KNCV core business

- KNCV provides Technical Assistance (TA) to National TB programs and partners on request in all areas of the Global Stop TB strategy.

- KNCV always aims at strengthening local capacity.
  - Focus on methods of local capacity building in the process of TA support missions.
KNCV Clients

- **Beneficiaries**
  the direct users of KNCV’ consultancy, most times the National Tuberculosis Program.

- **Technical partners**
  collaborating and coordinating with KNCV in the development, implementation, monitoring and evaluation of national and international policies and provision of technical assistance e.g. WHO, MSH, the UNION etc.

- **Donors**
  paying for KNCV’ consultancy services e.g. USAID, DGIS, WHO, Worldbank etc.
Key Principles of KNCV TA

- Long term capacity building approach
- Short term results
- National Strategic Plan is always guiding
- Partnership with the National Tuberculosis Program
- Linking international and national stakeholders (client with beneficiaries)
- Health System and interdisciplinary approach
- Innovation
- M&E of technical assistance
- Developing into a learning organization
Different consultancy roles

“If we are to be influential and genuinely helpful, we must learn how and when to be in the role of expert advice giver and when to be in the role of facilitator and catalyst”

KNCV consultants may have to play different roles at different moments in the consultancy process and with different members of the client system. You need to

- Know the consultancy process
- Know the clients’ needs
- Be flexibility in changing roles
- Be competent to play different consultancy roles
## Different roles

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Counselor</strong></td>
<td>“You do it, I will be your sounding board”</td>
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<tr>
<td><strong>Coach</strong></td>
<td>“You did well, you can add this next time”</td>
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<tr>
<td><strong>Partner</strong></td>
<td>“We will do it together and learn from each other”</td>
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<tr>
<td><strong>Facilitator</strong></td>
<td>“You do it, I will attend to the process”</td>
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<tr>
<td><strong>Trainer</strong></td>
<td>“Here are some principles you use to solve problems of this type”</td>
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<tr>
<td><strong>Modeler</strong></td>
<td>“I will do it, you watch so you can learn from me”</td>
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<tr>
<td><strong>Reflective observer</strong></td>
<td>“You do it. I will watch and tell you what I see and hear”</td>
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<tr>
<td><strong>Technical advisor</strong></td>
<td>“I will answer your questions as you go along”</td>
</tr>
<tr>
<td><strong>Hands-on expert</strong></td>
<td>“I will do it for you, I will tell you what to do”</td>
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++ Consulting responsibility for strengthening client capacity

-- Consultant responsibility for project results
Preparation of the consultancy

- **Step 1 Development of the Terms of Reference (ToR)**
  - The Terms of Reference is developed by the clients (beneficiaries, donors) in close collaboration with the consultant
  - When a mission involves capacity building, the ToR should include the name(s) of the counterpart and where possible the method of capacity building (e.g. on the spot training).

- **Step 2 Preparation before departure**
  - Collect and read relevant documents and recent reports; Review previous recommendations; Contact relevant stakeholders to share ideas and collect information; Develop materials (questionnaires, documents, training course materials, training curriculum) to be used during the field visit; discuss with colleague consultants
Preparation of the consultancy

- **Step 3 Communication with the clients prior to departure**
  - The consultant communicates with the clients and solves problems to ensure the mission gets implemented according to plan.
  - Needs to verify that all parties have received the ToR, and other relevant partner(s) and stakeholders working in the country are informed (make appointments in advance)
  - The consultant should ensure that KNCV safety procedures have been followed and there is a “green light” to go, particularly for missions to “insecure countries”

- **Step 4 Pack your bag**
  - Organize visum, flight, hotel, documents, backup etc
The consultancy mission

- **Step 5: Briefing with the donor, beneficiaries, technical partners and other local stakeholders**
  
  - Brief the **beneficiary** to verify the understanding of the ToR and the programme of the mission. Discuss specific issues e.g recommendations last mission.
  
  - Brief the **donor** to introduce KNCV and/or the purpose of the mission.
  
  - Contact and update the **technical and none technical partners** and make arrangements to meet when necessary (e.g. WHO, MSH, FHI, AIDS program, University etc).
The consultancy mission

- **Step 6: Fieldwork:** project/program component monitoring, program review, facilitate a planning process or a workshop, provide assistance to develop strategic plan, proposal, guideline or other tool, assist in preparation and/or implementation of research projects, etc.

Key is that these activities contribute to the implementation of the ToR. In this stage the consultant will work intensively with different people of the beneficiary organization focusing on building their capacities.

It’s crucial that the consultant collects information, using different sources, and analyzes this information for the development of sound recommendations.
The consultancy mission

- **Step 7:** de-briefing held with the clients (separate or jointly), who are involved in the ToR, using a debriefing note of Power Point presentation

  During this debriefing the consultant reports, facilitates the discussion with all parties involved to agree on the main observations, findings, conclusions and recommendations

  Verify the ownership and authorship of the deliverable and the distribution list
Finalizing the consultancy

- **Step 8: The report**

  A short trip report, including the main findings and main recommendations, this can be the summary report (as mentioned under B) or the Power Point presentation used at the debriefing.

  The main report, is most times the main deliverable (others are guidelines, strategic plan etc). The layout of this report will differ for the different types of consultancies.

  Distribution of the reports to all relevant clients
Finalizing the consultancy

- **Step 9: Obtain feedback from the clients on quality and satisfaction:**
  - Debriefing with head of the regional team
  - KNCV country representative / KNCV head office contacts applicable client
  - Questionnaire to clients, focus group discussions once per year

- **Step 10: Maintain relationship**

  Maintain good contact, provide backup and/or advice when requested and where needed follow up on certain recommendations.
Quality Consultancy

- “A good consultant is somebody who implements the TOR in a good manner”
- “Not only technical capacity is required, the ability to recognize and have the capacity to take up the appropriate consultants roll is equally important”
- A quality consultancy is a product of a good collaboration between consultant and clients.
  - Good and transparent communication among all relevant partners
  - Clear TOR and defined responsibilities
  - Well supported field activities
  - Timely quality reporting (deliverables)