

TERMS OF REFERENCE

Assignment n°23SANIC885

I. General Information

Assignment title	Strategic Planning Support for the Public Health Center of Ukraine (UPHC)			
Component(s)	RSS			
Thematic area(s)	Gouvernance			
Type of recipient(s)	Principal Recipient			
Country of intervention	Ukraine			
Relevant GF grants	Grant amount	Grant period	Performance rating	Date of the performance rating
HIV/AIDS, Tuberculosis	157,163,790 USD	2024-2026	N/A	N/A
Estimated starting date of assignment	05/11/2025			
Expertise France contact	Full name		Contact details	
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II. Assignment rationale

The Public Health Center (PHC), a state institution subordinated to the Ministry of Health of Ukraine, plays a pivotal role in implementing national responses to socially significant and non-communicable diseases. As stipulated by the Law of Ukraine No. 2573-IX of September 6, 2022, “On the Public Health System” the PHC is designated as the country’s leading expert institution in the field of public health.

In addition to its statutory functions, the PHC serves as an implementing agency for a wide range of international projects aimed at addressing urgent health priorities and fostering Ukraine’s integration into global health initiatives. This includes acting as Principal Recipient of the Global Fund to Fight AIDS, Tuberculosis and Malaria grant “Sustainable Response to HIV and TB Epidemics in the Context of War and Reconstruction of Ukraine” under Grant Cycle 7 (2024–2026).

Looking ahead, the PHC is preparing to contribute to the development of the national funding request for the Global Fund Grant Cycle 8 (2027–2029). The forthcoming application will be a critical milestone in ensuring the continuity and sustainability of HIV and TB programs in Ukraine during the ongoing war and post-war recovery. In this context, strengthening the PHC’s institutional capacity through structured strategic planning will also contribute to improved governance of Global Fund investments in Ukraine and ensure coherence between national and partners’ priorities.

III. Objective(s) and expected outcomes

1) Overall assignment objective

Strengthening PHC's capacities in developing, implementing and piloting a strategic planning.

2) Expected outcomes

- Clear definition of roles and responsibilities
- Improved operational oversight
- Enhanced coordination and accountability
- Stakeholder engagement and validation

Gender mainstreaming

In line with France's International Strategy for Gender Equality 2018-2022, L'Initiative asks consultants to integrate a gender approach into their assignment. A webinar (in French) is available to help identify assignment-specific challenges and develop gender-mainstreaming objectives (<https://www.initiative5pour100.fr/encourager-prise-en-compte-du-genre>).

These issues cover mainly:

- **Assignment type:** governance support, assessment and organizational support, administrative and financial support, program support, data collection and analysis, access to quality drugs.
- **Selected methodology:** desk review, interviews, participatory workshop, conference and seminar, training, report or guide.

During the assignment scoping and methodology development phase, the consultants and recipient will define at **least two gender-related objectives** for the assignment and will undertake to implement what is required to meet them and to self-assess when writing the final assignment report.

IV. Assignment description

1) Key milestones and activities of assignment

As part of the assignment, the consultant(s) will carry out the following activities:

1. *In line with the strategic planning developed by UPHC in 2024 with the help of an expert supported by Expertise France, the consultant(s) reviews the progress done in implementing the strategy throughout 2025. The consultant(s) holds various consultations with UPHC's top management to assess the scope of expectations regarding this strategic planning session. The consultant(s) takes into account in its preparation all aspects related to the evolving mandate of PHC, with a strong look on assessing core and non-core activities. Importantly, the consultant(s) integrates in his/her/their analysis on resources related to donor funding, in a context of evolving capacities of international support. The consultant(s) must be able to review, where feasible, grounds for transition to domestic funding;*
2. *The consultant(s) facilitates a strategic planning workshop gathering around 50 persons from UPHC. The consultant(s) ensures all components are reflected in the work and participation is steady and oriented on appropriation and sustainability of what is developed throughout the workshop;*

3. *The consultant(s) consolidates results and develop several documents: RACI Matrix, Operational Tracking Tool and a and develop a Donor Transition Plan aimed at identifying and safeguarding PHC's core activities and functions in light of decreasing international financing. The consultant(s) maintains consultations with UPHC's top management to update about progress and orientations;*
4. *The consultant(s) collects feedback from participants and analyses it;*
5. *Validation and submission of final deliverables with Expertise France and UPHC.*

Capacity building of assignment recipient(s): with a view to sustaining the assignment's outcomes and recipients' ownership of the deliverables, the consultant(s) should pay particular attention to capacity building throughout the assignment. Joint training and deliverables development with gradual recipient empowerment are encouraged. The consultant(s) must propose a methodology in their technical proposal to be discussed with and approved by Expertise France and the assignment recipient.

2) Expected deliverables

Expected deliverable	Estimated timeline to achieve the deliverable
Final RACI Matrix	At last 1 month after the strategic planning workshop
Operational Tracking Tool	At last 1 month after the strategic planning workshop
Donor Transition Plan	At last 1 month after the strategic planning workshop

The overall timeframe for the contracted services is 2 months

The mission will end with a debriefing of the mission with the assignment recipient following validation of the deliverables by Expertise France.

3) Coordination and accountability

3.1. Coordination provided by Expertise France and the team of consultants

In the context of this assignment, Expertise France will coordinate and monitor the assignment as follows:

Expertise France ensures the coordination between the various partners involved in designing, implementing and/or monitoring the assignment, organizes regular monitoring sessions with the consultants as a minimum and approves the achievement of key assignment milestones;

In order to facilitate the follow-up by Expertise France, the contact person will be copied into all important discussions between the consultant(s), the recipient and partners involved in the assignment.

3.2. Coordination with technical and financial partners and the France team

Experts will report to the Cooperation and Cultural Action Service (*Service de Coopération et d'Action Culturelle* - SCAC) at the French Embassy at the start and end of the assignment for a meeting with the SCAC (the Regional Cooperation Advisor for Health/the Cooperation Representative - COCAC) and the focal point of the French Development Agency (AFD) office.

3.3. Consultant accountability

The consultant(s) will report on assignment progress and challenges directly and regularly to the Expertise France contact person.

Assignment deliverables are produced for the benefit of the assignment recipient. The final version of the deliverables is submitted to Expertise France for final validation with the assignment recipient.

V. Logistical organization and execution

The assignment recipient, the Ukrainian Public Health Center, will provide the consultant(s) with an office space/meeting room with an Internet connection, photocopying and printing equipment. The consultant(s) will be responsible for other logistical aspects of their assignment (hotel reservation, plane tickets, etc.) unless otherwise specified by Expertise France. Logistic should be adapted to the security constraints in Ukraine and in adherence to the principle of duty of care held by the consultant(s) or the consulting company.

VI. Expertise and profile requirements

The composition of the team (number and profiles of experts) is to be determined by the contractor according to the technical nature of the services detailed above.

Expertise France will be sensitive to the fact that the team proposed by the candidate in its bid mobilises expertise that is close to a balance :

- women/men ;
- national/international
- junior/senior.

1 National Expert

A. Training/Education :

- Relevant academic profile in business administration, economics, management, health governance.
- Relevant diplomas and certifications related to public management, governance, strategic planning.
- Advanced knowledge of goal-setting techniques, with particular emphasis on the SMART framework (Specific, Measurable, Achievable, Relevant, Time-bound)
- Good knowledge of the healthcare sector is considered an asset.
- Gender training is considered an asset.

B. Required skills :

- Strategic thinking
- Communications and coordination
- Teamwork and interpersonal skills
- Knowledge transfer
- Supervision
- Analysis and problem solving
- Decision-making and initiative

C. General professional experience

- Demonstrated experience of collaboration with governmental institutions in Ukraine, with a solid understanding of institutional procedures, decision-making dynamics, and regulatory context.
- Desirable knowledge of the PHC and/or prior experience working in relation with ukrainian public institution.

D. Specific professional experience

- Proven proficiency in strategic planning methodologies
- Practical experience in facilitating the development of operational tools such as RACI matrices and tracking frameworks, ensuring that strategic priorities are translated into clear responsibilities and measurable follow-up.
- Excellent command of Ukrainian (written/oral), proficiency in English is highly desirable.