

**Terms of Reference (ToR)**

**Development of a 5-Year Strategic Plan for Humeka Organization**

**Background**

Humeka Organization is a youth-led initiative dedicated to promoting mental health and wellness among young people in Rwanda. Inspired by the word “Humeka” (to breathe), the organization bridges the gap between youth and mental health services through awareness campaigns, school-based programs, data collection, and community advocacy.

Since its inception, Humeka has:

* Partnered with schools and universities.
* Connected psychology students with high school students in need.
* Conducted national mental health campaigns and webinars.
* Advocated for accessible mental health spaces for youth.

**Partnership with Plan International Rwanda (PIR):**

Plan International Rwanda has entered into a strategic partnership with Humeka to support organizational governance, capacity-building, and sustainable growth as an NGO. This collaboration will strengthen Humeka’s foundational systems and operational readiness.

To ensure long-term impact, Humeka seeks to develop a 5-year strategic plan to guide its programming, partnerships, and advocacy.

1. **Objective of the Assignment**

Develop a practical, results-oriented strategic plan that aligns with Humeka’s mission while adapting to Rwanda’s evolving mental health landscape.

1. **Scope of Work**

The consultant will:

# Situational Analysis

* Conduct an internal assessment of Humeka’s current programs, partnerships, and operational capacity.
* Review available documents (e.g., concept notes, reports, partnership agreements) as Humeka is in its early stages and lacks formal policies/manuals.
* Analyze the external environment, including:

− Mental health gaps and opportunities in Rwanda.

− Stakeholder mapping (duty-bearers, enablers, and competing/aligning initiatives).

# Stakeholder Consultations

* Primary Target Group: Youth, including beneficiaries of Humeka’s existing programs.
* Secondary Target Group: Schools, universities, and indirect beneficiaries.

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* Duty-Bearers & Enablers: Government agencies, CSOs/CBOs, religious institutions, community leaders, and mental health professionals.
* Methods: Desk literature reviews, Focus groups, surveys, and interviews to contextualize mental health challenges and priorities.

# Strategic Plan Development

* Define 5-year strategic goals with clear objectives, activities, timelines, and indicators.
* Propose an organizational development roadmap (systems and structures) such as governance, HR, finance, policies...
* Design a Monitoring, Evaluation, Research and Learning (MERL) framework.
* Develop a five-year fundraising strategy

**III. Deliverables**

1. Inception Report indicating (key deliverables, methodology, work plan/ timeline, and budget breakdown).
2. Draft Strategic Plan report (goals, activities, MERL framework) with annex Stakeholder Consultation Report (findings and recommendations).
3. Validation Workshop (presentation to Humeka, PIR, and other relevant stakeholders).
4. Final Strategic Plan (incorporating feedback).
5. **Duration**

1–2 months (from contract signing), including all processes.

1. **Required Qualification and Expertise**

The consultant must demonstrate vast experience in the design, facilitation and development of strategic plans in health domain.

Specifically, the consultant shall:

* Holds at least a master’s degree in public health, strategic planning/management, public administration, and related social sciences from a recognized University
* Demonstrate deep knowledge and understanding of Rwanda Health System
* Relevant work experience in strategic planning and development in public health domain
* Experience in strategic planning for NGOs/youth-led initiatives.
* Expertise in mental health programming, organizational development, and public-private sector capacity-building.
* Demonstrate good knowledge of clinical psychology or youth mental health interventions.
* Demonstrate experience in using participatory approaches in conducting assessment and facilitating strategic planning processes, ensuring diverse and equitable stakeholder engagement and possess strong report-writing skills.

**VI. Submission Requirements**

Interested parties should submit:

* Technical proposal describing understanding of the ToR (methodology, deliverables, timeline).
* Financial proposal detailing costed plans (cost breakdown).
* Proof of past/previous related work/assignments completed (e.g., strategic plans developed, certificates of good completion or list of similar assignment conducted with contact details (name, email/phone) of supervisors/clients.
* CVs of individual consultants
* Administrative documents (RDB &VAT Certificates, RRA/tax and RSSB clearances

**Deadline**: 30th of June 2025

**Submit to:** humekaofficial@gmail.com

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