and gaps in the implementation of the Mental Health Strategic Plan (2020–2024) with the use of a recognized international evaluation framework.
- Examine performance across key strategic areas, including social inclusion and recovery, prevention and early intervention, service access and continuity of care, quality improvement and innovation, and accountability.
- Identify lessons learned, best practices, and priority areas requiring improvement for the next strategic period.
- Engage stakeholders at national and decentralized levels to gather insights and validate findings.
- Develop a revised national Mental Health Plan aligned with the Health Sector Strategic Plan (HSSP V), the National Strategy for Transformation (NST2), and global mental health frameworks.

- Provide strategic recommendations to strengthen coordination, resources, and service delivery across Rwanda's mental health system.

3. Tasks and Deliverables

Tasks

The individual Consultant is expected to carry out the following tasks:

- a) Develop and submit a detailed work plan and timeline for the assignment.
- b) Conduct a desk review of relevant documents and assess the implementation of the Mental Health Strategic Plan (2020–2024), including achievements, challenges, and lessons learned.
- c) Consult with the Ministry of Health and stakeholders to identify gaps, priority areas, and bottlenecks in mental health service delivery.
- d) Use SPECTRUM to set national and district-level mental health targets and update the national mental health implementation plan accordingly.
- e) Facilitate stakeholder workshop and consultative meetings to review and validate proposed targets, interventions, and strategic directions.
- f) Develop a costed implementation plan for 2025-2030, with clear and well-defined activities including human resource, supplies/equipment requirements, necessary financing mechanisms, resource requirements, and clearly defined roles for key actors.
- g) Development of Monitoring and Evaluation framework
- h) Submit the final Mental Health Strategy, implementation plan to the Ministry of Health

Key deliverables:

- a) Desk review report summarizing progress, gaps, and lessons from implementation of the RMHSP 2020–2024.
- b) Stakeholder consultation/bilateral meeting summary highlighting gaps and priority areas.
- c) Updated national and district-level mental health targets generated using SPECTRUM.
- d) Revised and costed mental health implementation plan with resource requirements (human resources, supplies/equipment, financing).
- e) Defined roles and a coordination framework for multi-sectoral stakeholders.
- f) Developed Monitoring and Evaluation Framework

g) Final National Mental Health Strategy (2025-2030) with M&E framework.

4. Duration

All deliverables under this consultancy will be finalized and submitted within a **six-week** implementation timeline, commencing on January 7th, 2026.

Deliverables	Timeline/Due date
A road map with a specific timeline for the implementation of assignments	9 th January, 2026
Desk review report along with zero draft MH- strategic plan that outlines the specific chapters as mentioned above	16 th January, 2026
Workshop report that highlights gaps and priority areas, with updated national and district-level mental health targets	30 th January, 2026
First draft of the MH strategic plan, which incorporates all relevant issues and recommendations that will come out of the workshop	6 th February, 2026
Consultative meeting reports, which capture all relevant points and recommendations to improve the MH strategy	13 th February, 2026
Final Monitoring and Evaluation framework	20 th February, 2026
Final costed National Mental Health strategic plan	20 th February, 2026

5. Eligibility

The selection of a successful Consultant will be based on the following criteria:

- Advanced university degree, Master's or PhD in Medicine, social sciences with public health, or related areas.
- At least 5 years of experience in the development of organizational and programmatic-related strategic plans, particularly in the development of Mental Health strategic planning, preferably in East African countries
- Proven experience in producing National MH Strategic Plans through the consultative process, including donors, UN agencies, government agencies, and civil society organizations demonstrated through relevant deliverables they have authored.
- Experience in Mental Health estimation and costing health interventions with the expected deliverables.
- Analytical and conceptual ability, communication skills

6. Conditions of the consultancy

The consultant's assignment will be considered as fully completed upon the satisfactory acceptance of the final report by the Ministry of Health and the Rwanda Biomedical Center.

Payment will be made in accordance with the terms of the contract and the deliverables.

7. Supervision arrangements

The contract will be executed through RBC /MHD. The Consultant will be ultimately responsible for the MHD/RBC and will work in close consultation with MHD, the Manager of MHD, and other stakeholders who will provide technical advice and endorse the project deliverables.

8. Application Requirements

The application document should contain the following:

- A detailed CV outlining relevant experience, including at least 3 references with their contacts and addresses.
- Motivation letter
- A technical proposal containing detailed methodology, an understanding of ToRs, a clear timeframe detailing how the deliverables will be achieved,
- Evidence of the consultant's experience in a similar assignment: Two Copies of evidence for satisfactory completion of similar assignments
- Financial offer that details the unit and total costs associated with the delivery of the tasks

9. Evaluation Criteria

Technical proposal

- Experience in the development of organizational and programmatic-related strategic plans, particularly in the development of Mental Health strategic planning, preferably in East African countries proven by CV, academic qualification, and previous work certifications, "at least two completion certificates" **(40pts)**

- Experience in Mental Health estimation and costing health interventions with the expected deliverables as proved by CV or completion certificates **(20pts)**
- Understanding the ToR and methodology to be used **(30pts)**
- Minimum of 1 year previous experience working with RBC /Mental Health Division in a technical, advisory, or program implementation capacity **(10pts)**

Financial proposal

The consultant will submit a separate detailed financial bid detailing costs in man-days.

All costs must include all taxes and must be in Rwandan Francs.

From the technical evaluation, the financial proposal of consultants who obtained at least 80% will be evaluated and the weight of the financial proposal will be 20%.

10. Timeline

The assignment should be completed within 6 weeks for the date of signing a contract.

11. Application procedure

Interested consultants should email the application requirements outlined above to rwandaprocurement@clintonhealthaccess.org with “CHAI Rwanda: consultancy for the development of the National Mental Health Strategy” in the subject line. The deadline for applications is **December 12th, 2025 not later than 05:00PM local time**. Only shortlisted candidates will be contacted.

Note:

- **Data Protection and Consent:**
"By submitting a proposal in response to this Request for proposals (RFQ), you hereby consent to the collection and use of your personal and company data by the Clinton Health Access Initiative (CHAI) for the sole purpose of facilitating the tendering process, in accordance with the data protection laws of Rwanda."
- **Conflict of Interest Declaration:**
"By responding to this Request for proposals (RFQ), you confirm that no conflicts of

interest exist between your organization and any CHAI staff involved in the procurement or evaluation process, nor with any members of the leadership team at CHAI's Rwanda country office."