



**NETWORK OF AFRICAN NATIONAL HUMAN RIGHTS INSTITUTIONS (NANHRI)**

## **TERMS OF REFERENCE**

**MID-TERM REVIEW OF THE  
NANHRI 2021 – 2025 STRATEGIC PLAN**

**AUGUST 2023**

## 1. BACKGROUND

The **Network of African National Human Rights Institutions (NANHRI)** is a membership organization that supports the establishment and strengthening of national human rights institutions (NHRIs) in the African continent. It provides practical assistance and support to its individual member institutions to enable them to more effectively undertake their mandate of human rights protection, monitoring, promotion and advocacy.

NANHRI was founded on 13<sup>th</sup> October, 2007. The Headquarters of the Secretariat is based in Nairobi Kenya, with a membership base of 46 African National Human Rights Institutions.

NANHRI's general objectives are set out in its Constitution and are outlined here below:

- Encourage the establishment of National Human Rights Institutions in conformity with the Paris Principles;
- Facilitate the coordination, strengthening and effectiveness of National Human Rights Institutions in Africa;
- Encourage cooperation among National Human Rights Institutions and with intergovernmental and governmental institutions.

As its niche, NANHRI enjoys a unique capacity for convening the vast majority of the African National Human Rights Institutions to reflect and consult on key issues affecting human rights in Africa, and for promoting cooperation and collaboration among its member institutions. The thrust of its base is the nimble deployment of advocacy, commissioning strategic research and creating and maintaining platforms for networking. As a continental body, NANHRI has a very close working relationship with the African Union Commission (AUC) and other relevant AU organs owing to its human rights mandate and obligation. To this end, NANHRI enjoys an observer status at the African Commission on Human and Peoples Rights (ACHPR) as well as the African Committee of Experts on the Rights and Welfare of the Child (ACERWC).

Implementation of the current NANHRI Strategic Plan began in 2021 and is expected to run till 2025. The purpose of the current five-year plan is to guide NANHRI management decisions and actions during the period, to achieve maximum efficiency, productivity, and growth in programmes in a collaborative manner.

As part of monitoring procedures, the NANHRI Strategic Plan 2021-2025 specifies that a mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted mid-2023. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the plan period which is 2025. It is against this background that the current call is being made.

## **2. OBJECTIVES OF THE MID-TERM REVIEW**

The Mid-Term Review (MTR) will assess the implementation progress of NANHRI 2021 – 2025 Strategic Plan. It will also highlight issues and challenges affecting effective and efficient implementation of the Strategic Plan and recommend changes where necessary with a view to ensuring that challenges and results are monitored, communicated and acted upon in a timely and efficient and result based manner.

The review is being undertaken at the midpoint of Strategic Plan's implementation and will pave the way for improved delivery for the remaining Plan's duration and propose amendments (if any) required in the Strategic Plan's implementation arrangements and/or institutional linkages in order to effectively and sustainably contribute to improved performance of African NHRIs and the NANHRI Secretariat.

## **3. SCOPE OF THE EVALUATION**

The evaluation will review the performance of the NANHRI 2021 – 2025 Strategic Plan since its adoption to date. Specifically, it will review the Plan's goal and strategies, objectives, outcomes and impact as outlined in the Strategic Plan and other relevant documents to determine their relevance and compatibility with the constitutional mandate and mission of the NANHRI. It will cover work done by the NANHRI Secretariat in line with the three strategic objectives, outcomes and targets of the NANHRI 2021 – 2025 Strategic Plan.

The assessment will focus on but not be restricted to the issues outlined below:

### Relevance

- i. Assess the contribution of the Strategic Plan towards the achievement of the NANHRI organizational mandate.
- ii. Analyze whether the Strategic Plan's implementation strategies address the needs and demands of the African NHRIs and other stakeholders.
- iii. Assess the relevance of the Strategic Plan's activities, including capacity building for NHRI Commissioners and staff.

### Effectiveness

Review whether the Strategic Plan has accomplished its outputs. In particular the mission should:

- iv. Assess the qualitative and quantitative achievements of objectives, strategies, activities, targets, indicators, and partners as defined in the Association's Strategic Plan Matrix, as well as other documents and work-plans.
- v. Based on the progress so far suggest / recommend any changes to the current arrangements.

### Efficiency

- vi. Analyze the role of the NANHRI Steering Committee as the Supervisory Organ of the Secretariat and assess whether this body is optimally being used for Strategic Plan implementation and decision making.
- vii. Assess the timeline and quality of the reporting followed by the Network/organization.
- viii. Analyze the performance of the Monitoring and Evaluation mechanism of the Association and the use of various M&E tools.
- ix. Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the Network vis-à-vis achievement of objectives, strategies, activities, targets, indicators of the Strategic Plan.
- x. Identify factors and constraints which have affected the Strategic Plan's implementation including technical, managerial, organizational, institutional and socio-economic issues in addition to other external factors.

#### Sustainability and Impact

- xi. Assess preliminary indications of the degree to which the Strategic Plan's results are likely to be sustainable and provide recommendations for strengthening sustainability.
- xii. Based on the findings (relevance, efficiency, effectiveness, sustainability and impact) as well as taking into account new emerging initiatives at both regional and continental level, recommend whether continuation of the Strategic Plan is warranted.

#### Lessons Learnt/ Conclusions

- xiii. Analyze areas for improved programme planning, especially with respect to setting targets, relevance and capacity of NANHRI for decision making and delivery.
- xiv. Identify significant lessons or conclusions which can be drawn from the Strategic Plan in terms of effectiveness, efficiency, sustainability and networking.

## **4. EXPECTED OUTPUTS**

The Consultants findings and recommendations will be thoroughly discussed with NANHRI Secretariat and the Steering Committee. The Consultant will complete and submit a draft final report in soft copy at the end of the assignment. Key stakeholders (NANHRI Secretariat and the Steering Committee) will provide comments on the Draft Final Report, based on which the Consultant will finalize the report. The key outputs of the MTR are:

#### Deliverables

- (i) **Inception report** that includes methodology and work plan
- (ii) **A draft MTR report**
- (iii) **A comprehensive final report** that incorporates the following:
  - An analysis of achievements, strengths, weaknesses and challenges of the mid-term performance of the NANHRI 2021 – 2025 Strategic Plan.

- An analysis of the changes realised with emphasis on synthesised and verified quantitative and qualitative evidence.
  - Recommendations on how the NANHRI will build on its strengths and achievements to overcome its weaknesses and challenges.
  - Recommendations if things were to be done differently
  - Feedback from various NANHRI constituencies/stakeholders
- (iv) **Validation Workshop Presentation:** For presenting and discussing the draft final report interactively, the consultants will facilitate a discussion session during the 2023 Biennial Conference in Accra, Ghana in October 2023.

#### Reporting Guidelines

- (v) The MTR Final Report: The report should be logically structured, contain an analysis of achievements, strengths, weaknesses and challenges of the mid-term performance of the NANHRI 2021 – 2025 Strategic Plan; evidence-based findings, conclusions, lessons and recommendations, and should be free of information that is not relevant to the overall analysis. The report should respond in detail to the key focus areas described above. It should include a set of specific recommendations formulated for the Plan, and identify the necessary actions required to be undertaken, who should undertake those and possible time-lines (where possible).
- (vi) The main body of the report **should not exceed 30 pages** excluding table of contents, annexes, and the executive summary. Technical details should be confined to appendices, which should also include a list of informants and the evaluation team’s work schedule. Background information should only be included when it is directly relevant to the report’s analysis and conclusions.
- (vii) The final evaluation report should incorporate, the following **subsections**:
- Title page
  - Acronyms and table of contents pages
  - Acknowledgment (if any)
  - Executive Summary not more than four pages with findings and related recommendations
  - Introduction (maximum of two pages):
    - Background and the Description of the Strategic Plan
    - Purpose of the Evaluation
    - Evaluation Methodology
    - Limitation of the study
  - Findings: highlighting the key questions set under section three
  - Lessons learnt
  - Recommendations
  - Annexes (all relevant documents)

## 5. THE CONSULTANT

The Consultant will consist of an individual or a firm, whose team lead is the holder of at least a doctoral degree in Law or a management related discipline, at least 15 years of experience related to reviews, capacity building in National Human Rights Institutions, and a strong background in the evaluation of donor funded projects and related.

## 6. METHODOLOGY

The consultant will adopt a consultative and participative approach. This will include desk review of relevant documents including NANHRI 2021 – 2025 Strategic Plan, Constitution, Annual Reports, Annual Work Plans and Budgets, Mission Reports and meetings (both face-to-face and virtual interactions). The mission will also meet with the NANHRI Secretariat team, some Steering Committee Members, relevant partners at both national and regional level if necessary, the consultant may also meet other agencies engaged in similar interventions. The MTR will start with an inception meeting at the NANHRI Secretariat and conclude with a presentation at the 14<sup>th</sup> Biennial Conference in Accra Ghana. Specifically, the MTR will be implemented in four stages as outlined below:

- **Stage 1:** Inception phase involves discussion with NANHRI Secretariat to define the scope of evaluation, refine the evaluation questions, conduct desk study and produce an inception report. This inception report will incorporate a detailed work plan, methodology for gathering, verifying and analyzing data and the criteria for the selection of grantees in the countries selected for this exercise.
- **Stage 2:** Desk review of relevant documents.
- **Stage 3:** Preparation of the preliminary evaluation report, submission to the NANHRI for comments, and validation meeting to present the findings and validate results at the 2023 Biennial Conference SC meeting.
- **Stage 4:** Preparation of final evaluation report and submission to the NANHRI Secretariat.

## 7. DURATION OF THE MID-TERM REVIEW

The mid-term review will be conducted over a total of 21 working days within August – September 2023.

The tasks will be allocated time slots as follows:

	<b>Task description</b>	<b>Duration</b>
1	Review of documents and production of inception report	3 days
2	Review of documents and other materials	8 days
3	Preparation of draft Report	6 days
4	Validation Meeting	1 day
5	Finalisation of report	3 days

## **8. SCHEDULE OF PAYMENT**

Financial Proposal must express the professional fees for the assignment. All other costs such as travel costs, living allowances, communications, etc. will be covered directly by the NANHRI Secretariat. Payment shall therefore be made according to the following deliverables:

- Thirty per cent (30%) after submission and acceptance of the Inception report;
- Thirty per cent (30%) after submission and acceptance of the draft report;
- Forty per cent (40%) after submission and acceptance of the final report.

## **9. MANAGEMENT OF THE EVALUATION**

The NANHRI Chairperson with the support of the Senior Management Staff will oversee and coordinate the Mid-term Review exercise. They will provide administrative support including compiling and forwarding all the necessary documents, organising meetings with stakeholders and coordinating travel and any other necessary logistical arrangements. They will also liaise with NANHRI Steering Committee Members for inputs as needed. Funding of the MTR, dissemination of the evaluation report and any follow-up activities will be the responsibility of the NANHRI Secretariat.

## **10. REFERENCE DOCUMENTS**

- o NANHRI 2021 – 2025 Strategic Plan
- o NANHRI Annual Reports
- o NANHRI Project Progress Reports
- o SOGIE Final Evaluation Report
- o Secretariat Reports, Working Group reports to the Steering Committee
- o Minutes of the Steering Committee Meetings

## **11. EXPRESSION OF INTEREST**

All interested consultants who meet the above criteria should submit both technical proposal and financial proposal that includes a schedule of work/work plan. All applications should be sent to [info@nanhri.org](mailto:info@nanhri.org) and copy [dnguti@nanhri.org](mailto:dnguti@nanhri.org) not later than 15th August, 2023.