



THE KENYA SECTION OF THE INTERNATIONAL COMMISSION OF JURISTS (ICJ KENYA)

**EXPRESSION OF INTEREST AND TERMS OF REFERENCE FOR
EXTERNAL CONSULTANT'S MID TERM REVIEW (MTR) OF
2016 – 2020 STRATEGIC PLAN**

1.0 BACKGROUND

About ICJ Kenya

ICJ Kenya is a membership, non-governmental, non-partisan and not-for-profit organization registered society in Kenya and is the only autonomous national section of the International Commission of Jurists based in Geneva. ICJ Kenya has been working in Kenya and around the African continent since 1959 promoting human rights, the rule of law, democracy and justice.

ICJ Kenya is the oldest human rights organization in Kenya. Its membership is drawn from the Bar as well as the Bench and currently constitutes of over 500 jurists as members. It is governed under a Constitution through an elected Council of 7 members that serves for two-year fixed terms. ICJ Kenya has observer status at the African Commission on Human and Peoples' rights

2.0 PURPOSE OF REVIEW

The overall objective of the Mid Term Review (MTR) is to assess progress on implementation of ICJ Kenya's 2016-2020 Strategic Plan. The review is expected to explore whether ICJ Kenya has achieved results and impact in the first half of its Strategic Plan period. Broadly, the review will encompass overall programme performance, organizational development assessment, the extent envisaged outputs and outcomes were achieved, challenges and developments in the political context and risk factors, management of the programme and projects, including financial management and possible needs for adjustment.

The findings and recommendations of the review will inform strategic decisions regarding the next phase of Strategic Plan implementation and institutional sustainability. The review will further form a basis for reorienting and augmenting ICJ Kenya's approach and interventions with a view to providing adjustments to the remainder period of ICJ Kenya 2016-2020 Strategic Plan.

Specifically, the review will, as systematically and objectively as possible:

- Assess whether activities have resulted into intended outputs;
- Appraise outcomes – both intended and un-intended, and their contribution towards overall institutional goals;
- Assess the efficacy of implementation as weighted against ICJ Kenya's monitoring, learning and evaluation internal processes;
- Establish the level of confidence and satisfaction among ICJ Kenya's stakeholders and development partners;
- Analyze challenges and critical risk factors as well as how they impact on the operating environment;

3.0 SCOPE OF THE REVIEW

ICJ Kenya's interventions are anchored on the principles of Human Rights Based Approach (HRBA) and Participatory Approaches. In this context, therefore, the Consultant is expected to review ICJ Kenya's organizational and programmatic achievements through these lenses in interrogating lessons learnt for the period between 2016 and 2018.

The MTR is expected to capture the evolving operating context; programme context internal and external threats and opportunities; Strategic Direction (Vision, Mission, Values, Strategic Issues and their corresponding Strategic Objectives; (Human Rights, Governance, Access to Justice, International Justice, The Closing Civic Space) and their corresponding strategic issues and responses; Review of Organizational Development Priorities (Financial Stability, Organizational Culture, integration of innovative technology, knowledge management, staff training and development, Harnessing membership expertise, building partnerships and coalitions); ICJ Kenya's Risk Management and Mitigation Measures; Assess The Results Matrix (Thematic Results vs Corresponding Performance indicators) and the ICJ Kenya's organizations subsisting structure.

4.0 METHODOLOGY

A systematic and holistic participatory approach will be used in the review process. The participants will include but not limited to:

- ICJ Kenya Secretariat
- ICJ Kenya Council
- ICJ Kenya Members
- ICJ Kenya development Partners and
- ICJ Kenya stakeholders

5.0 REPORTING/KEY DELIVERABLES

The Consultant is expected to produce a well-document MTR report and revised Strategic Plan that will:

- a) Tell the story and provide impeccable evidence of efficacy and effectiveness of the ICJ Kenya's interventions in the first half of the Strategic Plan Period;
- b) Provide clear, actionable recommendations on programme and project implementation ;
- c) Contain an explanation of a clear methodology utilized for the review;
- d) Provide key findings focusing on the performance and effectiveness of the relevance, effectiveness, efficiency, sustainability and impact with regard to ICJ Kenya's work and approach
- e) Captures lessons learned and best practices: What is working well and why; what is not and why?
- f) Provides practical recommendations for improving institutional visibility, effectiveness of delivery of programme and project design, other approaches based on the findings;
- g) Make recommendations for new or potential areas of resource mobilization to support sustainability in line with ICJ Kenya's strategic plan;

- h) Validate the report internally with the ICJ Kenya secretariat;

Other Deliverables

- Documentation of SWOT, PESTLE and Competitive analyses in the MTR report;
- A Report consistent with the TORs, including recommendations and options for ICJ Kenya. The report should summarise and capture the feedback (either in main report or as an annex), containing consultant's full observations and general and specific recommendations on options for ICJ Kenya;
- Delivery of final report taking into account corrections and requested changes;
- Delivery of a revised ICJ Kenya Strategic Plan for the remainder of the envisaged period;

6.0 CONSULTANCY REQUIREMENTS

- Master's degree in Law, Strategic Management, Organizational Development or equivalent qualification with a minimum 10 years' experience;
- In depth knowledge of human rights issues in Kenya and the region;
- Demonstrated ability to work with strict target and deadlines;
- Excellent communication and facilitation skills including knowledge in participatory methods and approaches;

7.0 DURATION

The Consultancy will be undertaken within a period of 3 months.

8.0 PROPOSAL SPECIFICATION

Interested bidders are required to provide the following information and documents;

- i. Curriculum Vitae/Profile detailing the applicants experience, contacts of three referees who are familiar with the applicant's expertise and relevant work experience. Professional indemnity cover must be stated.
- ii. A detailed technical proposal with the following components: understanding and interpretation of the TORs; Methodology to be used in undertaking the assignment; duration and activity schedule
- iii. Expected consultancy fee breakdown to specifics.

9.0 APPLICATION PROCEDURE

Expression of Interest (EOI) bids should be sent to info@icj-kenya.org, copied to samwel.mohochi@icj-kenya.org and addressed to:

The Procurement Committee quoting Reference No. ICJ Kenya SP/10/2018 as the subject on or before 19th October 2018.

Bids received after the deadline will not be considered and only shortlisted bidders will be contacted. ICJ Kenya reserves the right to accept or reject any bid and will not be bound to give reasons for either rejection or acceptance.

Any canvassing or giving of false information will lead to automatic disqualification