



TERMS OF REFERENCE

Consultancy for the Development of Policy Briefs on Systemic Challenges in Correctional Services

Kenya and Sierra Leone

Contracting Organisation: Network of African National Human Rights Institutions (NANHRI)

Collaborating Organisation: MIDRIFT HURINET, Kenya

Project Title: Multisectoral Collaboration on Torture Prevention in Africa

Countries of Implementation: Kenya and Sierra Leone

Type of Contract: Individual External Consultancy

Expected Start Date: 24 August 2026

Expected End Date: 10 October 2026

Duty Station: Kenya / Sierra Leone

Deadline for Applications: 12 August 2026

1. Background

The Network of African National Human Rights Institutions (NANHRI) is a regional umbrella organization comprising 46 African National Human Rights Institutions (NHRIs). NANHRI works to strengthen the capacity, effectiveness, and independence of NHRIs across the continent in line with the Paris Principles (the UN standards that guide the functioning of NHRIs). Through technical support, advocacy, peer learning, and partnerships, NANHRI contributes to the promotion of a strong human rights culture in Africa.

NANHRI and DIGNITY are implementing a three-year project aimed at improving the implementation of legal frameworks to prevent torture and ill-treatment of persons in contact with the criminal justice system in Sierra Leone, Kenya, and across Africa. The project applies a multisectoral approach by bringing together key state and non-state actors including the Kenya National Commission on Human Rights (KNCHR) and the Human Rights Commission of Sierra Leone (HRCSL), national-level decision-makers, civil society organisations (CSOs), and oversight bodies to address systemic challenges in the criminal justice system. A core methodology employed is Place-Based Leadership Development (PBLD), delivered through the MST-SC model (Mindset, Skillset, Toolset — Systemic Challenge), as facilitated by MIDRIFT HURINET.

Under Output 1.2 of the project, collective leadership capabilities among state and non-state actors are being strengthened to address systemic challenges in the correctional services systems in both countries. As part of this Output, the project is commissioning the development of two country-specific Policy Briefs, one for Kenya and one for Sierra Leone, based on the totality of intersectoral work carried out under the project. These Policy Briefs will serve as strategic tools for national advocacy and regional engagement.

Despite robust legal frameworks in both Kenya and Sierra Leone prohibiting torture and ill-treatment, implementation by state actors within the criminal justice system remains limited. The PBLD process has brought together up to 25 intersectoral stakeholders per country spanning government ministries, prison authorities, the judiciary, NHRIs, and CSOs to collectively examine root causes of dysfunction and explore social innovation approaches to reform. The Policy Briefs will synthesise the insights generated through this process, grounding them in evidence from pre- and post-assessment reports and stakeholder interviews to produce actionable, evidence-based recommendations targeted at national-level decision-makers and regional human rights bodies.

2. Objectives of the Consultancy

The overall objective of this consultancy is to develop two high-quality, evidence-based Policy Briefs — one for Kenya and one for Sierra Leone — that synthesise the learnings from the intersectoral PBLD process and provide actionable recommendations for systemic reform in the Correctional Services systems of each country.

The specific objectives are:

- Analyse and synthesise pre- and post-assessment reports, PBLD workshop documentation, and findings from key stakeholder interviews to identify root causes of dysfunction in the correctional services systems in Kenya and Sierra Leone.
- Document achievements, lessons learned, and evidence of change resulting from the application of social innovation and intersectoral collaborative approaches under the project.
- Formulate clear, evidence-based recommendations addressed to national-level decision-makers, NHRIs, CSOs, and relevant regional human rights mechanisms, including the ACHPR.
- Produce two country-specific Policy Briefs in a format accessible to both technical and non-technical audiences, suited for use in national advocacy and regional engagement.

3. Scope of Work and Key Deliverables

The consultant will undertake the following tasks in close collaboration with NANHRI and MIDRIFT HURINET:

- Participate in an inception meeting with NANHRI and MIDRIFT HURINET to agree on methodology, structure of the Policy Briefs, and a detailed work plan.
- Undertake a comprehensive desk review of all relevant project documentation shared by NANHRI and MIDRIFT HURINET.
- Develop and submit an Inception Report (maximum 5 pages each) outlining the proposed analytical framework, methodology for stakeholder interviews, outline structure of the two Policy Briefs, and a detailed timeline for deliverables.

- Design an interview guide in coordination with NANHRI and MIDRIFT HURINET.
- Conduct semi-structured interviews with a representative sample of key intersectoral stakeholders from Kenya and Sierra Leone, to include, at a minimum, representatives from national human rights institutions, CSO partners, prison authorities, relevant line ministries, and the PBLD facilitators from MIDRIFT HURINET.
- Interviews may be conducted remotely (by Zoom call or telephone) and/or in-person, subject to agreement with NANHRI.
- Document interview findings systematically for integration into the Policy Briefs.

3.1. Drafting and Validation

Draft two country-specific Policy Briefs (Kenya and Sierra Leone), each drawing on the documentary review, interview findings, and the totality of intersectoral work. Each Policy Brief must:

- Provide a concise analysis of the national context and legal framework for correctional services and torture prevention
- Identify root causes of dysfunction in the correctional services system, informed by evidence from the project
- Document achievements and lessons learned from the application of the PBLD/MST-SC approach and intersectoral collaboration
- Articulate recommendations for systemic reform, targeting national decision-makers, NHRIs, CSOs, and regional bodies
- Highlight the role of social innovation and collective leadership in advancing reform
- Address the relevance of OPCAT ratification and NPM establishment where appropriate
- Submit first drafts of both Policy Briefs to NANHRI and MIDRIFT HURINET by 22 September 2026.
- Incorporate feedback from the partner validation process (conducted 22 September–2 October 2026 by KNCHR, HRC SL, MIDRIFT HURINET, and NANHRI).

3.2. Finalisation

- Revise both Policy Briefs in light of consolidated partner feedback and submit final versions to NANHRI by 10 October 2026.
- Ensure that the final Policy Briefs are in a format ready for printing and digital dissemination.

3.3. Summary of Deliverables

- **Deliverable 1:** Inception Report (maximum 5 pages), due 31 August 2026
- **Deliverable 2:** Interview guide for stakeholder consultations, due 2 September 2026
- **Deliverable 3:** Two first-draft Policy Briefs (Kenya and Sierra Leone), submitted 22 September 2026
- **Deliverable 4:** Two final Policy Briefs (Kenya and Sierra Leone), submitted 10 October 2026.

4. Methodology

The consultant is expected to employ a participatory, evidence-based methodology that reflects the multisectoral and intersectoral nature of the project. The following methodological principles shall guide the work:

- **Rigorous document analysis:** Systematic review and critical synthesis of all relevant project documentation, informed by a clear analytical framework agreed at inception.
- **Stakeholder-centred inquiry:** Semi-structured interviews that centre the perspectives of intersectoral stakeholders, including marginalised voices where accessible, and that are conducted in an ethical, culturally sensitive manner.
- **Gender and human rights sensitivity:** Analytical and narrative framing that is attentive to differential impacts of correctional system dysfunction on women, LGBTIQ+ persons, youth, migrants, and other at-risk populations.
- **Policy relevance:** Recommendations that are specific, actionable, and targeted to identified decision-makers at national and regional levels.
- **Collaborative approach:** Regular, structured engagement with NANHRI and MIDRIFT HURINET throughout the assignment, ensuring the Policy Briefs reflect the collective intelligence of the intersectoral process.

The consultant must submit for approval a detailed methodology notes as part of the Inception Report before proceeding to data collection.

5. Required Qualifications and Experience

An advanced university degree (Master's or equivalent) in Human Rights, Law, Public Policy, Social Sciences, Development Studies, Political Science, or a closely related field.

5.1. Experience, Knowledge, and Skills

- A minimum of seven (7) years of professional experience in human rights, criminal justice reform, public policy, or a related field.
- Demonstrated experience in policy research, analysis, and the development of policy briefs, advocacy documents, or similar knowledge products.
- Proven experience engaging with National Human Rights Institutions (NHRIs), government agencies, and civil society organisations, preferably in Sub-Saharan Africa.
- Experience in qualitative research and stakeholder consultation processes.
- Knowledge of torture prevention, prison reform, correctional services, or related human rights issues is highly desirable.
- Familiarity with the African human rights system and its mechanisms.
- Excellent analytical, synthesis, and report-writing skills, with the ability to translate complex findings into clear, evidence-based policy recommendations.
- Strong communication and stakeholder engagement skills.
- Ability to work independently, manage competing priorities, and deliver high-quality outputs within agreed timelines.

5.1. Language

- Full professional proficiency in written and spoken English is required.
- Proficiency in other official languages used in Kenya or Sierra Leone is an advantage.

6. Reporting and Coordination

The consultant will report directly to the designated NANHRI Programme Officer, who will serve as the primary focal point for contractual and technical matters. MIDRIFT will provide technical input on the PBLD process and participate in the review of draft policy briefs. Relevant project partners, including KNCHR, HRCSL, and Prison Watch Sierra Leone (PWSL), will contribute to the validation process, as appropriate.

MIDRIFT and NANHRI will coordinate stakeholder consultations, consolidate feedback, and approve all deliverables.

The consultant will participate in regular progress meetings and provide timely updates throughout the assignment.

7. Ethical Considerations

The consultant shall adhere to the highest standards of professional and research ethics throughout the assignment. This includes:

- Obtaining informed consent from all participants and respecting their right to decline or withdraw from participation.
- Maintaining the confidentiality and secure handling of all information collected during the assignment.
- Applying a "do no harm" approach throughout data collection, analysis, and reporting.
- Obtaining any required permissions or ethical clearances before undertaking stakeholder consultations.
- Complying with applicable data protection and privacy requirements.

8. Payment and Financial Arrangements

The consultancy will be remunerated on a lump-sum basis. The total fee will be agreed upon contract signature, based on the technical and financial proposal submitted by the consultant. Payment will be structured as follows:

- 30% of the total fee upon submission and acceptance of the Inception Report
- 30% of the total fee upon submission and acceptance of first drafts of both Policy Briefs
- 40% of the total fee upon submission and acceptance of the final Policy Briefs by 10 October 2026

All deliverables must be formally approved in writing by NANHRI before the corresponding payment tranche is released. NANHRI reserves the right to withhold payment for deliverables that do not meet the required quality standards, pending revision.

Travel costs, if any, in-country travel is agreed and approved in advance by NANHRI, will be reimbursed separately upon submission of receipts, in accordance with NANHRI's travel policy.

9. Confidentiality and Non-disclosure

All reports, data, materials, and outputs developed under this consultancy shall be the sole and exclusive property of NANHRI. The consultant shall not publish, share, or disclose any part of the work, whether in draft or final form without the prior written consent of NANHRI.

10. Submission of Applications

Interested candidates should submit their applications to info@nanhri.org, copied to dnguti@nanhri.org, no later than **12 August 2026**.

Applications must include:

1. A cover letter outlining the applicant's suitability for the assignment.
2. An updated CV highlighting relevant qualifications and experience.
3. A technical proposal, including the proposed methodology and work plan.
4. A financial proposal indicating the estimated level of effort and total consultancy fee.
5. Two writing samples of previous policy briefs, research reports, or comparable analytical documents produced by the candidate.
6. Contact details of professional referees.

10.1. Selection Criteria

Applications will be evaluated based on:

- Relevant qualifications and experience – 35%
- Technical proposal and methodology – 30%
- Quality of writing samples – 20%
- Financial proposal – 15%

Only shortlisted candidates will be contacted. NANHRI reserves the right to request additional information from applicants and to conduct interviews as part of the selection process.