

GENERAL INFORMATION

Title of Consultancy: Evaluation of TI Movement's Siemens Integrity Initiative projects

Application Closing Date: March 23rd, 2023, 23.59 CET.

Consultancy Start and End Date: 3rd April – 30th November 2023

Location of Consultancy: Remote, with possible field visits

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/team of consultants to conduct an assessment of Transparency International's projects funded by the Siemens Integrity Initiative from 2009 to 2022. The evaluation will encompass 11 distinct projects from 7 TI chapters and the Secretariat. **The impact assessment should be based on the collation and analysis of evidence with a focus on TI's movement contribution to clean business and level playing fields in the respective contexts in which the projects were implemented.**

For over two decades, Transparency International (TI) has specialized in developing skills, knowledge, and partnerships towards open and clean public contracting. At the core of TI's work in this field is the Integrity Pact (IP). Soon after its inception, the IP was positioned as an effective mechanism to convene and encourage government entities, the private sector and civil society to uphold the law and to address corruption risks during a contracting procedure. Due to its capacity to adapt to different political, economic, and institutional backgrounds, it has been implemented in more than 30 countries and a wide range of markets and sectors. Whereas such a diverse set of experiences has led to widespread recognition, its adoption remains mostly exceptional or intermittent.

The incoming wave of public contracting projects is driving up social demand for protecting these investments from corruption and awarding them both lawfully and competitively. Civil society, business leaders, and financial institutions have already called on governments to ramp up transparency and oversight measures. Amid this crisis, increasing awareness of the Integrity Pact's value and strengthening the global and national coalitions that support its use, offer a unique opportunity to meet the existing demand. Coordinated action between civil society and businesses has proven capable of convincing governments to commit to adopting or revising measures to prevent fraud and corruption in this field, especially in critical sectors and projects.

In this framework the "Bolstering Integrity in Public Contracting: A Reinvigorated Approach and Coalition on Integrity Pacts" project is created. It aims to reinvigorate the Integrity Pact as a golden standard in public procurement and expand global and national coalitions promoting its adoption in critical investments and regulation. The project is funded by the Siemens Integrity Initiative (SII), launched by Siemens AG in 2010 to support organisation fighting corruption and fraud through collective action, education, and training. In the past decade, the TI Movement has been one of the main beneficiaries of the SII, with a total of **11 distinct projects implemented by the TI Secretariat and 7 TI Chapters.** As this is the last funding round ("Golden Stretch") of the SII, TI-S is aiming to evaluate the overall impact and contribution of all such projects to clean business and level playing fields.

OBJECTIVES

Transparency International is looking for a consultant/team of consultants to evaluate the impact of TI-S and TI chapters' SII projects. The evaluation should focus on the contribution of TI's movement on enabling clean business, level playing fields and fostering the integrity capacity of business in the contexts in which the projects were implemented.

The main objectives of the evaluation are the following:

- To develop a (revised) Theory of Change (ToC) on the projects' contribution to clean business, level playing field and the efficient use of resources.
- To provide an objective assessment of the projects' relevance, coherence, impact and sustainability in their respective contexts, with a focus on collective action, clean business and level playing field.
- Based on the (preliminary) findings, to inform the strategy and resources needed for the effective implementation and finalisation of the project this evaluation is part of.
- To prepare a final report with the main findings and recommendations regarding approaches, target groups and the right pressure points to both TI-S, National Chapters and Siemens AG for the enhancement of the impact of potential future initiatives. The report may also be made available to the wider public.

Key issues to be addressed

The focus is to be placed on high-impact achievements of TI Movement and their contribution to clean business, level playing fields and efficient use of resources in the contexts in which TI-S and TI National Chapters' projects were implemented. The consultant should consider the projects' relevance, coherence, impact and sustainability. Some key guiding evaluation questions are proposed. These will be reviewed with the consultant(s) in the first phase of the evaluation process.

- What areas the areas of business integrity to which the TI Movement is best placed to add value?
- How do clean business and levelling playing fields approaches contribute to the overall protection and efficient use of resources?
- **Relevance:**
 - Did the interventions respond to the context, needs and strategies of key stakeholders at the national level?
 - Given the nature of the projects implemented, how did these interventions and strategies change from stakeholder to stakeholder, and over time and how did the interventions adjust? What were the trade-offs?
- **Coherence:**
 - What have been the synergies and interlinkages between the 11 Siemens funded projects?
 - How consistently were the projects implemented with regard to general standards of business integrity and clean business?
 - What is the added value of TI Movement to the broader clean business and level playing fields work?
- **Impact and Effectiveness:**
 - What have been the key direct and indirect outcomes, as well as long-term changes (in terms of institutions, process, system changes and/or behavioural changes) achieved as a result of the projects implemented?
 - How do the outcomes (direct and indirect) and impacts compare with the projects' expected objectives and Theory of Change?
- **Sustainability**
 - How have the clean business and level playing field approaches been embedded in the work of TI National Chapters and other key stakeholders?

- To what extent are the results of the Siemens-funded Integrity Pacts/ Clean Business work likely to continue?
- What are the risks, potential trade-offs and how can resilience be strengthened going forward?

METHODOLOGY

The evaluation will be planned and conducted in close consultation and agreement with the staff involved in the Integrity Pact (IP) project team as well as the TI-S Projects Team. The Monitoring, Evaluation and Learning unit will oversee the evaluation process and provide technical support and advice. The IP team will provide support in gathering relevant background material, and resources (e.g., project reports, past evaluations) from TI Chapters and the Siemens Integrity Initiative and facilitate contact with stakeholders.

The consultant is responsible for the overall methodological approach and design of the evaluation, which should be adapted to the requirements of these Terms of Reference (ToR). The exact evaluation methodology should be defined, discussed, and agreed with TI-S during the first days of work execution. The evaluation should be based on a robust ethical approach, namely one that addresses basic issues of consent, independence, and cultural sensitivity.

The collection of both quantitative and qualitative data should be utilized in assessing the projects, including but not limited to:

- Desk review of relevant documents,
- Surveys to TI Chapters and external stakeholders,
- Individual and/or group interviews with internal and external stakeholders,
- On-site visits to countries where the projects under analysis were implemented.

Given that some projects date back to the beginning of the past decade and involve the activities of several TI chapters, consultations with project implementation staff and stakeholders may be limited in some cases.

TI-S encourages the consultant(s) to suggest adequate approaches and methods (e.g., case studies, deep dives, workshops, etc.) that could further strengthen the quality of data/evidence and/or close any data gaps identified in the inception phase. The overall approach should be inclusive and comprehensive to formulate a robust impact assessment and recommendations.

EXPECTED DELIVERABLES AND TIMELINE

The evaluation is expected to be mostly desk-based, conducted remotely, with possible field visits. The main expected deliverables are:

- Detailed work plan, including approach, methodology, guiding questions, survey/interview questions, list of stakeholders, detailed timeline, and day allocation.
- Draft report for internal fact-checking, that includes a (revised) Theory of Change on Integrity Pacts, clean business and level playing field.
- Conceptualisation, facilitation, and documentation of surveys, interviews, and on-site visits, including synthesis reports.
- An online validation workshop to present the findings and proposed ToC to a broad group of stakeholders. The workshop should be facilitated by the consultant(s).
- Final evaluation report with a summary Power Point presentation.

The consultant(s) will prepare a detailed work plan which will have to be discussed and agreed with TI-S. Thereafter, the consultant(s) will be leading the data collection and analysis and preparing the draft report. While considering the comments provided on the draft and other documents, the evaluation experts shall use their independent and impartial judgment in preparing the final report.

The final report should not be longer than 30 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. Existing documents should be referenced but not necessarily annexed.

Timelines

The tentative timelines are set out below. The detailed timeline and day allocation will be discussed at the beginning of the assignment:

- Detailed work plan by April 10th, 2023.
- Draft report and ToC by July 15th, 2023,
- Documentation and synthesis reports by August 31st, 2023.
- Online validation workshop by October 15th, 2023.
- Final evaluation report by November 15th, 2023.

Guidance and quality insurance:

- The findings should be referenced.
- The consultant's approach should be guided by the Transparency International Impact Matrix methodology.
- The research should abide by ethical protocols including participant confidentiality and privacy, if required.

All presentations and reports should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The Consultant is responsible for editing and quality control of language. The TI Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

REQUIRED COMPETENCIES AND QUALIFICATIONS

The Consultant should have the following qualifications:

- Advanced university degree in social science / political science methods, international development, economics, and related field.
- Thorough knowledge and proven experience of at least 5 years in monitoring, evaluation, and learning, ideally with focus on not-for-profit sector and preferably on anti-corruption, governance and/or business integrity.
- Proven experience in successfully conducting similar assignments.
- Excellent command of English. Knowledge of Spanish is an advantage.
- Outstanding communication skills with high attention to detail.
- Innovative, open-minded, culturally sensitive personality.

REMUNERATION AND COSTS

The Consultants should provide a proposal of the number of days required for the completion of the contract, as well as their estimated total fee as a lump sum or as standard daily or hourly rates.

For candidates based in the EU, EEA, 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

Please email your application documents by **March 23rd, 2023, 23.59 CET** indicating “Evaluation of Siemens Integrity Initiative projects by TI” in the subject line to siievaluation@transparency.org.

The application documents should include the following:

- A letter of motivation, specifically focusing on concrete examples relating to what is requested in these ToR regarding the necessary skills and experience.
- An outline of the methodological approach, incl. a comprehensive ethics approach to the work.
- A list of possible challenges and mitigation strategies.
- A detailed timeframe and indicative budget.
- The consultant’s or consultancy team members’ CVs, functions, and roles in relation to the assignment.
- A sample of previous similar 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 for this assignment.
- Completed VAT Form for Tenders/Vendor Form (see below).

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