

Terms of Reference (TOR): Development of the 10-Year Strategic Plan (2026–2036)

1. Background

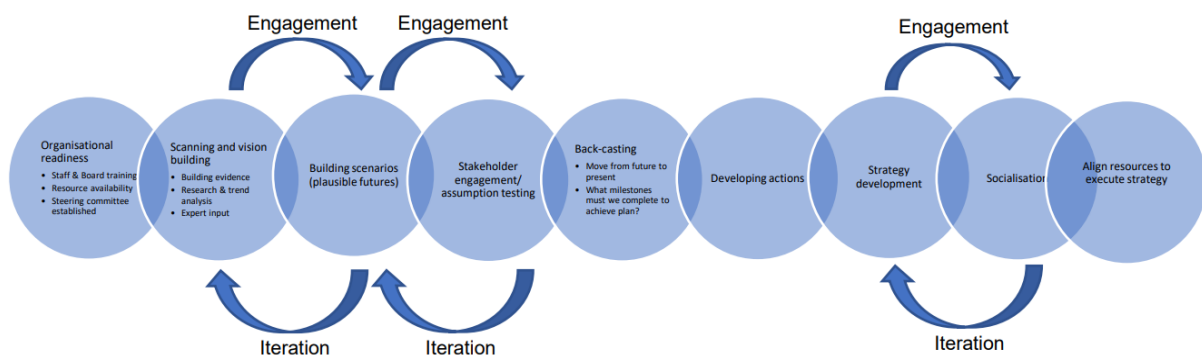
The **Tonga Health Promotion Foundation (TongaHealth)** is an autonomous entity that was established by the Health Promotion Foundation Act 2007 (The Act) to start, grow and manage the Health Promotion Fund. Working in partnership with the Tonga Ministry of Health and key stakeholders, TongaHealth currently funds promotion of healthy lifestyles and prevention and control of non-communicable diseases (NCDs) in the country. To address evolving health challenges, climate vulnerabilities, and changing socio-economic landscapes over the next decade, TongaHealth requires a comprehensive **10-Year Strategic Plan (2026–2036)**.

2. Objective

The primary objective of this consultancy is to coordinate and lead the design, facilitation, and drafting of a robust, actionable, and measurable **10-Year Strategic Plan (2026–2036)** alongside a **5-Year Monitoring, Evaluation, and Learning (MEL) Framework**.

3. Scope of Work

TongaHealth is supported by the DFAT funded Tonga Australia Health System Support Programme (THSSP) and SPC in the development of and advice in the execution of a 9-step process that will guide the development of the Strategy. The process is informed by the Futures Approach as summarised below:



The Consultant will undertake the following activities based on the 9-step process:

1. Coordinate and ensure that every step is completed in a timely manner.
2. Organise consultations and in-house workshops for Steps 2 to 5 and that these are all documented.
3. Draft the Strategy - formulate the core strategic pillars: goal, outcomes, strategic priorities, and core values. Integrate emerging cross-cutting issues such as climate change resilience, mental health, and GEDSI.
4. Develop a MEL framework with defined key performance indicators, baseline data requirements and mid-term review milestones
5. Present the draft strategy to the TongaHealth Board and Management in a validation workshop and incorporate feedback to deliver the final approved document.
6. Finalize and submit the final approved document both in word document and PDF files.

7. Develop a plan for its socialisation.

4. Key Deliverables & Timeline

The assignment is expected to take **30 working days** spread over a maximum period of **3 calendar months**.

#	Deliverable	Estimated Timeline	Payment Milestone
1	Documentation of: (i) Scanning and vision building (ii) Building scenarios (iii) Stakeholder engagement and assumption testing (iv) Back casting & developing Actions	10 days	
2	Draft Strategy and 5- Year MEL framework	17 days	
3	Validation and finalisation	3 days	

Required Qualifications & Experience

- **Education:** Advanced degree (Master's or Ph.D.) in Public Health, Strategic Management, International Development, or a related field.
- **Experience:** Minimum of **5 years of experience** in strategic planning, policy development, designing MEL frameworks, preferably within public health or health promotion environments.
- **Skills:** Exceptional stakeholder facilitation skills, fluent in English and Tongan languages, good understanding of cross cutting issues

6. Management and Reporting

The Consultant will report directly to the **Chief Executive Officer (CEO) of TongaHealth** and work closely with the internal strategic planning committee. TongaHealth will provide administrative support, access to internal documents, and logistics for local consultation workshops in Nuku'alofa.