

# Terms of Reference (ToR) for Strategy Consultant to Support NNN Strategic Review Process

## Background

The NNN was established in 2009 as a common platform for non-governmental organizations working towards neglected tropical disease (NTD) control & elimination. In doing so, it provided an opportunity to share lessons, experiences and develop a singular and powerful civil society voice on the issue of NTDs. Our members range from large global and international organizations, academic research centers, disease specific coalitions, national NTD networks, as well as large and small national and community-based organizations. We have disease specific and cross-cutting working groups that bring members and committed individuals together all year round, working on collaborations that build tools and evidence to inform and support an NTD community of practice among NGOs. In addition to these working groups, the NNN hosts an annual conference that brings together NTD stakeholders to share knowledge, best practices, training, discuss common challenges and advance solutions to reach global objectives on NTD control, elimination and eradication, guided by the [WHO 2030 NTD road map](#).

The 2024 NTD landscape is vastly different from the NTD landscape of 2009, when we first launched the network. Within the global NTD community, there are now several new disease specific, national and regional NTD networks and coalitions working on issues ranging from the coordination of programmatic implementers with health ministries and donors, advocacy and resource mobilization, to the development of new tools (drugs, diagnostics, vaccines and devices). The NNN has remained consistent in the use of its platform to create inclusive and diverse civil society representation from the global NTD community to address common challenges faced by civil society in the design, implementation and monitoring of programmatic activities of NTD programmes. Through this body of work, the NNN has established a clear community of practice guided by the [BEST framework](#) and NNN Framework of Engagement, statements of commitment and toolkits in collaboration between members, with WHO and health ministries of affected countries. The NNN is now looking at how its evolution in a changing global health and fiscal landscape will continue to support NGOs and civil society to meet the needs of affected communities.

Eight years have passed since the drafting of the [NNN's Framework of Engagement](#), prompting us to reflect on the following questions:

- What is the NNN's unique role in this vast constellation of NTD actors and networks?
  - Is the purpose and structure of the annual conference serving our community's needs?
- Is the current coalition model fit for purpose and sustainable to meet its vision and mission?
- What other global coalition/network models could NNN consider to ensure it has the resources it requires to sustainably continue to support its global membership body?

- Should we continue to be a big-tent, come-one, come-all member network?
- If not, how do we further define our membership and ensure NNN representation across its membership is diverse, inclusive, equitable, global and not duplicative of other coalitions or entities?
- How do we capitalize on the momentum generated at the NNN annual conferences in a meaningful way?

Most importantly, how are we serving the members in advancing their organizational and NTD-specific goals? If our collective intent is to help endemic countries achieve the goals of the 2030 NTD roadmap, and provide the best possible services to affected communities, are the current structure, operations, and governing mechanism of the NNN best suited to deliver on this mission?

The NNN Executive Committee is initiating a **strategic review** to address these questions, review the NNN governance and structure, and develop a blueprint for action that positions the NNN to support its members and national programmes in the delivery of the WHO 2030 NTD roadmap goals.

## Objectives

- Work with the NNN Strategic Review Advisory Council (NNN SRAC) in conducting a comprehensive strategic review of the NNN's work and operational structure from 2009-2023 through evidence generated by utilizing qualitative and quantitative tools .
- Design and lead inclusive consultation exercises (e.g., focus groups, surveys, interviews) with the NNN membership body to gather comprehensive feedback and insights to build (i) a thorough understanding of the perceptions of the network by stakeholders including both NNN members and non-NNN members (ii) perceived value of the NNN as a global forum for civil society in the NTD community (iii) the direction of evolution that the membership body would like to see from the NNN.
- Lead the development of a Theory of Change for the NNN.
- Work with the NNN SRAC, Executive Committee and Steering Committee to develop a blueprint for action (2026-2030) that aligns with the WHO 2030 NTD roadmap. The blueprint for action will ensure the NNN remains relevant to NTD stakeholders, inclusive, and effective in advancing NTD control, elimination, and eradication goals.
- Identify ways for the NNN to continue coalition building around the new blueprint for action, including facilitating a deeper understanding from consultation with members and observers on perceptions of the coalition and helping the NNN to reach consensus on the coalitions' identity with members/observers, advocacy and other priorities, and works together to contribute to NTD control, elimination and eradication goals
- Provide a preliminary report to the SRAC and the Executive Committee, collect feedback and deliver a final report by the given timeline.

# Scope of Work and Expected Outputs

The Strategy Consultant will be responsible for the following key tasks:

## Strategic Review Process

- Provide a review plan with rigorous methodologies and identified tools.
- Conduct an analysis of the current NNN governance and operating model including the annual conference, BEST strategy, key publications, and the NNN's statements of commitment. This analysis should include clear benchmarks of the NNN's models against comparable organizations or networks.
- Assess the effectiveness of the NNN partnership model, including its inclusivity, diversity, and accessibility to NTD civil society stakeholders.
- Identify gaps and opportunities within the NNN's current structure, operations, and governing mechanisms to ensure alignment with the WHO 2030 NTD roadmap and the needs of its members.
- Assess current funding and resource allocation models to ensure financial sustainability and the ability to continue supporting its members.

## Stakeholder Engagement

- Collaborate with the NNN SRAC to identify key stakeholders for interviews, including NNN members, co-chairs of working groups, WHO representatives, national representatives from endemic countries, and other relevant parties.
- Design and implement a membership survey to gather insights on advocacy and resource mobilization priorities.
- Support the NNN SRAC to ensure a thorough consultation across the NNN membership takes place with necessary information and timelines to accommodate consultative approaches.
- Facilitate stakeholder interviews, virtual focus group discussions and workshops, a survey, and other engagement activities to gather input and feedback on the strategic review process.

## Blueprint for Action Development

- Develop an initial blueprint for action that outlines clear objectives for the NNN, specific actions, and timelines needed based on the recommendations and findings from the review. This will include:
  - Key objectives or goals for the NNN as a network of networks; in alignment with feedback shared by the NNN membership through the strategic review

- Specific actions to address gaps, challenges, and opportunities to reach global NTD targets; with a clear understanding of the role, function and autonomy of cross-cutting and disease-specific groups to advance activities under the NNN umbrella.
- Timelines for each action or phase
- Resources needed (human, financial, technical, etc.)
- Lead facilitation of two consultation workshops to review and input into a first blueprint for action and reach consensus on a final draft (virtual or in person TBD).
- Assist in the development of a communications plan to disseminate the blueprint for action to internal and external audiences.

## Deliverables

1. A stakeholder engagement report, summarizing the findings from interviews, workshops, and the membership survey.
2. A comprehensive report on the findings from the strategic review, including an assessment of the NNN's governance and operating model, stakeholder feedback, and recommendations for improvement with drafts submitted at key intervals for review and feedback.
  - a. This should include synthesizing findings from the strategic review into actionable recommendations for the NNN SRAC.
  - b. This should also include a menu of considerations/options for alternative network models that the NNN might consider, to sustainably enable the membership to continue to collaborate to meet 2030 NTD goals and targets.
3. Develop a clear and articulate Theory of Change for the NNN.
4. Facilitate NNN consultation at least 2 workshops (in person or virtual TBD) with members and observers to discuss and gather additional inputs into NNN blueprint for action.
5. A 2026-2030 blueprint for action, defined strategic objectives and activity priorities working with/within the NNN's cross-cutting groups, diseases specific groups and task teams. including recommendations on an updated governance and operating model.

## Timeline

The consultancy is expected to commence in late-2024 and conclude by mid-2025. Key milestones include:

- **Month 1-2:** Stakeholder engagement and strategic review initiation.
- **Month 3-4:** Analysis of governance and operating model; stakeholder interviews, surveys and consultation workshops.
- **Month 5-6:** Drafting of the Theory of Change and contribution to blueprint for action; develop recommendations/options for governance and membership model update.
- **Month 7-8:** Final consultation/feedback on drafts and finalization of the blueprint for action.

## Methodology

The consultant will follow the work plan and the time schedule agreed with the SRAC in undertaking the contract assignment:

1. The consultant will work in close collaboration with the SRAC, NNN Executive Committee and Steering Committee, members and observers.
2. The consultant will review and analyze data collected from various sources, including health ministries, NGOs, donors through interviews and consultation processes and provide next steps to supporting Coalition building, identifying strategic priorities for Coalition partnership and around engagement with a new blueprint for action
3. The consultant will facilitate presentations and coordination of the stakeholder workshops/consultations organized as per the agreed work schedule

## Proposed approach

In considering the way forward we are proposing activities which maximize opportunities for engagement whilst being mindful of costs and we consider it important to involve external facilitators who have some experience of the work of the Coalition. The consultations associated with the new blueprint for action will take place largely over digital platforms, or through international and national meetings of members and observers where present. Additional tools that should be used include:

	SRAC led	Consultant led
1.	NNN Steer Co and SRAC will provide input to questionnaire development and review of questionnaire before it is circulated.	Development of a questionnaire for members and observers to glean an understanding of how we feel we are tracking on our progress against the current strategy, whether the way we are working is meeting our collective needs and expectations, and what we should be focussed on doing together to achieve global NTD elimination goals. Analysis of results of the survey to extract information at different levels of the Coalition to input into the narrative of the new blueprint for action and inform updated vision, mission, objectives.

2.	NNN Steer Co and SRAC will support a blueprint for action workshop through the provision of an online platform to operate the workshop, explore 'breakout room' facility; provide volunteers as needed to support the consultant in the running of the workshop.	Design and facilitate consultation workshop (s) with NNN members, observers and stakeholders. Acknowledging differences across time zones of attendees, we anticipate the workshop to potentially take place over 1-2 days for 3 hours on each day.
3.	SRAC and Steer Co will receive and provide responses to the drafts provided by the consultant.	Presentation online to SRAC and ExCo, and provide a draft documentation of the 2026-2030 blueprint for action circulated to SRAC, NNN Ex Co and Steer Co and then all members and observers for offline input.
4.	SRAC and Steer Co will determine the dates and venue for these events.	Recommendation for final review or adoption of the final draft of the blueprint for action during an NNN ExCo meeting (virtual) and a full NNN meeting (during a stand-alone virtual meeting of all members or the 2025 NNN conference)
5.	SRAC and Steer Co will provide feedback and approve the plan.	Strategic Communications Plan design and implementation

**Required Expertise and Qualifications**

- Intimate knowledge of how similar networks work and experience with strategic review or planning for similar size networks.
- Proven experience in strategic planning and organizational development, particularly within global health, non-profit, or civil society networks.
- Strong understanding of the NTD landscape, including the WHO 2030 NTD roadmap.
- Experience in conducting governance reviews and stakeholder engagement processes.
- Demonstrated knowledge and experience in undertaking research on strategy development and Coalition and/or partnership building
- Demonstrated experiences and skills (including excellent communication skills) in facilitating diverse stakeholder/working group consultations.
- Excellent analytical, writing, and communication skills.
- Ability to work collaboratively with diverse stakeholders and adapt to changing needs and priorities.

## Reporting

The Strategy Consultant will report to the NNN SRAC co-chairs and will work closely with the NNN Steering Committee, Executive Committee, and relevant working groups.

## Application Process

Interested candidates are invited to submit a proposal outlining their approach to the consultancy, including a detailed work plan, timeline, budget, and relevant qualifications by 18 October 2024. Proposals should be submitted to the SRAC ([Network.Coordinator@nnnevents.com](mailto:Network.Coordinator@nnnevents.com)) by 18 October 2024. Proposals will be evaluated based on experience, methodology, alignment with NNN goals, and cost-effectiveness

While submitting the Technical Proposal, the Applicant shall, in particular, ensure to attach the following:

1. Profile of the consultant (max 2-3 pages) explaining why they are the most suitable for the work and listing relevant experience.
2. Detailed methodology and conceptual framework with expected deliverables and timelines, team composition, days required (3-5 pages).
3. Recent CV
4. The financial proposal.

## NNN Strategic Review Advisory Committee Co-Chairs and Members

### Co-Chairs

- Madelle Hatch - The Carter Center
- Kelly Zongo - The END Fund

### Members

- Aparna Adams - Unlimit Health
- Arielle Dolegui - Gates Foundation
- Kimberly Kamara - The END Fund
- Suma Krishnasastry - WHO Collaborating Center
- Vincent Okungu - The END Fund
- Francisca Olamiju - MITOSATH
- Chandrakant Revankar - rt WHO-SEARO
- Geoff Warne - ILEP

### NNN Steering Committee representatives

- Jemish Acharya - NNN Chair; The Leprosy Mission Nepal
- Gilbert Baayenda - NNN Vice Chair; The Fred Hollows Foundation

- Girija Sankar - NNN Immediate Past Chair; CBM

**NNN Secretariat representatives:**

- Subin Adhikari - The Leprosy Mission Nepal
- Kat Gulyas - NNN Network Coordinator
- Ismat Zehra Juma - CBM
- Opeoluwa Oguntoye - CBM
- Katerina Pagura - The Fred Hollows Foundation