

**Rwanda Investigation Bureau**



**TERMS OF REFERENCE FOR THE DEVELOPMENT OF STRATEGIC PLAN FOR ISANGE  
ONE STOP CENTER 2020 -2025**

**Date: September 2019**

## **Consultancy To Develop Isange One Stop Center (Iosc) Strategic Plan (2020-2025)**

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### **1. BACKGROUND**

The Government of Rwanda has been and remains committed to fighting against Gender based violence (GBV) and child abuse (CA) as evident through the different mechanisms in place. Supported by political will at the highest level, Rwanda established strong mechanism such as gender sensitive legal and institutional frameworks that prevent and eradicate Gender Based Violence. Other mechanisms include but not limited to enactment of gender sensitive laws, establishment of gender machinery and gender units in different institutions as well as the establishment of the Isange One Stop centers in 44 hospitals in all the 30 districts across the country.

The Isange One Stop Center (IOSC) model was first established in 2009 at Kacyiru hospital as a home-grown solution to complement other existing efforts to prevent and respond to GBV and child abuse. The model brought together different stake holders both government and international in order to effectively prevent and respond to gender-based violence and child abuse in Rwanda in a holistic approach. It provides timely, free and 24/7 basis comprehensive services to victims of GBV and child abuse. Services offered include but not limited to medical treatment, medical legal support, investigations, psychosocial and safe shelter among other services. The support enables victims to go through the justice process and facilitates the integration process back to their communities. The centers are located within all the district hospitals across the country and currently 44 IOSCs are operational.

### **2. RATIONALE**

The IOSC has been operational since 2009 and has registered success stories especially in services delivery to its clients. The extension of the IOSCs from one to 44 across the country is also a registered milestone since it has the services are now accessible to more people while closer to them. However, there has not been a consistent work plan but work plans have been developed based on the specific needs. For this reason, Rwanda Investigation Bureau in partnership with UNWOMEN seeks to hire a consultant to develop a strategic plan for the IOSC for the next five years. Appreciating the registered milestones registered by IOSC since its inception, the consultant will identify challenges or obstacles for IOSC effective service delivery, propose recommendations and based on that develop a strategic plan (2020 - 2025) for IOSC.

### **3. PURPOSE**

The purpose of this consultancy is to develop the IOSC five years strategic plan that will guide IOSC operations in order to increase effectiveness of the IOSC service delivery while basing on the existing and new initiatives in the prevention and response to GBV and child abuse through the compressive approach. The strategic roadmap will also guide exploration of possible advocacy to support the comprehensive approach.

### **4. DESCRIPTION OF THE ASSIGNMENT**

i. After an initial review of policy documents, history, relating structure, management, finances, staff, activities and projects aimed at identifying the current status of the IOSC Programme, the

consultants (team of consultants or firm) will develop an analysis framework and work plan to guide the Strategic Plan development process.

ii. The consultants shall conduct a thorough assessment of IOCS strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2020- 2025 operational period.

iii. Based on the analysis of IOCS internal environment, they will provide a needs assessment and propose capacity building solutions for strengthening the institutional capacity.

iv. The consultants will also conduct individual interviews with key stakeholders for an in-depth understanding of the current status, challenges and proposed solutions that are necessary for the formulation of strategic interventions and planned results.

v. The consultants are expected to use a participatory process for critical reflection by staff, management, other relevant government representatives and stakeholders as integral to this strategic planning process.

vi. Data summary and analysis will be presented to the reference group/technical committee to support in the prioritization of strategic directions. As such, a key aspect of the consultancy is the preparation for and facilitation of strategic planning workshops/meetings with the reference group/technical committee and the IOCS management and staff.

vii. All data and the results of the workshop will be consolidated into a draft and final strategic document that will be approved by IOCS management and key stakeholders.

viii. 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
- Develop an effective coordination mechanism
- Propose a financial projections and reporting mechanisms

## **5. OVERALL OBJECTIVE**

The overall objective of this consultancy is to develop a five year (2020 - 2025) strategic plan for IOCS and subsequently an operational plan for the first year (2020- 2021).

## **6. SPECIFIC OBJECTIVES**

i. To identify strength, weakness, opportunities and threats by undertaking a SWOT analysis based on how the IOCS model has operated since its inception.

- ii. To produce stakeholders map that represents all relevant stakeholders and their roles
- iii. To perform an in-depth assessment of the service satisfaction of the beneficiaries and identify a best possible strategy based on the assessment
- iv. To draw lessons from the IOSC interventions and generate recommendations to strengthen on- going and future interventions for victims of GBV and child abuse.
- v. Formulate strategic objectives for interventions
- vi. To formulate the strategic plan (2020- 2025)
- viii. Based on the developed strategic plan, formulate a detailed operational plan for the first year (2020- 2021)

## **7. METHODOLOGY**

- The process will adopt a mixed method with consultative and participative approach. It will include field visits, meeting with communities direct or indirect beneficiaries in five district one selected from each province and the City of Kigali.
- For qualitative information, the consultant will use focus group discussions, key informants' interviews and conduct discussions with service providers, beneficiaries to obtain needed information. Key informants should represent all groups of service providers including men and women as well as beneficiaries; men, women, girls and the boys including people living with disabilities. The consultant shall also conduct strategic meetings with relevant government institutions and stakeholders including development partners.

## **8. RESPONSIBILITIES**

The consultants shall be responsible for:

- Preparation of a work plan and an appropriate assessment framework
- Conduct introductory meetings with key stakeholders
- Actively engaging with staff, management and other stakeholders through the use of participatory processes
- Develop tools, questionnaires and methodology in participatory manners
- Conduct field visits, interviews ...
- Hold 2 validation workshops for the document finalisation
- Incorporate the comments from the validation workshop for a final copy
- Produce final draft copy of the strategic plan
- Summarise the strategic plan
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

## **9. EXPECTED DELIVERABLES**

- An inception report detailing the approach, assessment tools and key milestones with clear schedule based on these Terms of Reference

- Preliminary findings of the assessment and workshops in form of objectives and strategic interventions;
- A strategic plan document indicating;
  - Executive summary
  - Background
  - Internal and External analysis
  - Strategic priorities
  - Metrics to assess progress made in the attainment of these strategic priorities
  - Strategic plan draft document
  - Strategic plan final document integrating inputs and comments from stakeholders
  - A one-year operational plan based on the developed five-year strategic plan

## **10. DURATION AND REPORTING ARRANGEMENTS OF THE CONSULTANCY**

This assignment is scheduled to be completed within a period not longer than 8 weeks (2 months maximum) from the contract signature date. The Consultant(s) will be technically supervised by the Director General of Criminal Investigations-Rwanda Investigations Bureau and UN Women with who they will be required to collaborate closely. The final document will be submitted to RIB and UN Women as per agreement in accordance with the signed contract. The consultants will work closely and regularly with RIB and the technical committee to perform the assignment. The draft and final documents will be shared and validated by key stakeholders.

## **11. TEAM COMPOSITION AND COMPETENCIES**

This assignment requires a multidisciplinary team of consultants/firm with strong knowledge and skills in gender, gender-based violence, policy analysis and formulation, strategic planning, data analysis and reporting. The consultants should also demonstrate the ability to work with multi-disciplinary teams and able to meet deadlines with minimum supervision.

The team of Consultants may apply as a Consultancy firm fulfilling the required competencies or a team of individual consultants associated for this specific assignment.

## **12. REQUIRED QUALIFICATIONS & EXPERIENCE**

The Consulting firm or the consultant(s) should have:

- The Consulting firm should have at least 7 years overall experience in consultancy and research and 5 years specific experiences in gender mainstreaming areas, GBV, strategic planning, quantitative research, data analysis and reporting;
- The team leader should have at least a Master's degree in Gender Studies, Economic Planning, Policy and Strategic Development and other related areas.
- The Team leader should have at least 7 years of proven experience in handling information on GBV and child abuse with at least four relevant publications on Gender, GBV and child abuse, or any other gender related issues;

- Previous experience with the justice system, especially investigation services as well as familiarity with the GBV prevention and response mechanism, supported with appropriate evidences is highly recommended;
- Consultants should demonstrate the ability to work with a range of gender stakeholders, including high level policy makers, government officials, development partners and civil society organizations;
- Demonstrate strong interpersonal, communication skills, and ability to address difficult topics with vulnerable populations and especially conducting qualitative research with Victims of GBV and child abuse.
- All the consultants should have experience in conducting strategic analysis, excellent writing and analytical skills and demonstrated knowledge of international and national gender commitments and instruments, policy and legal frameworks such as the Convention on Elimination of all forms of Discrimination against Women (CEDAW), and Beijing Platform for Action, SDGs, National Strategy for Transformation (NST) among others.
- In depth knowledge of substantive social, economic issues and development issues in Rwanda and/or Africa;
- Knowledge of and/or proven expertise in Participatory approaches in conducting research and facilitating strategic planning processes;
- Proven skills in analysing policy process, political dialogues and understanding institutional dynamics and developing the sound recommendations based on the evidence;
- Knowledge of the Rwandan development context and work experience in other developing countries would be an asset.
- Availability, motivation, patience and commitments to be engaged with intensive analytical process and dialogues in producing a high-quality strategic document;
- Excellent writing skills, preferably demonstrated by similar assignments;
- Good computer skills and good command of qualitative and quantitative analysis software
- Fluency and excellent writing skills in English required. Working knowledge of French and command of Kinyarwanda would be an advantage;

### 13. APPLICATION PROCESS

- Consultants CV and other supportive documents,
- Technical proposal, comprising proposed methodology and work plan;
- Interested candidates are required to submit their application to [rwanda.offers@unwomen.org](mailto:rwanda.offers@unwomen.org) **not later than 23<sup>rd</sup> September at 05:00 PM.**
- The application shall be addressed to UN Women Representative
- Incomplete applications will be excluded from further consideration.
- Only pre-selected candidates will be notified.