

Section II: Schedule of Requirements

eSourcing reference: RFQ/2024/54464

Terms of Reference for Consultancy Services for Strategic and Tactical Transformation for Impact

BACKGROUND

Consultancy Background:

The RBM Partnership to End Malaria, hosted by UNOPS, is the world's largest platform for coordinated malaria elimination efforts. With over 500 partners—including malaria-endemic countries, development agencies, private sector entities, NGOs, foundations, and research institutions—the Partnership advances its mission through Country & Regional Support, Advocacy & Resource Mobilization, Strategic Communication committees, and technical working groups focused on vector control, malaria in pregnancy, case management, surveillance, and evaluation. For more information, visit the RBM website: <https://endmalaria.org/>.

Despite significant progress, malaria remains a major public health threat, with 229 million cases and 409,000 deaths recorded in 2019. This burden is largely concentrated in 11 sub-Saharan African countries, accounting for 70% of the global incidence. However, an increasing number of countries are approaching elimination. New challenges such as drug resistance, climate change, and emerging mosquito vectors continue to pose risks to malaria control efforts.

The RBM Partnership's 2021-2025 Strategic Plan and Strategic Implementation Plan (SIP) outline a comprehensive approach to malaria elimination. Recently, the RBM Partnership developed the five-year Big Push Plan to guide a collective approach to achieving this goal. As custodian of the Big Push Plan, the RBM Partnership is now realigning its strategic and tactical objectives for 2025 and beyond to drive impactful results across all levels. To ensure sustained and measurable outcomes, the RBM Secretariat is undergoing a transformation aimed at refining its roles, processes, and structures.

To support this mission, the RBM Secretariat seeks expert consultancy services to develop a suite of essential strategic documents and practical tools. This includes a robust impact framework to track long-term outcomes and establish clear accountability mechanisms across local, national, regional, and global levels. These documents and tools will enhance the RBM Partnership's capacity to fulfill its custodial role and provide the Secretariat with the resources needed to adapt, innovate, and align at every level toward the Big Push initiative and the ultimate goal of a malaria-free world.

OBJECTIVE AND SCOPE OF WORK

Objective:

To enable the strategic and tactical shifts necessary for impactful malaria elimination, this consultancy will deliver foundational strategic documents and operational tools. These outputs will support the RBM

Secretariat's transformation by aligning activities with the Big Push Plan, enhancing performance measurement, and refining the business model to allow for effective resource allocation and measurable progress.

Scope of Work:**1. Strategic Document Development:**

Develop a comprehensive set of strategic documents that outline long-term objectives and an impact framework aligned with the Big Push initiative. These documents will support the RBM Secretariat's evolving role by creating structured approaches for tracking progress and establishing accountability mechanisms that ensure effective coordination across local, national, regional, and global levels.

1. Transformation-Focused Operational Recommendations for Multi-Level Engagement:

Develop a suite of practical tools and actionable recommendations to support the RBM Secretariat's tactical shift and ongoing transformation. This includes refining the business model to embed a clear value proposition and realigned resources, as well as establishing a KPI framework for monitoring impact at every level. The tools should bolster the Secretariat's ability to adapt strategically and tactically, responding to the evolving needs of the malaria elimination landscape.

Expected Deliverables:**1. Impact Framework:**

Develop a comprehensive impact framework with measurable indicators to track both short- and long-term outcomes, aligned with the RBM Strategic Plan and Big Push objectives. This framework will strengthen the RBM Partnership's accountability, ensuring that each intervention directly contributes to the 2025 vision and beyond with a clear pathway for change.

2. Strategic Approach for Multi-Level Engagement and Coordination:

Create a cohesive strategy defining the RBM Secretariat's role in aligning and supporting malaria elimination efforts across local, national, regional, and global levels. This approach will include a clear accountability framework and collaboration model, ensuring effective resource mobilization, technical support, and alignment with international health agendas while promoting coordinated responses across levels to achieve collective impact.

Transformation-Driven Operational Tools and Tactical Recommendations:**3. RBM Secretariat Business Model:**

Propose a business model tailored to the RBM Secretariat's evolving role, embedding a clear value proposition and defining necessary resources, partnerships, activities, and funding structures to maximize impact as custodian of the Big Push Plan.

4. Enhanced 2025 work plan and KPIs for Impact:

Update and enhance the Secretariat's KPI framework to effectively monitor program performance, resource utilization, and alignment with strategic and tactical objectives of the work plan. This will allow the Secretariat to be responsive to the shifting malaria landscape and support ongoing transformation efforts for greater operational adaptability.

These strategic documents and operational tools will empower the RBM Secretariat to make the necessary strategic and tactical transformations to enhance accountability, performance measurement, and collective impact, supporting a sustainable pathway toward a malaria-free world.

Timelines & Deliverables:

The consultancy will be conducted over a period of **8 weeks**, with deliverables submitted according to the following timeline:

Deliverable	Deadline
Impact Framework	4 weeks
Strategic Approach for Multi-Level Engagement and Coordination	8 weeks
RBM Secretariat Business Model	6 weeks
Enhanced KPI Framework	6 weeks

SCHEDULE OF PAYMENTS

The payment will be made as a lump sum following completion and submission of all deliverables in substance satisfactory to the RBM Partnership to End Malaria.

The offeror must include any miscellaneous costs excluding the travel component. Any requirement to conduct travel will be covered by the RBM Partnership to end malaria as per its travel policies and may not be included in the financial offer for the consultancy.

Technical specifications for services – Comparative Data Table

No	UNOPS Requirements
Section 1: Qualifications of the bidder	
1.1	The offeror should have been in consultancy business for at least ten (10) years of experience in strategic planning and change management and impact evaluation, with a proven track record in developing and implementing strategic frameworks and impact evaluation methodologies of which at least seven (07) years of supplying similar services such as (experience in areas such as global health, climate change, international development) as specified in the Schedule of requirements.
1.2	Minimum seven (07) Years of Proven track record in developing business models and KPIs, with a demonstrated ability to design and implement performance measurement systems.
1.3	The offeror to have at least one large scale public health project successfully delivered with financial cost of equals or higher than USD 250,000.
1.4	The offeror should demonstrate specialized knowledge and experience in public health related engagements, with a proven track record of developing and implementing strategic frameworks and impact evaluation methodologies supported by at least two past project reports.
1.5	The company/organization is committed Equality opportunity, Diversity and inclusion

Section 2: Technical approach and capacity of the submitting bidder	
2.1	The offeror to submit detailed quality assurance and risk mitigation plan in line with the approach for the consultancy and expected key deliverables.
2.2	The proposal demonstrates the offeror's understanding of the requirements: Important aspects of the task have been addressed in sufficient detail. The different components of the project are adequately weighted relative to one another and the overall implementation plan proposed is logical and realistic and demonstrates the value-added of the offeror. (I)Clear methodology for each key deliverable demonstrating logical approach

2.3	The offeror to submit narrative for understanding related to the spirit of the consultancy with respect to each deliverable
2.4	The Offeror to describe/demonstrate value added service through formal instruments/documents in addition to the key deliverables expected of the outcome
2.5	The offeror to submit the overall methodology with clear, realistic and logical timelines linked to each deliverable to be produced as the outcome of the consultancy
2.6	Key Personnel Proposed: The proposal demonstrates the quality and appropriateness of the proposed team structure including: clear organogram and reporting lines, governance arrangements, appropriate mix of expertise in the consultancy of complex interventions. The team has demonstrated skills in drafting reports for an executive audience substantiated by the individual profiles.

Section 3: Qualifications of Proposed Personnel - Proven experience and qualifications of the proposed team to undertake the assignment.

The supplier is required to constitute a team based on at least six professionals meeting the following criteria.

Name of the Role	Minimum Qualification Requirement
Expert Advisor (Group Lead)	<ul style="list-style-type: none">• Degree in Public Health• At least 7 years of experience in projects related to public health
Lead Consultant/ Team Lead	<ul style="list-style-type: none">• At least 7 years' experience in leading public health projects/consultancies
Associate Consultant(s)	<ul style="list-style-type: none">• At least 5 years' experience in assisting/facilitating the public health projects/consultancies