



Terms of Reference

Consultancy for Mid-Term Review of the BNBR Strategic Plan 2024 – 2028

1. Background

Basic Needs Basic Rights (BNBR) Kenya is a registered Public Benefit Organization (PBO) that intervenes in mental health. Our main purpose is to foster communities that value mental health and wellbeing through rights-based approaches.

BNBR is implementing its Strategic Plan for the period 2024-2028. The Plan guides the organisation's strategic direction, programme priorities, institutional development, partnerships, and resource mobilisation. At the mid-point of the strategy period, the organisation wishes to undertake an independent review to assess progress made, examine continued relevance, identify gaps and lessons, and inform stronger implementation during the remaining two years.

The review is intended not only to assess performance to date but also to provide strategic guidance for adaptive management, organisational learning, and improved delivery of results during the remainder of the Strategic Plan period.

2. Purpose of the Review

The purpose of the review is to assess progress in implementing the Strategic Plan, determine whether the current strategic direction remains relevant and effective, and provide practical recommendations to strengthen delivery during the remaining period of the Plan.

The review should also help the organisation:

- Refine its strategic focus for the remaining implementation period;
- Strengthen its organisational performance;
- Improve its outcome measurement framework;
- Strengthen organisational learning and evidence generation;
- Assess whether the theory of change and strategic assumptions remain valid within the current operating context.

3. Objectives and Scope of Work

The consultant will:

- Assess progress made against the Strategic Plan objectives, outcomes, and priorities.
- Review the continued relevance of the Strategic Plan in light of the current context, stakeholder needs, and organisational priorities.

- Examine the effectiveness of implementation approaches, organisational systems, partnerships, and capacities supporting delivery.
- Identify key achievements, lessons, good practice, bottlenecks, and areas requiring adjustment.
- Review organisational capacity, systems, governance, and partnerships
- Recommend how the organisation can sharpen its strategic focus for the remaining two years.
- Review the current results and outcome measurement framework and approaches. Propose practical improvements to strengthen outcome-level monitoring indicators and processes, documentation, learning, and evidence of change.

4. Key Review Questions

The review should seek to answer, among others, the following questions:

- To what extent has BNBR achieved the intended strategic objectives and outcomes?
- Which objectives are on track, partially achieved, or off track, and why?
- How relevant does the Strategic Plan remain in the current operating environment?
- How effective have implementation approaches been?
- Are governance, leadership, staffing, and organisational systems adequate to support implementation?
- How effective are partnerships in delivering strategic objectives?
- Is the current Theory of Change still appropriate?
- Are the current indicators sufficient for measuring organisational outcomes?
- What strategic adjustments should be made for the remaining implementation period?

5. Methodology

The consultant will propose a suitable methodology, but it should include:

- Desk review of relevant organisational documents;
- Interviews and consultations with board members, management, staff, partners, project participants, donors, and other key stakeholders;
- Review of programme, performance, and monitoring data;
- Validation of key findings and recommendations with the organisation.

The approach should be participatory, practical, and evidence-based.

The consultant should propose a sampling strategy that ensures representation across key stakeholder groups. The review should apply recognised evaluation criteria, including relevance, effectiveness, efficiency, sustainability, coherence, and organisational capacity.

6. Deliverables

The consultant will provide:

- Inception Report outlining methodology, review framework, workplan, sampling approach, and data collection tools.
- Draft Mid-Term Review Report.
- Validation Presentation to Management.

- Validation Presentation to the Board.
- Final Mid-Term Review Report.

The Final Report should include the following key sections

- Executive summary,
- Findings against each strategic objective,
- Conclusions,
- Prioritised recommendations,
- Implementation roadmap for the remaining two years,
- Revised results framework (where necessary),
- Proposed outcome indicators,
- Action matrix showing responsibilities, timelines and priority levels.

7. Duration

The assignment is expected to take approximately 15–20 working days to be concluded by 30th October 2026

8. Reporting Arrangements

The consultant will report to the Ag. Executive Director.

BNBR will:

- Provide relevant documents,
- Facilitate stakeholder introductions,
- Coordinate interviews and validation meetings.

9. Consultant Qualifications

The consultant should demonstrate:

- Proven experience conducting strategic plan reviews;
- Experience evaluating PBOs/NGOs or development programmes;
- Strong analytical and report-writing skills;
- Experience in organisational development;
- Expertise in monitoring, evaluation, accountability and learning (meal);
- Excellent facilitation and stakeholder engagement skills.

Experience in mental health and disability inclusion will be an added advantage.

10. Proposal Requirements

Interested consultants should submit:

- A technical proposal outlining understanding of the assignment, methodology, and timeline,
- A financial proposal,
- CV(s) of the consultant and team members,

- Examples of similar work,
- At least 2 relevant references,
- Submit a copy of their official registration or business license,
- Submit a copy of their firm's tax certificate (KRA Tax Compliance Certificate).
- Must be ETIMS Registered

The technical proposal should clearly describe:

- Understanding of the assignment,
- Proposed methodology,
- Workplan,
- Staffing,
- Quality assurance mechanisms,
- Risks and mitigation measures.

9. Proposal Evaluation Criteria

Criteria	Weight
Understanding of the assignment	20%
Proposed methodology	30%
Relevant experience	25%
Qualifications of consultant/team	15%
Financial proposal	10%

11. Confidentiality and Ownership

All information accessed during the consultancy will be treated as confidential. All outputs produced under this assignment will remain the property of Basic Needs Basic Rights Kenya.

12. Application Process

Offer Deadline and Protocol: Offers must be received no later than 17.00 hours Kenyan local time (EAT) on September 8, 2026. Please reference the TOR in any response to this Request.

Consultancy Budget: The available budget for this assignment is Ksh1,000,000.00 inclusive of all relevant taxes.

Questions: Questions regarding the technical or administrative requirements of this Request may be submitted no later than September 4, 2026, 17.00 hours Kenyan local time (EAT) by email to info@basicneedskenya.org. Questions must be submitted in writing; phone calls will not be accepted. Questions and requests for clarification and the responses thereto that BNBR believes may be of interest to other offerors will be circulated to all Requisition recipients who have indicated an interest in bidding.

Applications should be sent to procurement@basicneedskenya.org no later than 8th September 2026. Only shortlisted consultants will be contacted.