



TERMS OF REFERENCE (ToR) FOR MID-TERM REVIEW OF THE RCK STRATEGIC PLAN (2023-2027)

1. INTRODUCTION The Refugee Consortium of Kenya (RCK) is implementing its Strategic Plan (2023-2027) to protect and promote the well-being, dignity, and voice of displaced and host populations in Kenya. The strategy is structured around five key pillars: Legal Aid and Governance, Peace and Social Justice, Women and Girls' Empowerment, Mental Health and Psychosocial Support, and Organizational Development.

The Mid-Term Review (MTR) aims to assess progress towards strategic objectives, identify achievements, challenges, and gaps, and provide recommendations for course correction and enhanced impact for the remaining period of the strategy.

2. OBJECTIVES OF THE MID-TERM REVIEW The objectives of the MTR are to:

1. Assess the progress made in implementing the strategic goals, objectives, and key interventions.
2. Evaluate the effectiveness, efficiency, relevance, and sustainability of RCK's strategic interventions. The consultants will also be expected to evaluate the value for money for the 2.5 years
3. Identify key achievements, challenges, and lessons learned.
4. Review the effectiveness of RCK's organizational structure and governance mechanisms in supporting strategy implementation.
5. Provide actionable recommendations to enhance programmatic impact and operational efficiency.
6. Assess financial resource mobilization and utilization against strategic targets.

3. SCOPE OF THE REVIEW The review will cover the following areas:

- Achievement. Key successes/achievements over the 2.5 years. Reasons for the achievements and challenges
- Relevance: The extent to which the strategy remains aligned with RCK's mission, national refugee policies, and international humanitarian frameworks.
- Effectiveness: The degree to which planned activities and outputs are contributing to the achievement of strategic goals.
- Efficiency: Assessment of the use of financial, human, and material resources in achieving results.
- Impact: The overall effect of RCK's interventions on displaced and host populations.
- Sustainability: The likelihood that the outcomes and impacts will be sustained beyond the strategy period.

4. METHODOLOGY The MTR will employ a mixed-method approach, including:

1. Document Review: Examination of RCK's Strategic Plan, annual reports, financial reports, monitoring and evaluation (M&E) data, and other relevant documents.
2. Stakeholder Consultations: Interviews and focus group discussions with key stakeholders including RCK staff, board members, donors, government agencies, partner organizations, and beneficiary communities.
3. Field Assessments: Site visits to selected program locations to observe interventions and collect qualitative data.
4. Survey and Data Analysis: Collection of primary data through structured surveys targeting key beneficiaries and stakeholders.

5. KEY DELIVERABLES The consultant(s) will be expected to produce the following:

1. Inception Report: Outlining methodology, tools, work plan, and timeline.
2. Draft MTR Report: Providing preliminary findings, key insights, and recommendations.
3. Validation Workshop: Presentation of draft findings to RCK management and stakeholders for feedback.
4. Final MTR Report: Incorporating feedback and presenting final recommendations.

6. TIMELINE The review is expected to take place over a period of 8-10 weeks, with the following indicative timeline:

- Week 1-2: Inception phase, desk review, and finalization of methodology.
- Week 3-4: Data collection and stakeholder engagement.
- Week 5-6: Analysis and drafting of the MTR report.
- Week 7: Validation workshop and stakeholder feedback.
- Week 8-10: Finalization and submission of the report.

7. QUALIFICATIONS AND COMPETENCIES OF CONSULTANT(S) The consultant(s) should have:

- Team leader should possess at least a masters degree in Strategic Management, Development studies and Population Studies, other members with Master's degree in Development Studies, Humanitarian Affairs, Social Sciences, or a related field.
- At least 7-10 years of experience in strategic evaluations and program assessments within the humanitarian sector.
- Extensive experience in developing strategic plans and conducting strategic plan evaluations along OECD- DAC assessment criteria for various organizations
- Proven expertise in conducting organizational and program reviews using qualitative and quantitative methodologies.
- Strong understanding of the Kenya contexts, especially refugee protection, humanitarian response, and policy advocacy.
- Strong analytical, facilitation, and report-writing skills.
- Qualified team member with relevant qualifications and competency in designing and using mobile phone technology for data collection, statistical packages for quantitative and qualitative analyses, such as SPSS, NVivo among others.
- Experience in data collection on and analysis using participatory methodologies; Experience conducting and facilitating interviews and group discussions in cross-cultural contexts.

8. REPORTING AND MANAGEMENT The consultant(s) will directly report to the Executive Director of RCK and work closely with the Monitoring, Evaluation, Accountability, and Learning (MEAL) team. Regular progress updates will be required.

9. APPLICATION PROCESS Interested consultants should submit:

- A technical proposal outlining the proposed approach, methodology, and work plan.
- A financial proposal with a detailed budget breakdown.
- CVs of lead consultant(s) and team members.
- Samples of similar work previously conducted.

10. CONTACT INFORMATION Applications should be submitted via email to careers@rckkenya.org copy refcon@rckkenya.org by May 16, 2025.