

STANDARD TEMPLATE FOR TENDERS

GENERAL INFORMATION

Title of Consultancy: End-of-project evaluation: SANCUS project

Application Closing Date: 14/05/2023

Consultancy Start and End Date: 1st June – 30th November 2023 (35 working days)

Location of Consultancy: Remote, with potential travel to one or two participating countries

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) in Berlin is seeking a consultant or team of consultants to conduct the end-of-project evaluation of the [Strengthening Accountability Networks among Civil Society \(SANCUS\)](#) project to provide an external and independent review of the project's performance and achievements.

The project aims to contribute to greater democratic accountability of public institutions globally, specifically by empowering civil society organisations (CSOs) to demand systemic change to address accountability and anti-corruption deficits in 26 countries over 36 months.

The SANCUS partners include eight national CSOs from sub-Saharan Africa (Cameroon, Rwanda, the Gambia, Madagascar, Nigeria, Kenya, Zambia and Zimbabwe), eight from Latin America and the Caribbean (Brazil, Chile, Colombia, Guatemala, Jamaica, Honduras, Panama, and Peru), four from the Middle East and North Africa (Morocco, Lebanon, Jordan and Palestine), four from Asia Pacific (Cambodia, Sri Lanka, Indonesia and Maldives) and two from Eastern Europe and Central Asia (Armenia and Bosnia and Herzegovina).

The action adopts a two-lever approach to enhance democratic accountability, with each national project team implementing activities to strengthen:

- **vertical accountability:** the means by which the state is held to account by citizens and their associations
- **horizontal accountability:** the means by which one state actor has the formal authority to demand explanations or impose penalties on another body as part of intra-governmental checks and balances

The expected outputs and outcomes are as follows.

| Outcomes | Outputs | |
|--|--|--|
| (1) Network building: CSOs and rights holders are more effectively mobilised to demand greater accountability and integrity through increased visibility, strategic advocacy and broad networks. | (1) A network of CSOs undertakes sustained peer-to-peer sharing of expertise, knowledge and collective advocacy strategies. | (4 – supporting outcomes 1-3) Enhanced capacities of CSOs to utilise digital tools in advocacy, monitoring, legal protection and participation of marginalised citizens. |
| (2) Vertical accountability: CSOs meaningfully engage duty bearers in consultations, redress mechanisms, as well as in the monitoring and scrutiny of their responsiveness throughout the policy and budget cycles. | (2) Strengthened protections, knowledge, tools and technical capacity of CSOs to demand accountability from and counter corruption of duty bearers as well as strengthened relationships between public sector and civil society. | |
| (3) Horizontal accountability: CSOs more strongly advocate for enhanced parliamentary oversight, as well as stronger democratic accountability institutions and mechanisms, based on systematic monitoring and public reporting on their performance, using digital technologies. | (3) Enhanced standards, guidelines and monitoring tools/systems to regularly report on parliamentary oversight and oversight agencies' performance. | |

Ultimately, rights holders, individuals and communities, including marginalised groups that are particularly impacted by corrupt acts, will be the final beneficiaries of increased democratic accountability for the sectors and services targeted by each SANCUS work plan.

OBJECTIVES

The main purpose of the evaluation exercise is to provide an external and independent review that assesses the project's performance and achievements and contribution to any positive or negative changes. The assessment should generate key lessons learned that can inform the set-up and direction of future work.

The overall objectives of the evaluation are the following:

- Provide an independent systematic and objective assessment of the achievements of the objectives and outcomes as specified in the project and the extent to which the project has contributed to this impact.
- Identify weaknesses and strengths in the project's strategy (including underlying assumptions and results chain) design and implementation with regard to achieving and sustaining expected results and driving innovation and learning across the network.
- Document lessons learned and good practices to generate clear forward-looking and actionable recommendations to guide TI-S and National Chapters and other stakeholders in developing strategies for future related work at national, regional and global levels.

A key audience for this evaluation is the TI Secretariat and Chapters who will use the results to inform the design or future related projects. The EC may use the evaluation for accountability and verification purposes.

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 prioritise these questions in the proposal and suggest others as deemed necessary.

Relevance/Coherence:

- Did the project respond to the needs and/ or strategies of key stakeholders and institutions at national, regional and global levels? This includes the TI strategy and EU priorities, with a particular focus on the project's approach to localisation.
- How relevant has SANCUS been in the wider context of the fight against corruption/ strengthening of democratic accountability? What have been the synergies and interlinkages with other major civic-led accountability interventions, and other relevant EU-funded projects?
- To what extent is the project's theory of change coherent, valid and relevant – were the underlying assumptions correct?

Impact and effectiveness:

- What are the key changes (positive as well as negative) achieved so far by the project either directly or indirectly? Has the programme generated unintended changes?
- In which ways did this project improve the capacity of the SANCUS networks to effectively mobilise to pursue advocacy on democratic accountability issues, meaningfully participate in policy and budgetary processes, and monitor oversight institutions? What have TI-S and national chapters learned about their levers and limits to bring about change that can inform future approaches?
- To what extent can the articulated results chain be assessed as an/the most effective route towards the expected results? Was the theory of change effective?
- What difference have the project achievements made so far to the beneficiaries, including marginalised groups? Have the inclusion approaches in place to promote the participation of women, youth, marginalised communities, and underrepresented groups in anti-corruption initiatives been effective?

Sustainability

- To what extent are the results/outcomes - including changes in the capacity of communities, institutions and chapters, and new networks established - of the project likely to continue (self-sustain) after the project has ended?
- What are the major factors that will influence the sustainability and resilience of the achieved results/outcomes from the project?
- What are the opportunities for wider scalability of tools and approaches developed under this project, within and beyond the TI Movement?

Efficiency

- To what extent has the set-up of the project and the number of partners and sub-grantees ensured an efficient and effective use of resources?

METHODOLOGY

The end-project evaluation will be planned and conducted in close consultation with the TI-S Monitoring Evaluation and Learning (MEL) Unit and the SANCUS project team. The consultant is ultimately responsible for the overall methodological approach and design of the evaluation and consultation process and is expected to propose methods that they consider most appropriate to achieve the aims. The evaluation approach and methods must be agreed with the TI-S MEL Unit and the SANCUS project team. The SANCUS project team will provide the necessary support, including submission of all documents for desk review. The evaluation should use a participatory and gender-responsive approach engaging relevant staff at TI-S and National Chapter levels, stakeholders, and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised in assessing the project.

The end-project evaluation should include but not necessarily be limited to the following methods:

- Desk review of relevant documents
- Survey to TI internal and external stakeholders
- Individual and/or group interviews with internal and external stakeholders
- Case studies

TI-S encourages the consultant to suggest additional approaches and methods that could further strengthen the quality of data and/or close any data gaps identified.

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

EXPECTED DELIVERABLES AND TIMELINE

This evaluation is expected to be mostly desk-based, conducted remotely with a maximum allocation of 35 working days. There may be travel to one or two participating countries, to be agreed during the inception phase in consultation with the TI-S team.

The consultant or team of consultants are expected to submit an evaluation report that documents the evaluation process and results following a clear structure. The evaluation report will contain the findings, conclusions, and recommendations as well as a recording of the lessons learned. The report will be written by the evaluation expert.

The consultant or team of consultants will initially prepare a draft report, which will be discussed with TI-S. While considering the comments provided on the draft, the evaluation expert shall use their independent and impartial judgment in preparing the final report.

The final report should not be longer than 40 pages, excluding the annexes and the executive summary, and should be accompanied by a summary power point presentation. Annexes to the final report should be kept to an absolute minimum. Only those annexes that serve to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed.

In sum, the main expected deliverables are:

- Detailed concept note and work plan, incl. approach, methodology, evaluation questions, survey/interview questions, list of stakeholders and detailed timeline.

- Draft report for fact checking and comments by TI-S, including annexes covering conducted interviews, results of questionnaires and list of reviewed documents.
- A validation meeting with key stakeholders to discuss findings and feedback on draft report.
- Final evaluation report, including clear lessons-learned and recommendations, with a summary power point presentation.

Guidance and quality assurance:

- The findings should be referenced.
- The consultant's approach should be guided by the Transparency International Impact Matrix methodology (https://www.transparency.org/whoweare/accountability/impact_monitoring/4).
- The research should abide by ethical protocols including participant confidentiality and privacy if they require that.

All presentations and reports should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The consultant or team of consultants is responsible for editing and quality control of language. The final report should be presented in a way that directly enables publication, and online accessibility as far as possible. The TI Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

SELECTION CRITERIA

The consultant or team of consultants should have the following qualifications:

- University degree in social sciences or a related area. A post-graduate degree in project management related fields would be an advantage.
- At least seven years of proven relevant professional experience in an international development environment, of which at least five years should be in Monitoring & Evaluation of multi-country projects & programmes.
- Substantial experience in conducting evaluations, including in the anti-corruption/ democratic accountability field.
- Knowledge and experience of working for advocacy-oriented organisations.
- Excellent drafting and report writing capacities, with excellent command of English.
- Highly motivated and committed to the values of transparency and integrity.
- Experience working on global projects and good understanding of political, socio economic and human rights issues in the countries involved in the project or sub-regions the countries belong to.
- Experience working in multicultural environments.
- Demonstrable experience of evaluating approaches to inclusion in programmatic and project delivery.
- Availability to carry out the work in June-November 2023.

Desirable experience:

- Experience in monitoring and evaluation of EU-funded projects.
- Experience working on projects including 20+ countries.
- Familiarity with the activities and procedures of TI-S and TI National Chapters is an advantage.
- Experience in results-based programmes/ project management approach.
- Knowledge of good governance and anti-corruption issues.

Working language:

- The working language will be English.
- Knowledge of Spanish, French and/or Arabic is an advantage.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates.

For candidates based in the EU, EEA, UK, and Switzerland

Transparency International e.V. (Secretariat), (TI-S) is registered as a Business Entity in Germany with VAT identification number DE273612486. EU reverse charge applies. Service providers should issue invoices with zero VAT.

Candidates who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

HOW TO APPLY

The application should include the following documents in English:

- A letter of motivation, specifically focusing on concrete examples relating to what is requested in these Terms of Reference regarding the necessary skills and experience.
- A detailed technical proposal of how the assignment will be approached.
- An indicative budget and detailed timeline.
- Curriculum Vitae.
- At least one sample of relevant previous work (confidentiality guaranteed).
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience relevant for this assignment.

Please indicate "Evaluation SANCUS" in the subject line of your email application. Applications should be sent in English by email to Alice Gracy at evaluationsancus@transparency.org by close of business of 14/05/2023.

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 based on 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.

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.