

TERMS OF REFERENCE
Developing Business and Marketing Plan for
The Center of Excellence on Programmatic Management of MDR TB in Kigali, Rwanda

INTRODUCTION**KNCV Tuberculosis Foundation**

KNCV Tuberculosis Foundation (KNCV) is an international non-profit organization dedicated to the fight against tuberculosis (TB), still the second most deadly infectious disease in the world.

KNCV is an international center of expertise for TB control that promotes effective, efficient, innovative and sustainable TB control strategies in a national and international context. We are an organization of passionate TB professionals, including doctors, researchers, training experts, nurses and epidemiologists. We aim to stop the spread of the worldwide epidemic of TB and to prevent the further spread of drug-resistant TB (DR-TB).

Over the past century we have built up a wealth of knowledge and expertise, initially by successfully controlling TB in the Netherlands. Since the 1970s, we have also shared our knowledge and expertise with the rest of the world. We operate from a central office in The Hague in the Netherlands, a regional office in Central Asia and country offices worldwide. KNCV raises funds from private, institutional, corporate, and government donors

Challenge TB Project

KNCV is the lead partner in Challenge TB (CTB), the new USAID-funded 5-year global program to decrease TB mortality and morbidity in high burdened countries. KNCV leads an international consortium with eight partner organizations: American Thoracic Society (ATS), Family Health International (FHI 360), Interactive Research & Development (IRD), Japanese Anti Tuberculosis Foundation (JATA), Management Sciences for Health (MSH), Program for Appropriate Technology in Health (PATH), The International Union Against Tuberculosis and Lung Disease (The UNION), and the World Health Organization (WHO).

The overarching strategic objectives of CTB are to improve access to quality patient centered care for TB, TB/HIV, and DR-TB services; to prevent transmission and disease progression; and to strengthen TB platforms.

The CTB Project follows on from other previous projects: TB CTA (2000-2005), TB CAP (2005-2010) and TB CARE I (2010-2015).

Center of excellence on Programmatic Management of MDR TB in Kigali, Rwanda (COE on PMDT)

The USAID East Africa Bureau supported the establishment of the COE on PMDT in 2010. The COE on PMDT activities are implemented by three institutions originally under different administrative structures, but since 2012 brought under one management structure of the Rwanda Biomedical Centre (RBC) of the Ministry of Health (MOH). The three institutions have a working Memorandum of Understanding (MOU) with described functions, roles and responsibilities signed by the heads of the three institutions:

1. The Institute of HIV/AIDS Disease Prevention and Control (IHDP-C)-RBC/Rwanda.
2. The School of Public Health (SPH) of Rwanda University, College of Medicine and health Sciences (RUMHS)-RBC
3. National Reference Laboratory (NRL) of IHDP-C-RBC/Rwanda.

COE on PMDT was established to provide examples of best practice within the E. Africa Region, including the overlapping HIV and TB epidemics, particularly in terms of establishing standardized diagnostic practices, treatment protocols and infection control policies. COE on PMDT has received extensive support from The USAID East Africa Bureau to develop and implement capacity building activities in PMDT (six courses), Laboratory strengthening (four courses), TB Infection Control (four courses), TB/HIV co-infection (two courses) and Childhood TB (one course). In total 328 international participants from 19 countries have participated in COE on PMDT capacity building activities, which have included teams of policymakers from Ethiopia, Burundi, Kenya and Uganda NTPs visiting Rwanda National TB program (NTP) on study tours on PMDT implementation.

OBJECTIVES

The objective for developing the Business Plan for the COE on PMDT is to provide guidance on the operations of the system/structure. Specifically the Business Plan will:

- Define the COE's on PMDT capacity in terms of capacity building activities and other technical assistance (TA)
- Define the organizational management structure and skill sets available and identify any skill gaps

- Define the running cost of the COE on PMDT, broken down to the cost per services provided, including services like trainings and TA
- Define the comparative advantage of the COE on PMDT to attract customers from countries in the East Africa Region
- Define the market and the potential customers
- Describe the business model, including the marketing strategy
- Work out the appropriate costing, including a portion for core funding, for each services provided
- Project a realistic income from marketing the services over the next five years
- Project the time to reach the break-even status from the present funding and donor support (funds) required till then
- Provide organizational management structural modification and new skill set (if required) to meet the requirements of the business plan
- Define the status of the COE (autonomous, semi-government, government, private etc.)

SCOPE OF WORK

Based on the objectives the consultant(s) will be required to provide an analysis of the present scenario and develop a detailed business, costing and marketing plan that is expected to provide overall direction to the COE's on PMDT operations making it sustainable, efficient and growth oriented in the long run. The plan should be time bound and show clear achievable targets within defined timelines. The Business Plan to have the following sections at the minimum:

1. Executive summary
2. Analysis of the services offered
3. Analysis of the organizational status, skill sets, running cost (broken to each services) and gaps thereof
4. Analysis of the market and potential customers
5. Comparative advantage
6. Business Model and description of operation/s for each services
7. Costing for each services
8. Marketing strategy
9. Modified organizational management structure & new skill sets
10. Projection of business returns over 5 years
11. Financial/funding needs till break-even status

The plan should also have a section on general guidance and preparation of an annual budget, 5-year projections of the following statements:

1. Projected income statement
2. Projected cash flow statement
3. Projected balance sheet.

A risk assessment, financial ratios and key performance indicators such as break-even, turn-around time, profitability ratios, payback period, rate of return on investment, liquidity ratios and stock turnover in order to have a better understanding of the financial and operational performance. A realistic sale forecast including prices, sale volume, timing, etc.

DELIVERABLES

The expected end product of this assignment will be a (1) complete Business and Marketing Plan clearly detailing tasks and responsibilities of each actor within the systems; (2) a financial and operational plan; (3) and a plan for measuring performance and impact of the system.

TIME FRAME

The above deliverable must be completed within 60 working days from the start date, with the following time-line (based on one consultant):

- (1) Preparatory activities: – 5 days
 - Review all relevant project documents and materials
 - Consultation with COE on PMDT, KNCV, WHO AFRO, NTP and other stakeholders
- (2) Situation analysis: - 20 days (including two travel days)

- Site visits and interviews with key informants and/or focus groups (including KNCV, WHO AFRO)
- Tele-conferencing with regional country's NTP managers, representatives of MOHs', KNCV and other agencies
- Data analysis
In-country (Rwanda) de-briefing
During the field work, the consultant will be joined for at least a week by a CoE staff.
Outcome: situation Analysis report
- (3) Writing the plan – 25 days (*the plan should be written section-wise and each shared for comments and modification*)
 - Writing and editing report
 - Incorporating comments and modification from partners
 - Finalizing business and marketing plan
 - Presentation to the COE on PMDT audience
- (4) Final compilation and presentation – 10 days
 - Presentation of the first draft, in a workshop mode, to the audience of COE on PMDT and other relevant stakeholders
 - Recording of feedback and making the needed changes
 - Presentation of the final draft to COE on PMDT partners meeting
 - Final Business and Marketing plan submitted to COE on PMDT and KNCV

REQUIREMENTS

Experience in

- Working with regional or national medical/scientific institutions
- Analyzing sets of services provided by educational institutions/health establishments
- Analyzing market preferably of health services/health products
- Providing costs analysis, projection of income and returns
- Analyzing skill sets and organizational structures required of different groups of functionaries in a multi-dimensional set-up preferably in medical/health/educational set-up
- Analyzing national and regional strategies, policies and priorities for health sector in Rwanda and East Africa Region?
- Developing marketing strategy preferably for health services or health product and educational institutions
- Writing business plan preferably for health service establishments or health products
- Working with diverse cultural and skills background
- Following strict time frame

During the field work, the consultant will be accompanied by a COE on PMDT staff. COE on PMDT and KNCV staff will review and comment on the final business and marketing plan.

Application and information

A complete application should be emailed to ieva.leimane@kncvtbc.org by close of business **November 30, 2015**.