



TERMS OF REFERENCE FOR THE DEVELOPMENT OF NANHRI'S 2026-2030 STRATEGIC PLAN

(I) About NANHRI

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 believes that strong, independent and effective national human rights institutions can significantly contribute to the promotion and protection of human rights for all in Africa and beyond.

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.

NANHRI's current Strategic Plan (2021-2025) comes to an end in December 2025. A new plan needs to be developed and approved by the Steering Committee and subsequently by the General Assembly in October 2025 and commence implementation in January 2026. For this reason, NANHRI seeks the services of an experienced and competent consultant or consulting firm to lead a facilitated and consultative process to develop the new Strategic Plan spanning the period 2026-2030.

(II) Objective of the Consultancy

The objective of this consultancy is to provide technical support in profering a suitable and sequential design process and facilitate a strategic planning process that will culminate in the elaboration of a new NANHRI Strategy 2026-2030 in line with the changing political, economic, technological, global and social landscape.

The plan will enhance NANHRIs impact in promotion and protection of human rights, ensure sustainability, and strengthen organizational capacities and partnerships through inclusive and strategic engagement of all key stakeholders.

(III) Scope of Work

1. Designing a process for developing the strategic plan.

2. Conducting a comprehensive context analysis of the prevailing socio-economic, political, and funding landscape that impacts on NANHRIs work
3. Facilitating planned retreats/virtual meetings with key stakeholders including all staff, senior management and Board members.
4. Documenting and synthesize the retreat and meeting outcomes.
5. Proposing a suitable overarching framework for the Strategic Plan.
6. Producing a draft Strategic Plan and supportive documents capturing key elements for the subsequent operational plan, resource mobilization strategy, organizational management structure and monitoring and evaluation.
7. Preparing and deliver presentations to Senior management and Staff as well as the Steering Committee for validation and approval.
8. Preparing comprehensive documentation of the strategic planning process, including detailed reports on findings, workshop outcomes, and strategic recommendations.
9. Submitting a final report that encapsulates the entire process, outcomes, and next steps for implementation.

(IV) Key Deliverables

- An inception report outlining how the consultant/consulting firm understand the scope of work, the steps and methodology to be used in developing the NANHRI Strategy 2026-2030.
- A comprehensive context analysis report.
- A draft and final strategic plan for 2026-2030, including a detailed Theory of Change.
- A final report summarizing the methodology, process, findings, and recommendations of the strategic planning process.

(V) Methodology

The consultant/consulting firm will propose an appropriate methodology that would best suit the assignment within the tentative planned period from March to October 2025. This will be assessed as part of the evaluation process. The consultant/consulting firm will ensure that the principle of inclusion, transparency, participatory people centred process/methods are at the core of the review process and final report.

(VI) Timeframe

The assignment will be carried out over a period of 90 (ninety) days staggered within the months of March to October 2025.

(VII) Qualifications and Experience

The consultant will be a firm or individual with vast experience in the design, facilitation and development of strategic plans.

Specifically, the consultant shall:

- Be a PhD holder in Organizational Development, Social Sciences, Business Management, Strategic Planning, or other closely related fields from a recognised University. A Masters Degree holder with the relevant sought experience may also considered

- Demonstrate deep knowledge and understanding of the human rights system and the workings of the various mechanism. Prior experience of engaging with National Human Rights Institutions will be an added advantage
- Shall possess at least 10 years of relevant experience in the NGO sector, with a strong track record in strategic plan development and organizational development, focusing on human rights and development contexts.
- Excellent facilitation skills and experience in managing inclusive and participatory processes, capable of guiding diverse groups through complex, sensitive discussions and strategic decision-making processes.
- Fluency in English, with proficiency in French or other languages considered a significant advantage.
- Demonstrated experience using participatory approaches in conducting assessments and facilitating strategic planning processes, ensuring diverse and equitable stakeholder engagement.
- The consultant/consulting firm must be available to do the work between March to October 2025.

(VIII) Management/ Reporting

The consultant/consulting firm will be technically managed by the Executive Director, and will work closely and regularly with Senior Programmes Officer and other relevant Secretariat staff to access all the relevant background documents. The consultant will liaise with the Finance and Admin unit for administrative and operational support.

(IX) Application Procedure

Interested consultants (individuals/firms/institutions) should submit a technical proposal responding to the TORs including

- 1) Cover letter explaining their eligibility for the assignment and interpretation of the tasks;
- 2) Details of the methodological approach, its suitability and any underlying organizational development frameworks;
- 3) CV of the individual consultant or CVs of members of the consulting team;
- 4) Work profile including reverse chronological list of similar projects/assignments and contact details (name, email/phone) of supervisors/clients; and
- 5) A financial proposition with the expected remuneration.

The proposal should be submitted to info@nanhri.org and copy to dnguti@nanhri.org to reach NANHRI on or before **February 28, 2025, COB**.