

8 February 2021

**Terms of Reference of Interim Review & Final Project Evaluation of
Transparency International's project:
Integrity in climate initiatives such as REDD+.**

GENERAL INFORMATION

Title of Consultancy:	Evaluation of project (French/English)
Application Closing Date:	25.02.2021
Consultancy Start and End Date:	March and December 2021
Location of Consultancy:	Remote

BACKGROUND

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 100 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

The Transparency International Secretariat (TI-S)¹ in Berlin is seeking a French-speaking consultant to:
prepare an interim review and final project evaluation of the "Integrity in climate initiatives such as REDD+" project, as part of its contractual obligation with the donor. The work will take place in March-December 2021 (two work periods).

TI's overall [Climate Finance Integrity programme](#) aims to promote better transparency, accountability, and integrity in decision-making processes and operations of climate financing institutions and mechanisms.

The overall objective of the REDD+IN project is to improve anti-corruption policies and practices in climate initiatives such as REDD+ and the forest sector in Central Africa.

The specific objectives are:

1. Stimulate community demand for transparent, accountable and non-corrupt REDD+ governance and civil society engagement in policy development and monitoring of REDD+ activities;
2. Enable victims and witnesses of corruption in climate initiatives to file complaints and access redress mechanism;
3. Strengthen anti-corruption policies and practices of public institutions and private sector actors in the implementation of REDD+ activities, at national, regional and global levels. The current project is in its second phase, with phase I having run between 2016 and 2018. Phase II started in August 2018 and will close in January 2022. The focus of this evaluation are the national contact points of Transparency International in the Democratic Republic of Congo and the Republic of Congo and Cameroon, the later only re-joined Phase II in May 2020.

¹ It should be noted, this project's contract includes Transparency International France. However, the evaluation will be managed out of TI-S Berlin.

The current project to be evaluated is supported by the French Development Agency (AFD). The evaluation should be in line with AFD evaluation guidelines – see details below and in annexe 2. The reports will be shared with AFD.

OBJECTIVES

The main purpose of the interim and final evaluation exercise is to provide an external and independent review that assesses the performance and achievements in meeting the expected results and contributing to positive changes – see the log frame in annex 1.

The evaluation will be conducted in two phases: an initial phase to produce an interim report and recommendations, and a final review (a few months later) that will build on the interim phase and serve as the final project evaluation.

The evaluation will assess whether the project lead to any unforeseen positive or negative results, especially around climate/environment, youth and gender. The assessment will stimulate learning and inform TI's future work on the topic and in the region.

The interim and the final reviews² should focus on the following objectives:

- **Provide an objective assessment** of the achievements and results, weaknesses and strengths of the project.
- **Assessing the progress** of the project in terms of its performance along the lines of relevance, outcomes and impacts, effectiveness, efficiency, and sustainability (see below for further details).
- **Producing a clear diagnosis** of the project's status quo. This should include updating the project logical framework with the data corresponding to the indicators being reviewed. This diagnosis will be used as the baseline for the project's monitoring in the final stage of the project's cycle.
- **Producing actionable recommendations** on how to improve: 1) on the delivery against the projects objectives during the final phase of the project and 2) on monitoring in the final stage of the project's cycle and suggest data collection tools and approaches that can easily be mainstreamed to realistically sustain an impact-oriented monitoring system. In carrying out the tasks, the consultant will work closely with the TI-S REDD team and TI's National Chapters involved in the implementation of the project. The Consultant will also be requested to consult with relevant actors within the TI movement and beyond as well as analyse the views of the key stakeholders and beneficiaries of the project (at both global and national/local levels).

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the project evaluation but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach. The evaluator is free to further prioritize these questions in the proposal and suggest others it deems necessary.

Relevance: To what extent was the project suitable to the priorities and policies of the target groups, TI-S and the donor organisation?

- How relevant was the project in the wider context of the fight against corruption and enhancing climate finance integrity?
- To what extent was the used approach suitable to addressing the REDD+ corruption risks in the target countries?
- What are the different local contexts and their influence on the activity's implementation? What are the project's impacts in terms of the partners' capacity building (TI Cameroon, LICOCO, RPDH, and beyond)?

² There will therefore be outputs for both phases: two reports, two updated log-frames, etc..

Impact: The positive and negative changes produced by the project, directly or indirectly. This involves the main outcomes and impacts resulting from the project, both intended and unintended outcomes and impacts.

- What have been the key outcomes achieved so far because of this project and how does this compare with what was expected?
- What changes has the project achieved in terms of strengthening the implementing partners and civil society as leading actors in addressing REDD+ corruption issues?
- How did the project add value to the outcomes/impact achieved?
- To what extent did the project create a long-term positive effect on the behavior change of illegal forest activities/corruption practices?

Effectiveness: Assessment of how far the intended outcomes were achieved in relation to target set in the original project proposal and in the national plans:

- Have the interventions achieved or are they likely to achieve objectives?
- How effective and appropriate was the project approach?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- With hindsight, how could it have been improved?
- How effective was the support of the TI Secretariat in terms of enabling Chapters achieving the project's goals?
- Overall, what are the strengths and weaknesses of the project?

Efficiency: How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of outputs

- How well did the partnership and management arrangements work and how did they develop over time?
- How were implementing partners involved in project management and how effective was this and what have been the benefits of or difficulties with this involvement?
- Were the risks properly identified and well managed?
- Overall, did the project represent good value for money?
- **Sustainability:** Potential for the continuation of the impact achieved:
- To what extent are the TI implementing partners able to ensure the sustainability of project outcomes through integrating aspects of the work in their future work, i.e., advocacy strategies/project design?
- Which local organizations are or will be able to ensure continuity of implemented activities?
- What were the major factors, which influenced the achievement or non-achievement of sustainability of the project?
- What are the mechanisms in place (or planned) to ensure that achieved results are maintained and built upon by the implementing partners, governments and / or other relevant stakeholders?

METHODOLOGY

The evaluator is ultimately responsible for the overall methodological approach and design of the evaluation and is expected to propose methodologies that they consider most appropriate to achieve the aims of this evaluation. However, the evaluation should use a participatory and gender-sensitive approach engaging relevant staff at TI-S and implementing partners and beneficiaries through structured methods and selected field visits, however this work might have to be conducted online if the Covid situation prevents travels.

Both quantitative and qualitative data should be utilised to assess the programme. Data collection methods may include among others interviews with internal and external stakeholders, survey questionnaires, field visits (if possible, ditto above point), and desk review of documents – the evaluator will have access to all relevant documents.

The evaluator is expected to refine the scope and methodology of this evaluation during the inception phase in cooperation with TI-S and provide a detailed evaluation plan. The evaluation expert should present a detailed statement of the proposed review methods in the technical proposal.

EXPECTED DELIVERABLES AND TIMELINE

The evaluator or team is expected to deliver:

- A concept note outlining the proposed methodology, timeframe of planned actions including virtual consultations for approval by TI-S
- An interim review to trigger a conversation with TI-S, TI-F and the three-country project partners.
- A draft final evaluation report for review and comments by TI-S including annexes covering conducted interviews, questionnaires, and list of reviewed documents.
- A final review report, including clear lessons-learned and recommendations.
- An executive summary of the final report in English.

All evaluation deliverables are to be submitted in **French, except the Executive Summary in English**, in electronic form (in word and excel for OS Windows compatible), in accordance with the deadlines stipulated below. The consultant is responsible for editing and quality control of language. The final report should be presented in a way that directly enables publication. TI-S retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

Report structure

The Final Evaluation (max 15-20 pages, including annexes) must include the following sections:

1. Title Page
2. Table of Contents
3. Abbreviations/acronyms
4. Executive Summary
5. Brief description of the project
6. The Evaluation Methodology
7. Findings in relation to standard review criteria (see above)
8. Lessons Learned
9. Summary of Recommendations
10. Annexes

The expected deliverables and timelines are set out below but should be agreed during contract discussion:

- Interim report by 31/03/2021
- Final report by December 2021 (Exact date TBC)

SELECTION CRITERIA

Essential profile:

- University degree in social sciences or a related area. A post-graduate degree in project management, and/or related fields would be an advantage.
- At least 7 years of proven relevant professional experience in an international development environment, preferably within international of which at least 5 years should be in Monitoring & Evaluation of multiple country projects & programmes.
- Substantial experience in conducting evaluations.
- Expert knowledge of good governance and anti-corruption issues.
- Excellent drafting and report writing capacities.
- Highly motivated and committed to the values of transparency and integrity.
- Regional experience and good understanding of political, socio economic and human rights issues in the region.
- Availability to carry out most of the work in March and again in November/December 2021.

Desirable experience:

- Familiarity with the activities and procedures of TI and TI national chapters.
- Knowledge of climate finance, REDD+ and the forestry sector.
- to carry out most of the work in March and again in November/December 2021.

Working language:

- The working language will be English.
- The report language will be French.

Interested candidates should submit the following information in English in a single PDF file:

- Curriculum Vitae or Consultancy profiles briefly summarising relevant experience.
- Cover letter describing your motivation and qualifications for the assignment.
- A brief proposal describing how the assignment would be approached, including a description of the methodology to be used as well as a timeline.
- At least one sample of relevant previous work (confidentiality guaranteed).
- A note regarding availability in the stated assignment period (March; Nov-Dec 2021).

CONTACT INFORMATION:

Applications should be sent in English by email to Helena Vidalic at reddevaluation@transparency.org by close of business of 25/02/2021. Please indicate "REED_EVAL" in the subject line of your email application.

Please note that only shortlisted applicants will be contacted.

The Transparency International Secretariat is committed to creating an inclusive work environment where diversity is valued and where there is equality of opportunity. We actively seek a diverse applicant pool and therefore welcome applications from qualified candidates of all regions, countries, cultures, and backgrounds.

Selection of candidates is made on a competitive basis and we do not discriminate on the basis of national origin, race, colour or ethnic background, religious belief, sex, gender identity and expression or sexual orientation, marital or family status, age or ability. We kindly

ask applicants to refrain from including in their application information relating to the above as well as from attaching photos.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates as **gross inclusive of taxes and other charges**.

The expected number of working days should be around 30-35 days.

For Consultants based in the EU, EEA, United Kingdom, and Switzerland

Transparency International e.V. (Secretariat), (TI-S) is registered as a Business Entity in Germany with VAT identification number DE273612486. In order to determine the Value Added Tax (VAT) implications of this tender (e.g., EU Reverse Charge Mechanism), we kindly request that Consultants fill out the **VAT Form for Tenders/Vendor Form** (instructions inside the form) and submit the completed and duly signed form along with their email application.

The link to the VAT Form for Tenders/Vendor Form is available below on the Careers page.

Data protection

When you respond to this tender and submit your application, you provide consent that Transparency International e. V. keeps your application materials for the period of ten years according to German legal requirements. Afterwards Transparency International will delete your application and any personal data included in it. If you have any questions, please reach out to dataprotection@transparency.org

Guidelines for handling overhead and travel expenses.

Overhead

Regular overhead expenses associated with the Consultants maintaining their place of business, such as rent, telephone, utilities, or stationery, are included in the Consultant's professional fee, except where explicitly agreed otherwise in the contract.

Travel

Travel and accommodation expenses will as far as possible, and where applicable, be recovered from the institutions and companies hosting events or using the outputs provided by the Consultant.

Where such cost recovery is not possible, all travel is subject to prior approval by TI-S staff responsible for the financial management of the Project or TI Budget Line that will support the costs of travel. TI shall not issue travel advances to the Consultants. For accommodation or travel by air, rail or coach, they will instead have to contact TI-S that will make travel arrangements on the Consultant's behalf.

All travel booked by TI-S will include **travel health and accident insurance** with worldwide coverage and Economy class only; accommodation will aim to achieve best value for money up to a 4-star category.

Consultants shall be entitled to invoice TI-S **only** for local transportation and visa cost (if applicable).

Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of Consultant's business expenses.

ANNEXE 1: LOGFRAME - CADRE LOGIQUE –

ANNEXE 1 : CADRE LOGIQUE

	Logique d'intervention	Indicateurs objectivement vérifiables et quantifiés si possible	Sources et moyens de vérification
Objectif global	Amélioration des politiques et pratiques anti-corruption dans les initiatives climatiques comme la REDD+ et le secteur forestier dans les pays considérés.	Des stratégies et politiques efficaces sont développées et participent à la prévention de la corruption dans REDD+ en Afrique centrale.	Plans d'Action Nationale Climatique, Stratégies Nationales REDD+, stratégies et politiques régionales REDD+ (COMIFAC, Union Africaine, etc.), documents officiels REDD+.
Objectif(s) spécifique(s) (et sous-objectifs spécifiques)	1) Stimuler la demande des communautés pour une gouvernance REDD+ transparente, redevable et non corrompue ainsi que leur engagement dans le développement des politiques et la surveillance des activités REDD+.	La participation de la société civile au sein des activités anti-corruption dans REDD+ augmente dans les pays cibles : Cameroun, RDC et RC.	Rapports d'organisations locales et internationales, articles dans la presse, documents officiels REDD+.
	2) Permettre aux victimes et témoins de corruption dans les initiatives climatiques le dépôt de leurs plaintes.	Un mécanisme de plaintes existe dans les pays cibles et permet de recevoir et d'apporter des solutions en rapport avec la corruption dans les initiatives climatiques.	Rapports des sections nationales de TI, rapports des citoyens, articles dans la presse, documents officiels REDD+.
	3) Renforcer les politiques anti-corruption ainsi que les pratiques des institutions publiques et des différents acteurs dans l'exécution des initiatives climatiques, au niveau national, régional et mondial.	Les politiques et pratiques climatiques et REDD+ sont améliorées au niveau national	Plans d'Action Nationale Climatique, Stratégies Nationales REDD+, documents officiels REDD+, prises de position et réactions d'acteurs clés.

		dans les pays cibles, régional et mondial.	
Résultats attendus	<i>Les résultats sont les réalisations qui vont permettre l'atteinte de l'objectif spécifique. Quels sont les résultats attendus (Numérotez ces résultats) ?</i>	<i>Quels indicateurs permettent de vérifier et de mesurer que l'action atteint les résultats attendus ?</i>	<i>Quelles sont les sources d'information pour ces indicateurs ?</i>
Résultat 1	La société civile locale dispose de capacités renforcées (notamment sur le suivi participatif des initiatives climatiques) et d'aptitudes à travailler en réseau.	<ol style="list-style-type: none"> 1. Un minimum de 20 activités de sensibilisation sont mises en place ; 2 000 personnes utilisent le module de formation. 2. Un minimum de 10 actions de surveillance menées par TI, la société civile et les citoyens sont mises en place pour demander redevabilité dans les actions REDD+. 3. Au minimum 5 changements apparaissent dans les discours, politiques et pratiques REDD+ suite aux résultats obtenus grâce aux actions de surveillance et/ou de renforcement de capacités mené par TI, la 	Rapports de projets de TI ; listes de présents pour des formations ; liste de participants au cours en ligne de gouvernance financière climatique ; rapports analytiques de Google (surveillance du nombre de consultation du site internet de TI) ; blogs, rapports des media sociaux ; article de presse.

		société civile et les citoyens engagés.	
Résultat 2	Les communautés et autres parties-prenantes des initiatives climatiques utilisent des outils participatifs de redevabilité (dont les mécanismes de plaintes) et participent ainsi au développement, à la mise en œuvre et à la surveillance de ces initiatives.	<ol style="list-style-type: none"> 1. Nombre et nature des cas reçus et actions réalisées. 2. 80 % des griefs sont résolus avec succès dans les pays cibles. 3. Au minimum 5 changements apparaissent dans les discours, politiques et pratiques REDD+ suite aux actions de plaidoyer mené par TI. 	Rapports de projets des sections nationales de TI ; rapports de projets de TI ; rapports des citoyens ; communiqué de presse ; prise de position ; étude de cas et rapports de recherche de TI.
Résultat 3	Les acteurs clés des initiatives climatiques s'engagent dans des réformes pour prévenir la corruption et assurer transparence, redevabilité et intégrité de ces initiatives.	<ol style="list-style-type: none"> 1. Un total de 100 parties prenantes sont engagées à lutter contre la corruption dans REDD+ grâce à la participation à des réseaux. 2. Un minimum de 10 initiatives et partenariats multi-secteurs (secteurs public et privé, société civile) sont créés qui permettent d'accroître la transparence, la redevabilité et les 	Etude de cas et rapports de recherche de TI ; communiqués de presse ; lettres officielles adressées aux parties prenantes ; documents officiels REDD+, rapports de projets de TI.

		<p>pratiques de prévention de la corruption.</p> <p>3. Au minimum 10 changements apparaissent dans les discours, les politiques et les pratiques au niveau national, régional et mondial suite aux résultats produits par les activités de plaidoyer de TI, reposant sur des données factuelles.</p>	
Activités à développer	<i>Quelles sont les activités-clefs à mettre en œuvre, et dans quel ordre, afin de produire les résultats attendus ? (Groupez les activités par résultats)</i>	<i>Moyens : Quels moyens sont requis pour mettre en œuvre ces activités, par exemple personnel, matériel, formation, études, fournitures, installations opérationnelles, etc. ?</i>	<i>Quelles sont les sources d'information sur le déroulement de l'action ? Coûts : Quels sont les coûts de l'action ? leur nature ? (Détail dans le budget de l'action)</i>
Activité 1.1	Sensibilisation aux questions de gouvernance et corruption au moyen d'ateliers dans les zones cibles et d'une campagne de sensibilisation.	Salaires, indemnité quotidienne, transport local, voyage international. Actions de visibilité, publications.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 200 K.
Activité 1.2	Utilisation du cours de formation sur l'intégrité dans REDD+ (formation en ligne et en présentiel lorsque nécessaire).	Salaires, indemnité quotidienne, transport local, voyage international. Frais de conférences et séminaires.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 50 K.

Activité 1.3	Surveillance des fonds et suivi de projets pilote REDD+, dans les zones cibles (visites terrain, enquêtes, études de cas) et au niveau global.	Salaires, indemnité quotidienne, transport local.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 150 K.
Activité 2.1	Accompagnement et renforcement des systèmes de plaintes et de recours existants.	Salaires, indemnité quotidienne, transport local. Actions de visibilité.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 35 K.
Activité 2.2	Mise en place d'un système de plaintes ; support aux victimes et témoins ; dissémination auprès des communautés et acteurs concernés.	Salaires, indemnité quotidienne, transport local. Actions de visibilité, communication.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 80 K.
Activité 2.3	Capitalisation pour des actions actions de médiation et de plaidoyer sur certains cas clés issus du système de plaintes.	Salaires, indemnité quotidienne, transport local. Actions de visibilité, publications.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 35 K.
Activité 3.1	Mise à jour de la cartographie des acteurs et des risques de corruption élaboré en phase 1 du projet.	Salaires, indemnité quotidienne, transport local. Etudes, recherche, publications.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 70 K.
Activité 3.2	Renforcement des capacités sur les questions d'intégrité au travers de réunions et de formations visant à créer des réseaux et partenariats.	Salaires, indemnité quotidienne, transport local. Actions de visibilité. Frais de conférences et séminaires.	Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 80 K.

<p>Activité 3.3</p>	<p>Actions de plaidoyer sur certaines améliorations nécessaires en termes de gouvernance.</p>	<p>Salaires, indemnité quotidienne, transport local, voyage international. Publications. Frais de conférences et séminaires.</p>	<p>Rapports des sections nationales de TI ; rapports de projet de TI ; rapports des citoyens. Coût total des activités : 100 K.</p>
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ANNEXE 2: AFD GUIDELINES - FICHES OUTIL DU GUIDE METHODOLOGIQUE

See the following sections of the guide available at:

<https://www.afd.fr/fr/les-financements-des-projets-des-ong#11154>

(Vous avez ensuite le lien vers les « documents de référence » puis le « guide ».)