



TERMS OF REFERENCE

Consultancy for the Development of Rwanda's Health National Adaptation Plan (H-NAP)

1. Organization Overview

The Clinton Health Access Initiative, Inc. (CHAI) is a global health organization committed to strengthening integrated health systems around the world and expanding access to care and treatment for HIV/AIDS, malaria, and other illnesses. Based on the premise that business-oriented strategy can facilitate solutions to global health challenges, CHAI acts as a catalyst to mobilize new resources and optimize the impact of these resources to save lives, via improved organization of commodity markets and more effective local management. CHAI does not operate stand-alone programs, nor does it build parallel health systems. Rather, CHAI works at the invitation and in support of governments. We focus on large-scale impact and have secured lower pricing agreements for treatment options in more than 70 countries. CHAI's teams are working side-by-side with over 30 governments to tackle many of the largest barriers to effective health care. For more information, please visit: <http://www.clintonhealthaccess.org>

2. Assignment Background

Rwanda faces increasing health risks driven by climate change, including heightened malaria transmission, heat stress, flooding impacts on health facilities and supply chains, diarrheal diseases, respiratory illnesses, droughts, heatwaves, and extreme weather events that disrupt the delivery of essential health services. In response, the Ministry of Health has prioritized climate resilience as a core pillar under the Health Sector Strategic Plan V (HSSP V) and Rwanda's broader national climate frameworks.

Between October and December 2025, the Ministry of Health completed the Inception & Foundation phase of the Health National Adaptation Plan (H-NAP) development process. This phase, implemented in collaboration with national and international partners, achieved several critical milestones: development and validation of a comprehensive H-NAP roadmap; completion of Rwanda's first national Climate & Health Vulnerability and Adaptation (V&A) Assessment

covering all 30 districts with over 45 health facility interviews; baseline analyses; literature reviews; and gap analyses.

Building on this foundation, CHAI is now seeking a qualified consultant to support the Ministry of Health in completing the remaining phases of H-NAP development integrating policy priorities, budgeted interventions, and consolidated Programmatic Investment Plan. The H-NAP will serve as Rwanda's strategic, evidence-based, and fully costed roadmap to ensure health resilience is integrated into national climate adaptation efforts, aligned with HSSP V priorities, and positioned to mobilize climate finance from domestic and international sources, including the Green Climate Fund, Adaptation Fund, and bilateral partners.

3. Purpose of the Consultancy

The overall purpose of this consultancy is to serve as the lead technical advisor for the development, costing, validation, and finalization of Rwanda's Health-National Adaptation Plan. Working closely with the Climate and Health Desk at the Ministry of Health and the H-NAP Adaptation Team, the consultant will translate evidence from the V&A assessment into a comprehensive, actionable plan that guides health sector climate adaptation through 2030, identifies and prioritizes policies, programmes and actions to address current and projected health risks, mobilizes resources through development of investment cases, strengthens multi-sectoral coordination, and positions Rwanda as a regional leader in climate-resilient health systems.

4. Specific Objectives

The consultancy will aim to:

1. Lead the technical development, costing, and finalization of Rwanda's Health National Adaptation Plan.
2. Identify and prioritize policies, programmes, and actions to address current and projected climate-health risks not fully covered in the V&A assessment.
3. Develop investment cases for priority H-NAP interventions tailored to climate finance mechanisms and bilateral funding sources.
4. Integrating policy priorities, budgeted interventions, and consolidated Programmatic Investment Plan
5. Design a comprehensive Monitoring, Evaluation, and Learning (MEL) framework for tracking H-NAP implementation and adaptation effectiveness.
6. Coordinate multi-sectoral stakeholder engagement and validation processes, ensuring inclusive participation and consensus-building.

5. Scope of Work / Key Tasks

The consultant will perform the following tasks:

A. Coordination and Stakeholder Engagement

- Serve as the primary technical lead for H-NAP development, coordinating closely with the Climate and Health Desk.

- Coordinate multi-sectoral stakeholders, including government, academia, and Development Partners, to validate adaptation priorities, gather cross-sectoral inputs, and build consensus on the H-NAP framework and implementation approach.
- Organize and support national validation workshops, technical working group meetings, and stakeholder engagement events, ensuring inclusive participation and meaningful input from all relevant actors.
- Ensure alignment of H-NAP with national strategies, including HSSP V, NAP, Green Growth and Climate Resilience Strategy (GGCRS), Nationally Determined Contributions (NDCs), One Health Strategic Plan, and sector-specific adaptation plans.

B. Technical Development and Analysis

- Identify and prioritize policies, programmes, and actions to address current and projected health risks, with specific focus on policy integration, programme development, and strategic action planning to guide climate-health investments.
- Complete priority impact assessment exercises building on V&A findings, climate projections, and gap analyses to identify and validate final adaptation priorities.
- Develop the comprehensive H-NAP structure aligned with WHO's 10 operational components for building climate-resilient health systems.
- Develop climate scenarios and adaptation pathways that account for different climate futures and their implications for health system planning and resource allocation.
- Integrating policy priorities, budgeted interventions, and consolidated Programmatic Investment Plan
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C. Costing, Investment Cases, and Resource Mobilization

- Conduct comprehensive costing of all H-NAP priority interventions using appropriate methodologies, including activity-based costing, ingredients approach, and benchmarking against similar health adaptation investments.
- Develop compelling investment cases for priority H-NAP interventions tailored to different climate finance mechanisms (Green Climate Fund, Adaptation Fund) and bilateral funding sources, demonstrating return on investment, co-benefits, and alignment with funder priorities.
- Develop detailed budget requirements for each priority action and work with the Financing team from the Ministry of Health to align H-NAP costing with national health financing frameworks.
- Develop a resource mobilization roadmap outlining financing pathways for each priority intervention and identifying opportunities to leverage domestic resources and international climate finance mechanisms.

D. Monitoring, Evaluation, and Learning Framework

- Design a comprehensive Monitoring, Evaluation, and Learning (MEL) framework with clear indicators, baselines, targets, and data collection methodologies aligned with national health information systems and international climate reporting requirements.
- Establish reporting mechanisms, review cycles, and learning platforms that enable adaptive management and course correction based on implementation experience and evolving climate risks.
- Work with the Ministry of Health to integrate H-NAP indicators into national health reporting systems, ensuring routine data availability, and enabling regular tracking of adaptation effectiveness.

E. Implementation Support and Capacity Strengthening

- Support the Ministry of Health in planning for early implementation of priority H-NAP interventions, including development of detailed operational plans, procurement strategies, and partnership arrangements.
- Provide technical support for initial resource mobilization efforts, including preparation of concept notes and funding proposals aligned with H-NAP priorities for submission to climate finance mechanisms.
- Work with Ministry of Health counterparts to develop sustainability and institutionalization strategies that ensure H-NAP implementation is embedded within routine health system operations and planning processes.
- Contribute to capacity strengthening of Climate and Health Desk staff and wider Ministry of Health teams on climate adaptation planning, financing, implementation, and monitoring.

F. Documentation and Reporting

- Monitor implementation of H-NAP development workplan activities and milestones, tracking progress toward deliverables and identifying any implementation challenges or delays.
- Document lessons learned, best practices, and innovative approaches from Rwanda's H-NAP development process that can inform climate-health planning in other countries.

6. Expected Deliverables

- Inception report outlining detailed work plan, methodology, and timeline for H-NAP development process
- Final validated list of climate-health adaptation priorities with supporting prioritization analysis and rationale, including policies, programmes, and actions to address current and projected health risks
- H-NAP structure framework document aligned with WHO's 10 operational components for climate-resilient health systems
- Multi-sectoral consultation workshop reports documenting stakeholder inputs and validation of adaptation priorities

- Comprehensive costed H-NAP action plan with detailed budgets, timelines, and resource requirements integrating policy priorities, budgeted interventions, and consolidated Programmatic Investment Plan
- Investment cases tailored to different climate finance mechanisms (Green Climate Fund, Adaptation Fund) and bilateral funding sources
- Resource mobilization roadmap mapping financing pathways for each priority intervention
- Complete Monitoring, Evaluation, and Learning (MEL) framework with indicators, baselines, targets, and data collection tools
- First full draft of H-NAP document integrating all components (evidence, priorities, costing, investment cases, MEL, governance)
- Final endorsed and publication-ready H-NAP document meeting international standards
- Centralized knowledge repository with all H-NAP development documents organized and accessible
- Consultancy final report documenting the H-NAP development process, lessons learned, and recommendations

The consultancy is expected to be completed within 6 months, starting immediately upon contract signing, with final deliverables submitted upon completion of the assignment. .

7. Reporting and Supervision

The consultant will work under the overall supervision of **CHAI** and the **Climate and Health Desk at the Ministry of Health**, in close collaboration with relevant technical working groups.

Regular progress updates will be shared with the Ministry of Health leadership and relevant national coordination platforms.

8. Required Qualifications and Experience

Required Qualifications:

- Advanced degree (Master's or PhD) in Environmental Economics, Environmental Health, Climate Science, Health Policy, Economics, Public Health, or a related field.
- Minimum of 7-10 years of progressively responsible experience in climate change and health, public health policy, health systems strengthening, or climate adaptation planning.
- Demonstrated experience developing National Adaptation Plans (NAPs), Health National Adaptation Plans (H-NAPs), sector adaptation strategies, or similar national-level strategic planning documents.
- Strong expertise in climate vulnerability and adaptation assessments, health impact assessments, climate risk analysis, and evidence-based priority-setting methodologies.

- Proven experience in costing health interventions using standard methodologies and developing compelling investment cases for climate finance mechanisms, including Green Climate Fund, Adaptation Fund, and bilateral climate finance.
- Experience designing monitoring, evaluation, and learning (MEL) frameworks for climate adaptation programs with clear indicators, baselines, targets, and alignment with national and international reporting requirements.
- Demonstrated ability to facilitate multi-stakeholder consultations, build consensus across diverse actors, and navigate complex governance and coordination landscapes.
- Excellent writing, facilitation, and analytical skills with superior documentation and reporting abilities.
- Proficiency in English is required; knowledge of French and Kinyarwanda is an added advantage.

Preferred Qualifications:

For the lead consultant

- Experience working in sub-Saharan Africa, with a preference for experience in Rwanda or the East African region.
- Deep familiarity with WHO's operational framework for building climate-resilient health systems.
- Knowledge of Rwanda's health sector policies and strategies, including HSSP V, health financing mechanisms, and digital health systems.
- Understanding of Rwanda's climate and environment policy landscape, including NAP, GGCRS, NDCs, and sectoral coordination mechanisms.
- Background in health economics, financial modeling, or climate finance mechanisms.
- Experience supporting national technical working groups, intergovernmental coordination platforms, or emergency preparedness systems.

9. Application Requirements

The application document should contain the following:

- A detailed CV(s)/ profile outlining relevant experience, including at least 3 references with their contacts and addresses.
- Cover letter demonstrating understanding of the assignment and relevant experience (maximum 2 pages).
- A technical proposal containing detailed methodology, an understanding of ToRs, with a clear timeframe detailing how the deliverables will be achieved.
- A detailed financial bid detailing costs in man-days. All costs must include all taxes and must be in Rwandan Francs.

- Sample of previous work, preferably a National Adaptation Plan, Health National Adaptation Plan, or similar national-level strategic climate or health document that you authored or led.

Interested local consultants should include in their technical proposals the following administrative documents (if applicable): Rwanda Development Board (RDB) registration certificate listing all the company's shareholders, valid Rwanda Revenue Authority (RRA) and Rwanda Social Security Board (RSSB) clearance certificates, proof of the latest tax declaration and proof of using Electronic Billing Machine (or EBM System).

10. 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.

11. Evaluation Criteria

Technical proposal

- Experience of the consultant with similar assignments proven by CV(s)/profile, academic qualification, and previous work certifications, "at least three completion certificates."
- A technical proposal containing detailed methodology, an understanding of ToRs, with a clear timeframe detailing how the deliverables will be achieved.
- Sample of previous work, preferably a National Adaptation Plan, Health National Adaptation Plan, or similar national-level strategic climate or health document that you authored or led.

Financial proposal

Based on the technical evaluation, the financial proposals of consultants who obtained at least 80% will be evaluated. The score for the financial proposal will be 20%.

12. Timeline

The assignment should be completed within six months, with final deliverables submitted upon completion of the assignment.

13. Application procedure

Interested consultants should email their proposals as outlined above to rwandaprocurement@clintonhealthaccess.org with "CHAI Rwanda: Rwanda's Health National Adaptation Plan (H-NAP)" in the subject line. The deadline for proposals submission is **March 01st, 2026, not later than 05:00 PM local time**. Only the shortlisted consultants will be contacted.

Note:

• ***Data Protection and Consent:***

"By submitting a proposal in response to this Request for Proposals (RFP), 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 (RFP), you confirm that no conflict of interest exists between you/your organization and any CHAI staff involved in the procurement or evaluation process, nor with any members of the leadership team at CHAI Rwanda country office."