



Terms of Reference (TOR)

Consultancy for mid-term review of the Transparency International (TI-Kenya) Action for Integrity Strategic Plan (2022-2028)

REFERENCE NUMBER: TIK/CDO/003/2025

DESCRIPTION: Mid-Term Review of the Transparency International (TI-Kenya) Action for Integrity Strategic Plan (2022-2028)

POSTING DATE: 16th April 2025

DEADLINE FOR SUBMISSION OF EXPRESSION OF INTEREST: 30th April 2025

Organizational Profile

Transparency International Kenya (TI-Kenya) is a not-for-profit organization founded in 1999 in Kenya with the aim of developing a transparent and corruption-free society through good governance and social justice initiatives. TI-Kenya is one of the autonomous chapters of the global Transparency International movement that are all bound by a common vision of a corruption-free world. TI-Kenya's vision is "A corruption-free Society". The mission is to champion the fight against corruption by promoting integrity, transparency and accountability in both public and private spheres. TI-Kenya's work is currently organized around four strategic focus areas namely; Citizen Demand and Oversight, Natural Resource and Climate Governance, Public Finance Management, and Institutional Development.

Background

Transparency International-Kenya (TI-Kenya) has been implementing the 2022-2028 Action for Integrity Strategic plan [Action-for-Integrity_TI-Kenya-Strategic-Plan-2022-2028.pdf](#) since October 2022. The Action for Integrity Strategic plan outlines the organisations' vision, mission, core-values, operating context analysis strategic direction for the period 2022–2028. The Strategic Plan comprehensively outlines the organisations' strategic objectives, interventions, implementation modalities and expected outcomes. Having successfully implemented the 2022-2028 Action for Integrity Strategic plan, the SP is due for the mid-term review.

Purpose of the assignment

This Terms of Reference presents an opportunity to conduct mid-term review of the Transparency International (TI-Kenya) Action for Integrity Strategic Plan (2022-2028). This entails conducting a comprehensive review of the TI-Kenya strategic direction, an analysis of the operating context while taking stock of the implementation progress in line with the strategic results areas. Additionally, the mid-term review (MTR) will assess the milestones, achievements during the implementation period, tangible impact, lessons learnt as well as challenges during the period. This will be key in evaluating the Organisation's performance during the first half of the implementation as well as the Strategic Plan responsiveness to the national, regional and global dynamics.

In addition, this review will inform adjustments of the current Strategic Plan, highlight areas of alignment in line with lessons learnt and best practices ensuring efficiency and effectiveness as the organisation remains progressive in implementation of the Strategic Plan.

The specific objectives of the Action for Integrity SP (2022-2028) MTR are: -

- a) To review the most relevant changes in the operating context: Which changes/shifts have had an impact on the implementation of the SP and how have they influenced implementation?
- b) Assess the extent to which the strategic objectives have been achieved so far in line with the strategic results areas and expected outcomes. This will entail an in-depth assessment of the strategy design, strategic result areas, implementation modalities, organisation structure and expected outcomes.
- c) To test the TI-Kenya theory of change highlighted in the Action for Integrity SP (2022- 2028)
- d) Assess the relevance and implementation of the strategic priorities & identify any changes required for the reminder of the SP. ¹
- e) To propose practical and strategic recommendations on delivering/adjusting the Action for Integrity SP (2022-2028) based on the operating context, strategic results areas, implementation modalities, documented milestones, lessons learnt and best practices. This will ensure the organisations undertakings remains relevant, effective and efficient while being responsive to the operating context.

¹ To analyse the successes, challenges and lessons to enhance organizational learning and evidence-based adjustments. Based on verified quantitative and qualitative evidence, this will additionally entail an analysis of the positive and negative/ intended or unintended changes.

f) Specific tasks

The MTR will comprehensively assess the relevance, coherence, effectiveness, efficiency, management and coordination, impact and sustainability of the strategic plan implementation thus far. This will focus on the implementation of the SP in line with the strategic results areas, an assessment of the operating context and propose adaptive strategies and recommendations that will inform adjustments of the current Strategic Plan.

To effectively address all the specific objectives; the key interrogation areas for this assignment will entail:

Key interrogation areas in the MTR are:

a) Relevance:

1. Does the Action for Integrity SP (2022-2028) remain relevant and valid towards achieving the organisation's vision?
2. How is the Action for Integrity SP (2022-2028) contribution towards achievement of TI-Kenya's mandate? Any lesson learnt/ best practice that can be replicated?
3. To what extent have the SP strategic results areas contributed to the overall impact as outlined in the theory of change?
4. In line with the current operating context, is the theory of change, strategic results areas (*priority areas, strategic results areas, objectives and expected outcomes*) and implementation modalities (*MERLA, governance and management, logical framework, organogram*) relevant? What are the areas of adjustments/ priorities for consideration in the current context

b) Coherence:

1. Does the Action for Integrity SP (2022-2028) design and implementation modalities align to the operating context?
2. Are the proposed interventions and implementation modalities adequate for successful implementation of the SP?
3. Is the Action for Integrity SP (2022-2028) aligned to relevant policies, strategies and programmes of other local and international like-minded partners in the same space?

c) Efficiency:

1. During the period, did TI-Kenya have adequate resources (*financial, administrative, technical, policy, M&E tools...etc*) to support implementation of the Action for Integrity SP (2022-2028)?
2. Were the available resources effectively utilized to achieve the intended intermediate and ultimate outcome?

3. Were the strategic interventions and activities economically implemented in a timely manner (*value for money vis-à-vis timely implementation and quality reporting*)?

d) Effectiveness:

1. To what extent have the outcomes (short, mid, long term etc) been achieved? *Were there any unintended results realised in the implementation?*
2. What are the reasons for the achievements or non-achievements of the strategic objectives?
3. During the period which resource mobilisation mechanisms were employed to support implementation of the SP?
4. To what extent have the governance, administrative, financial, communication, human resource and project management systems supported achievement of the Strategic objectives? *Are they adaptive and flexible for responsive implementation and achievement of the strategic objectives?*

e) Impact:

1. Is the achievement of the KPIs for the 2022-2028 Strategic Plan on track? *How do the current KPIs compare to baseline data (from the start of the plan)?*
2. Have these results contributed to reduced corruption levels leading to improved public service delivery & socio-economic development?
3. To what extent can these changes be attributed to the Action for Integrity SP (2022-2028)?
4. What can TI-Kenya through the Action for Integrity SP (2022-2028) do to build up on the documented success?
5. Have any new KPIs or performance metrics emerged because of the initial stages of the 2022-2028 plan?

f) Sustainability:

1. Are the TI-Kenya stakeholders aware of the Action for Integrity SP (2022-2028)? If yes, evaluate the level of ownership, localised engagements and TI-Kenya's approach in enhancing awareness of the SP to the target stakeholders?
2. Are the milestones recorded from the implementation of the Action for Integrity SP (2022-2028) likely to be sustained for a long period even beyond the SP cycle? *This includes the implementation success, established infrastructure, finance processes, management and governance procedures?*
3. *In line with the implementation of the Action for Integrity SP (2022-2028) thus far, what are the recommendations to ensure TI-Kenya is aligned to the operating context and the organisation remains progressive towards achieving long term success beyond the SP cycle?*

g) Management and Coordination:

1. Is the existing governance and management structure outlined in the Action for Integrity SP (2022-2028) adequate to support effective implementation of the SP?
2. Is the current staffing capacity at TI-Kenya adequate and appropriate to facilitate effective implementation of the SP?
3. Is the existing feedback, complaints, response mechanisms (FCRMs) effective? How is feedback processed, response shared, documenting the information handled and the process used for evidence-based decision making?

Key Deliverables

The key deliverables of the consultancy will include: -

- a. **An Inception report:** The inception report will outline the evaluation approach including evaluation matrix and design methodology, sampling techniques, data collection methodology, data quality assurance mechanisms and detailed workplan.
- b. **Data collection tools:** Comprehensive data collection tools developed, reviewed and validated. This will include the datasets from the evaluation process.
- c. **Data gathering and analysis:** Quantitative (numerical data on performance indicators, financial data, and progress toward strategic goals), qualitative (conduct interviews or surveys with both internal and external stakeholders to gather insights into the qualitative aspects of performance, such as organizational culture, satisfaction, or challenges), and documents review (analysis of reports, progress assessments, previous evaluations, or strategic documents).
- d. **Draft Mid-Term Review report:** Development and presentation of the updated draft mid-term review report. This will also include validation workshop presentation to be made during the validation workshop and collation of feedback to update the final strategic plan. The annexes to the report shall include: -
 - i. list of documents reviewed
 - ii. The raw datasets
 - iii. Validated data collection tools used
 - iv. A list of the respondents engaged
 - v. Published Action for Integrity Strategic Plan (2022-2028) Terms of Reference
 - vi. At least three success stories to be included in the TI-Kenya 2025 Annual Report.
 - vii. Knowledge product brief based on the lessons learned and best practises to build on the organisation's knowledge base

- e. **Final Mid-Term Review report:** The final mid-term report will incorporate feedback from the stakeholders during the review process and validation engagements. The annexes to the final report shall include all the reviewed/ validated annexes in the draft report
- f. **A revised Action for Integrity Strategic Plan:** This version will be informed by the key findings of the MTR and will include any adjustments made. The revised version will facilitate the organization's adaptability to any emerging issues documented.

Qualifications and Attributes Required.

The suitable consultant (s) should possess the following qualifications, expertise and skillset: -

- a. At least 10 years' demonstrated experience in leading impact assessments, multi-program reviews and evaluation, planning, designing, monitoring and evaluation of strategic plans, evaluation frameworks and implementation strategies.
- b. Minimum academic qualification of a master's degree in strategic management, Project Management, Development Studies, Monitoring and Evaluation, Economics or any other relevant field.
- c. At least 5 years strategic management experience with demonstrated and practical skills in reviewing and developing Strategic Plans.
- d. Demonstrate excellent abilities in contextual analysis, impact assessments, risk management and outcome harvesting.
- e. Possess strong analytical skills coupled with adaptive programming and gendered approaches.
- f. Effective communication and ability to work with diverse multi-stakeholder/ sectoral teams.

Timelines

The assignment will be undertaken within **60 working days**.

Application Process

All interested applicants to submit:

- a. Letter of interest for the proposal
- b. Comprehensive technical proposal outlining the understanding of this assignment including methodology, data management plan, team composition and level of effort and a detailed workplan.
- c. Detailed financial proposal tax inclusive costs for conducting the assignment.
- d. Detailed Curriculum Vitae of the consultant/ (s) with academic documents attachments and include contacts of three referees whom you've previously undertaken similar assignments for.

- e. Samples of most recent relevant works undertaken.
- f. Referral letters for similar tasks undertaken.
- g. Copies of registration documents including tax compliance certificates

Submission of Bids

The deadline for submission of expressions of interest is **30th April 2025**. Applications should be sent by email to consultancyapplication@tikenya.org. Please indicate “**TIK/CDO/003/2025 AFI Strategic Plan MTR Bid**” on the subject line in your email application. Only shortlisted candidates will be contacted.

Complaint's Process

This call for Expression of Interest does not constitute a solicitation and TI-Kenya, reserves the right to change or cancel the requirement at any time during the EOI process. TI-Kenya also reserves the right to require compliance with additional conditions as and when issuing the final solicitation documents. Submitting a reply to a call for EOI does not automatically guarantee receipt of the solicitation documents when issued. Invitations to bid or requests for proposals will be issued in accordance with TI-Kenya rules and procedures. Any grievances and or complaints arising from the evaluation process and final tender award can be addressed, in writing, to the Executive Director as well as the TI-Kenya Tender Complaints Committee.

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