TERMS OF REFERENCE

END-TERM EVALUATION OF THE TUPIGANE NA UFISADI (TUNU) PROJECT

Strengthening Capacities of Local Civil Society to Fight Corruption in Kenya

Project period: 2023–2027

Geographical coverage: 11 counties in Kenya

Commissioning organisation: Konrad-Adenauer-Stiftung (KAS) Kenya

Implementing partners: Transparency International Kenya (TI-Kenya) and The Institute for Social Accountability (TISA)

Co-funded by: European Union (EU) and German Federal Ministry for Economic Cooperation and Development (BMZ)

1. About Konrad-Adenauer-Stiftung

Konrad-Adenauer-Stiftung (KAS) is a non-profit registered association established in 1955, originally under the name "Gesellschaft für christlich-demokratische Bildungsarbeit". In 1964, it was renamed in honour of Konrad Adenauer, the first Chancellor of the Federal Republic of Germany, reflecting his commitment to democratic values, European integration and the rule of law.

Today, KAS is one of Germany's leading political foundations, dedicated to promoting democracy, rule of law and social market economy at national, European and international levels. The organisation has developed into a globally operating actor, supporting democratic governance, functional political party systems, fair and free elections, independent media and a rule-based order in diverse political contexts.

2. About the TUNU Project

Kenya's Constitution (2010) establishes good governance, integrity, transparency, accountability, and public participation as fundamental principles of governance. Despite a strong legislative and institutional framework, corruption and impunity remain significant challenges to Kenya's sustainable development. Kenya's score of 32 out of 100 in the 2024 Corruption Perceptions Index highlights the continued need to strengthen transparency, accountability, and citizen engagement.

Against this backdrop, the Konrad-Adenauer-Stiftung (KAS), in partnership with Transparency International Kenya (TI-Kenya) and the Institute for Social Accountability (TISA), is implementing **"Strengthening Capacities of Local Civil Society to Fight Corruption: Tupigane na Ufisadi (TUNU)"** project from 2023 to 2027. The project is co-funded by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ).

The **Specific Objective** of TUNU is to strengthen the role of civil society in advancing transparency and access to information to combat corruption and impunity, using digital technologies, public education, and stronger cooperation with state actors.

The project works with **220 local civil society organisations (CSOs) across 11 counties**, organised into four geographical clusters:

- **Cluster 1:** Kakamega, Siaya, Kisumu, and Homa Bay
- **Cluster 2:** Uasin Gishu and Baringo
- **Cluster 3:** Wajir, Isiolo, and Meru
- **Cluster 4:** Kiambu and Makueni

The counties were selected based on factors including corruption and governance challenges, the presence of CSO networks, availability of relevant data, and previous engagement in the respective areas.

TUNU's intervention focuses on strengthening the capacity of local CSOs to undertake evidence-based advocacy, monitoring, civic education, access-to-information activities, and citizen engagement. The project also promotes the use of digital tools to improve access to and dissemination of information and seeks to strengthen constructive engagement between civil society, citizens, and relevant state actors.

The project's target groups and stakeholders include local CSOs and their networks, citizens and community groups, county and national government institutions, accountability actors, elected representatives, journalists, and other governance stakeholders. Through these actors, the project seeks to contribute to a stronger local accountability ecosystem in which citizens and civil society can access and use public information, monitor public institutions and services, advocate for transparency, and engage duty bearers on accountability.

The underlying intervention logic is that strengthened CSO capacities, improved access to information and digital tools, and increased citizen and civil society engagement with state actors will enhance monitoring, advocacy, responsiveness, and accountability, thereby contributing to efforts to reduce corruption and impunity.

Given the project's geographical scope, diverse target groups, and multi-level intervention, the evaluator will be expected to develop an appropriate Key Informant Interview (KII) sampling strategy. The proposed approach should ensure adequate coverage of the four geographical clusters and the principal stakeholder groups, while allowing for purposive selection of information-rich respondents. KIIs should generate evidence on implementation, changes in CSO capacity and practice, access to and use of information, citizen engagement, collaboration with state actors, contextual factors, emerging outcomes, and the mechanisms through which the project is contributing to its intended results.

3. Purpose and Scope of the Evaluation

3.1. Purpose of the Evaluation

The purpose of the evaluation is to provide an independent and evidence-based assessment of the performance, outcomes and sustainability of the TUNU project and to generate practical learning for KAS and its partners.

The findings will support accountability, organisational learning and future programming in the areas of civil society strengthening, transparency, access to information, digital accountability and anti-corruption.

3.2 Scope of the Evaluation

The evaluation will cover the full implementation period of the TUNU project, 2023–2027, across the 11 target counties and four geographical clusters.

The evaluation will examine the project at three interconnected levels:

Strategic level

- Relevance and coherence of the project design, Theory of Change and intervention strategies within the Kenyan governance and anti-corruption context.

- Responsiveness of the project to the needs and priorities of local CSOs and relevant stakeholders.

Implementation and results level

- Effectiveness of project implementation and achievement of intended results.
- Approaches to strengthening local CSOs, citizen engagement, advocacy, transparency, access to information, digital accountability and engagement between civil society and state actors.
- Project management, partnerships, coordination, resource utilisation, and monitoring, evaluation and learning.

Outcome and sustainability level

- Significant intended, unintended and emerging outcomes and changes.
- TUNU's contribution to identified outcomes.
- Gender equality, social inclusion and meaningful participation.
- Sustainability of project supported capacities, relationships, systems, practices and outcomes.
- Lessons and practices relevant to future programming.

The evaluation will go beyond assessing activities and outputs to examine what changed, for whom, the significance of those changes, and the contribution of TUNU to them.

3.3. Evaluation Questions

The evaluation will be guided by the following questions.

A. Relevance and Coherence

1. To what extent were TUNU's design, objectives and intervention strategies relevant to the needs of local CSOs and the Kenyan governance and anti-corruption context?
2. To what extent did TUNU complement relevant initiatives and create synergies with other actors working on governance, transparency and accountability?

B. Effectiveness and Efficiency

3. To what extent did TUNU achieve its intended results, and what factors facilitated or constrained implementation and achievement?
4. To what extent were the project's management, partnership, coordination and resource-utilisation arrangements effective and efficient in supporting results?

C. Outcomes and Contribution

5. What significant changes and outcomes occurred during the project period, including intended, unintended and emerging outcomes?

6. What changes occurred in areas relevant to TUNU's objectives, including civil society capacity and influence, citizen engagement, transparency and access to information, digital accountability, advocacy and civil society–state engagement?
7. How and to what extent did TUNU contribute to the identified outcomes, and what other actors or contextual factors influenced them?

D. Gender Equality, Social Inclusion and Sustainability

8. To what extent did the project promote gender equality, social inclusion and meaningful participation, and how these reflected in the outcomes achieved?
9. Which project-supported capacities, relationships, systems, practices and outcomes are likely to continue beyond the project period, and what factors will influence their sustainability?

E. Learning and Future Programming

10. What lessons and promising practices have emerged from the project, and what approaches should be sustained, adapted or strengthened in future programming?

4. Evaluation Approach

4.1. Methodology

The evaluation will be guided by the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency and sustainability, with particular emphasis on identifying significant outcomes and assessing the contribution of the TUNU project to observed change. The evaluation will go beyond activities and outputs to examine what changed, for whom, the significance of these changes, TUNU’s contribution to them, and the factors that enabled or constrained change.

Outcome Harvesting will serve as the primary methodology for identifying and analysing significant intended, unintended and emerging outcomes. The evaluator will develop and substantiate outcome statements, assess their significance, verify findings through triangulation of available evidence, and analyse TUNU’s contribution to the observed changes.

Contribution Analysis will complement Outcome Harvesting by testing the plausibility of TUNU’s contribution to identified outcomes. This will consider the project’s Theory of Change, alternative explanations, contributions of other stakeholders and programmes, and relevant contextual factors.

Evidence will be generated through a mixed-methods approach, including document and monitoring data review; key informant interviews with KAS, implementing partners, supported CSOs, government representatives and other relevant stakeholders; focus group discussions with project participants and beneficiaries, where appropriate; and outcome verification interviews.

The evaluator will propose a sampling strategy that ensures appropriate coverage of the project’s geographical areas and key stakeholder groups.

The Most Significant Change (MSC) technique will be used selectively to complement the outcome evidence through 3–5 compelling stories of change. Stories will be selected using transparent criteria and will serve to illustrate significant outcomes and deepen understanding of TUNU's contribution, rather than as standalone evidence of impact.

4.2 Confidentiality

The evaluator will maintain confidentiality throughout the assignment and ensure that information obtained from participants and project documents is used solely for the purposes of the evaluation.

Given the sensitivity of governance and corruption related issues, the evaluator must apply appropriate safeguards to protect participants from potential professional, political or other risks.

The evaluation team will:

- obtain informed consent;
- ensure voluntary participation;
- protect participant confidentiality;
- anonymise sensitive information where appropriate;
- securely store evaluation data;
- comply with applicable data protection requirements; and
- apply a do-no-harm and safeguarding approach.

The evaluator should disclose any actual or potential conflict of interest before commencement of the assignment.

5. Evaluation Deliverables

The evaluator will be expected to deliver the following:

1. Inception Report (methodology, sampling strategy, evaluation matrix, workplan);
2. Guidelines for data collection (interviews, FGD, outcome harvesting);
3. Draft evaluation report and preliminary findings presentation;
4. Validation and learning workshop;
5. Final evaluation report.

The evaluation period is expected to run from October 2026 to February 2027. This timeline has been established to align the evaluation with resulting project activities and to ensure the availability of project staff and key stakeholders for consultations, field visits and validation processes. As part of the technical proposal, applicants should clearly indicate the availability of the proposed evaluator(s) and key team members for the assignment during the period October 2026 to February 2027, including any known constraints that may affect the proposed timeline.

6. Budget

The total evaluation budget cannot exceed **13,000.EUR** and should include all costs related to the evaluation.

7. Consultant /Team Qualifications and Experience

KAS seeks to engage an individual consultant or a consulting team with demonstrated expertise in programme evaluation, governance and civil society programming.

The evaluator/team should demonstrate:

- At least 8–10 years of relevant experience in programme evaluation, research, monitoring, evaluation and learning.
- Demonstrable experience conducting end-term or outcome-focused evaluations using Outcome Harvesting.
- Experience with contribution analysis, theory-based evaluation or other approaches for assessing contribution in complex programmes.
- Demonstrated experience evaluating programmes in governance, democracy, accountability, anti-corruption, human rights and/or civil society strengthening.
- Strong experience applying mixed qualitative and quantitative research methods.
- Demonstrated ability to analyse and present complex evidence clearly and produce high-quality evaluation reports.
- Experience integrating gender equality, social inclusion and participation into evaluation design and analysis.
- Experience working across multiple counties and with local CSOs is an advantage.
- Excellent written and oral communication skills in English.

The proposed lead evaluator should demonstrate direct responsibility for previous Outcome Harvesting assignments. Applications should provide examples of relevant assignments and, where possible, samples of previous evaluation reports.

8. Management and Coordination

The evaluation will be commissioned and managed by KAS Kenya, in consultation with TI-Kenya and TISA. The designated KAS focal person will serve as the primary point of contact for the consultant and will coordinate access to project documentation and stakeholders.

KAS, TI-Kenya and TISA will support the evaluation by:

- providing relevant project documentation and available monitoring data;
- briefing the consultant on the project and its implementation;
- facilitating introductions to relevant stakeholders;

- supporting coordination of interviews and consultations;
- reviewing and providing feedback on deliverables; and
- supporting the validation and learning process.

The evaluator will retain responsibility for the methodological integrity, analysis, findings, conclusions and recommendations of the evaluation. To maximise efficiency and stakeholder engagement, project partners may, where feasible, seek synergies with planned project events and invite the evaluator/team to participate in meetings, workshops or other stakeholder forums relevant to the evaluation. These opportunities may complement the evaluator's stakeholder consultation strategy but should not be considered a substitute for independent data collection activities.

9. Logistics

The evaluator/team will be responsible for developing its fieldwork schedule and travel itinerary in consultation with KAS. KAS and implementing partners will facilitate access to relevant stakeholders and support coordination of fieldwork.

The consultant should clearly indicate in the financial proposal the anticipated costs associated with travel, accommodation, data collection and other fieldwork requirements. The evaluation should make appropriate use of in-person and remote data collection methods, where suitable, while ensuring that the quality and credibility of evidence are not compromised.

10. Application Requirements

Interested consultants or consulting firms should submit a technical and financial proposal as separate documents.

The **technical proposal** should not exceed 15 pages (excluding annexes and CVs) and should include:

1. Understanding of the assignment and TUNU context (max of 2 pages);
2. Proposed evaluation approach and methodology; The proposal should clearly explain how Outcome Harvesting and Contribution Analysis will be applied throughout the evaluation process and how evidence will be triangulated to ensure credible findings.
3. Proposed sampling and stakeholder engagement strategy;
4. Approach to gender equality, social inclusion and ethical considerations;
5. Proposed work plan and timeline;
6. Team composition and roles including quality assurance arrangements;
7. Relevant organisational/consultant experience; and
8. At least two examples of comparable assignments, preferably involving Outcome Harvesting.

Bidders are encouraged to focus on the appropriateness and feasibility of their proposed approach rather than providing lengthy descriptions of standard evaluation methodologies.

The **financial proposal** should include a detailed budget breakdown and constitute a separate part of the application. The budget should clearly distinguish between professional fees and operational expenses and provide sufficient detail on the proposed costs of key data collection activities (e.g. key informant interviews, focus group discussions, outcome verification interviews, workshops and field visits). KAS Kenya will coordinate with the evaluator in the field work costs on support travel to project counties and related fieldwork expenses. Applicants should clearly state any assumptions regarding project-funded travel support in their financial proposal.

11.Selection Criteria

Consultants / organisations will be evaluated based on the following criteria:

1. Technical capacity: Proven expertise in evaluating civil society development projects.
2. Professional experience: Relevant academic qualifications and/or professional experience.
3. Methodological approach: Clarity, comprehensiveness, relevance and feasibility of the proposed methodology.
4. Cost-effectiveness: Reasonability of the proposed budget in relation to the scope of work.
5. Past work: Quality and relevance of submitted sample evaluation reports.

12. Submission Instructions

Applications: CV(s) of proposed evaluator(s); with at least 3 reference people, profile of the consulting firm, where applicable; technical proposal, financial offer and short motivation letter should be submitted electronically and in English with the subject line: ***"Final evaluation of Strengthening Capacities of Local Civil Society to Fight Corruption in Kenya' TUNU project"*** to Zipporah.abaki@kas.de and cc: Carolin.unger@kas.de.

13. Deadline for Submissions

All applications should be submitted by 23:59 (EAT) on 20th September 2026.