

GENERAL INFORMATION

Title of Consultancy: End-of-project evaluation: Strengthened enforcement capacities of public authorities (STEP) EU project

Application Closing Date: 01 July 2025

Consultancy Start and End Date: 1 September 2025 – 13 March 2026

Location of Consultancy: Remote with travel to final event in Brussels on 18 – 19 November 2025

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 “[STEP EU – Strengthened enforcement capacities of public authorities](#)”¹ project to provide an external and independent review of the project’s performance and achievements. STEP EU is a 27 months project aimed at significantly stepping up the EU-wide fight against cross-border corruption. TI-S and TI EU, the Brussels-based regional chapter, have come together with national chapters in France, Germany, Ireland, Italy, Latvia, Lithuania, Portugal, Slovenia and Spain to implement the STEP EU project.

The key objectives of the project are:

- Improve the understanding of available data and identify any gaps, including its use, for the prevention and early detection of corruption and other financial crimes.
- Strengthen EU member states’ capacities to detect, investigate and prosecute cross-border corruption.
- Enhance cooperation between competent authorities to facilitate a consolidated EU approach to reducing cross-border corruption.

The tender is funded through DG JUST. All external communications materials must abide by the European [visual guidelines](#)² for EU-funded projects.

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 will stimulate learning and inform TI’s upcoming project design and development as well.

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’s MEL framework and the extent to

¹ See here for more information on the project: <https://www.transparency.org/en/projects/strengthened-enforcement-capacities-of-public-authorities-step-eu>

² See here the visual guidelines of EU-funded projects: https://international-partnerships.ec.europa.eu/knowledge-hub/communicating-and-raising-eu-visibility-guidance-external-actions_en

which the project has contributed to its objectives.

- Document lessons learned and good practices to generate clear forward-looking and actionable recommendations to guide TI-S, TI EU 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 TI-S, project partners and other TI National Chapters which will use the results of this evaluation to sustain the project results/outcomes and inform the design of future related projects. The European Commission (DG JUST) may use the evaluation for accountability and verification purposes.

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:

- To what extent are the objectives of the project adequately defined, realistic and feasible, and to what extent are results verifiable?
- To what extent does the project align with the priorities and policies of the beneficiaries?
- Are the activities and outputs of the project consistent with the project goals and objectives (i.e. was the planned chain of causality coherent)?
- To what extent has the project contributed to achieving the [strategic objective to stop flows of dirty money](#) by increasing beneficial ownership transparency³?

Impact:

- What key outcomes and impact were achieved, including any unintended positive or negative effects? How were these leveraged or addressed? To what extent can these changes be attributed to the project, and what other factors contributed?
- To what extent did the project contribute to strengthen EU member states' capacities to detect, investigate and prosecute cross-border corruption?
- Did the project contribute to enhanced cooperation between competent authorities to facilitate a consolidated EU approach to reducing corruption? If yes, what evidence exists? To what extent can these changes be attributed to the project, and what other factors contributed?

Effectiveness:

- To what extent have the project objectives been achieved?
- What are the results achieved, both intended and unintended? To what extent can these be linked to TI-S and the project partners' work?
- What were the main internal and external factors that influenced the achievement or non-achievement of results?

Sustainability

- To what extent are the results/outcomes of the project likely to continue 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?

³ See here TI-S' Strategy 2030: <https://www.transparency.org/en/the-organisation/our-strategy>

Efficiency

- To what extent have the resources (financial, human, technical support) been allocated strategically and sufficiently to achieve the project outputs/outcomes?
- Were the project's activities in line with the schedule of activities as defined in the work plans? If not, what factors hindered timely delivery and what countermeasures were taken to address these issues?

METHODOLOGY

The end-of-project evaluation will be planned and conducted in close consultation with the TI-S Monitoring Evaluation and Learning (MEL) team and the STEP EU 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 team and the STEP EU project team. The STEP EU project team will provide the necessary support, including submission of all documents for desk review. The evaluation should use a participatory approach engaging relevant staff at TI-S, TI EU and National Chapter levels, stakeholders, and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised in assessing the project.

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

- Desk review of relevant documents.
- Individual and/or group (online) interviews with at least 15 internal and external stakeholders.
- Survey/questionnaire to at least 15 TI internal and external stakeholders.
- Attendance and facilitation of a session at the final project meeting on 18 - 19 November 2025 in Brussels.
- An [online] learning/validation meeting to engage TI-S and the project partners on the evaluation findings and strengthen the recommendations.

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.

This evaluation is expected to be mostly desk-based, conducted remotely. Funding permitting, it is expected that the consultant participates in the final project event taking place from 18 – 19 November 2025 in Brussels.

The consultant(s) 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 lessons learned.

The consultant(s) will initially prepare a draft report, which will be discussed with TI-S. While considering the comments provided on the draft, the consultant(s) shall use their independent and impartial judgment in preparing the final report.

The final report should not be longer than 20 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 inception report concept note and work plan, incl. approach, methodology, evaluation questions, survey/interview questions, list of stakeholders and timeline by 30 October 2025
- Attendance and potential facilitation of a session at the final project meeting on 18 - 19 November 2025 in Brussels
- Draft report for fact checking and comments by TI-S, including annexes covering conducted interviews, results of questionnaires and list of reviewed documents by 14 January 2026
- A validation meeting (potentially online) with key stakeholders to discuss findings and feedback on draft report, including PowerPoint presentation, tentatively scheduled for 03 February 2026
- Final evaluation report, including clear lessons learned and recommendations, with a summary PowerPoint presentation by 03 March 2026

Guidance and quality assurance:

- The findings should be referenced and quotes indicated as such.
- 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 as required including GDPR.
- Ensure the evaluation design allows for the meaningful participation and engagement of groups from diverse gender identities and groups at risk of discrimination.

All presentations and reports should be submitted in British English, in electronic form, in accordance with the deadlines stipulated above. The consultant(s) is/are responsible for editing and quality control of language. TI-S retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables and exclusively retains intellectual property rights.

SELECTION CRITERIA

The consultant(s) 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/good governance and social accountability fields.
- 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 regional (EU) projects
- Availability to carry out the work from September - March 2026

Desirable experience:

- Experience in monitoring and evaluation of EU-funded projects.
- Good understanding of political and socio-economic issues in the countries involved in the project or Europe.
- 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; experience on topics of corrupt money flows an advantage.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates. **The budget for this evaluation is up to EUR 20,000 (excluding VAT).**

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.

Interested applicants must submit the required documents listed above in **English** consolidated into a **single PDF file**, in the same order to StepEUEvaluation@transparency.org with "Evaluation STEP EU" as the subject line **and** complete the application form available here <https://forms.office.com/e/a2beUT89BY> by 01 July 2025.

Please note that only shortlisted applicants will be contacted and that it is unfortunately not possible to provide individual feedback on applications.

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.