

## GENERAL INFORMATION

**Title of Consultancy:** End-of-project evaluation: Integrity Pacts - Civil Control Mechanism for Safeguarding EU Funds

**Application Closing Date:** 23<sup>rd</sup> August

**Consultancy Start and End Date:** September 2021 – February 2022

**Location of Consultancy:** Home Based with possible travel across the EU

## 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 an end-of-project evaluation of the [Integrity Pacts \(IP\) - Civil Control Mechanism For Safeguarding EU Funds, Phase 2 Project](#) (IP EU project). This six-year pilot project running from 2016 - 2021 aims to “explore and promote the use of **Integrity Pacts** for safeguarding EU funds against fraud and corruption, and as a tool to increase transparency and accountability, enhance trust in authorities and government contracting, contribute to a good reputation of contracting authorities, bring cost savings and improve competition through better procurement”. It is funded by the European Commission, Directorate-General for Regional and Urban Policy (DG Regio) with a total project budget over 8,8 million Euro.

The Project has three specific objectives: 1) Ensure integrity and accountability in 18 projects co-financed by EU Structural and Cohesion Funds, 2) Ensure transparency and access to information in 18 projects co-financed by EU Structural and Cohesion Funds, 3) Draw lessons from this pilot for future replication and mainstreaming of Integrity Pacts.

In 2019 a mid-term learning review was conducted by an independent evaluator (findings available [here](#) and TI-S response [here](#)). As part of the six-year project, the TI-Secretariat committed to an independent end-of-project evaluation, which will take place in 2021 and cover the whole duration of the project (Jan 2016 – Dec 2021). This assignment covers this evaluation.

## OBJECTIVES

The overall objectives of the end-of-project evaluation are the following:

- Provide an independent systematic and objective assessment of the achievements and results, weaknesses and strengths of the project and the extent to which it has contributed to enabling the desired goal.
- To evaluate the progress made against the recommendations from the mid-term learning review.
- Generate lessons learned and good practices from the respective goals of the project.
- Provide clear and forward-looking recommendations that can guide TI Secretariat and Partners in developing strategies for future implementation of the tool.

## **Key issues to be addressed:**

The following questions could be addressed during the end-of-project evaluation, but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach.

### **RELEVANCE:**

- How relevant is the project approach in the broader context of fighting corruption in public procurement?

*The following secondary questions should also be addressed:*

- To what extent does the project's approach add value or innovates?
- How relevant is the TI IP EU Project in the wider context of the TI 2030 Strategy?
- To what extent is the project's theory of change coherent, valid, and relevant?
- In the aftermath of the COVID-19 pandemic, is the Integrity Pact still considered relevant, in particular in the framework of the EU 2021-2027 long-term budget (also known as Multiannual Financial Framework – MFF) and the recovery instrument NextGenerationEU?

### **OUTCOMES AND IMPACTS:**

- What real difference has the project made to the beneficiaries in terms of social, economic, political, and behavioural changes?
- What main factors have played a role in the achievement or non-achievement of the project goals and objectives?
- Which other factors contributed to the changes that were generated, and to what extent can the changes be attributed to the project activities (plausibility)?

### **EFFECTIVENESS:**

- What are the results achieved, both intended and unintended? To what extent can these be linked to partners' work?

*The following sub-question should also be addressed:*

Based on the results and lessons learned from the Project, how effective are Integrity Pacts in terms of improving the enforcement of policies, adopting and amending policies, improving institutional process, preventing corruption, and bringing cost saving?

- What were the main risks that emerged during the implementation of the project?

*The following sub-questions should also be addressed:*

- Were these risks rightly identified and addressed?
- How effectively did the IP EU Project adapt to the impact of COVID-19?

## **EFFICIENCY:**

- Was the Project implemented in an economically justifiable way under the given circumstances?

*The following sub-questions should also be addressed:*

- To what extent were the resources allocated and used effectively to achieve project outputs?
  - Was the timeline of development and implementation realistic?
- To what extent were the recommendations from the mid-term learning review addressed and implemented?
  - Was the MEL project approach designed to support the lessons learnt aspect of the project? Did it adjust/develop where appropriate?
  - Do implementing project partners have the capacity to work on monitoring activities, citizens engagement activities and subsequent advocacy campaign activities?

*The following sub-questions should also be addressed:*

- What further capacities, resources and support would be required to support independent monitors to do this efficiently in the future projects?
- To what extent did TI-S provide the needed support and which partners found it most useful?

## **SUSTAINABILITY**

- To what extent are the benefits of the project likely to continue once donor funding has ceased?
- What concrete steps were/are being taken to enhance the sustainability of the project?

*The following sub-questions should also be addressed:*

- Have project partners engaged with national partners and local communities to ensure the sustainability of the implemented project?
- Has TI-S engaged with the EC and other funders to ensure the sustainability of the IP EU project?

## **METHODOLOGY**

The end-of-project evaluation will be planned and conducted in close consultation with the IP project team and the TI-S Monitoring Evaluation and Learning (MEL) Unit. The evaluation approach and methods must be agreed with the TI-S MEL Unit and the IP project team. The IP project team will provide the necessary substantive and logistical support, including the submission of all documents for desk review.

The evaluation expert is ultimately responsible for the overall methodological approach and design of the end-of-project evaluation, which should be adapted to the requirements of the TOR. The end-of-project evaluation should use a participatory and gender sensitive approach, engaging relevant staff at TI-S and partners levels, stakeholders, and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised in assessing the project. The exact methodology should be defined, discussed, and agreed with TI-S during the first days of the evaluation.

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 interviews with internal and external stakeholders, including online meetings with external stakeholders and online consultations with TI-S and 2-3 Partners.
- Conduct two case studies on main promising results (final selection to be discussed based on selection criteria and agreed with the consultant)
- Survey questionnaires to internal and external stakeholders.
- In-person country visits to interview 2-3 project stakeholders (i.e. implementing partners, a contracting authority or company participating in the integrity pact) if possible.
- Organise a learning workshop to engage implementing partners on the evaluation findings and strengthen the recommendations.

## **EXPECTED DELIVERABLES AND TIMELINE**

The end-of-project evaluation is due to start at the beginning of September and finish by mid-February 2022.

The expected deliverables and timeline are the following:

- An inception report outlining the proposed approach and timeframe.
- A draft report for review by TI-S, incl. Main findings, lessons learned, conclusions and recommendations for TI-S and implementing partners.
- A virtual learning and validation workshop with implementing partners facilitated in cooperation with TI-S.
- A final draft report for review by TI-S.
- A final report of up to 40 pages that serves as an internal reference for TI and other implementing partners to define the strategic future engagement with Integrity Pacts in Europe.

A detailed timeline needs to be agreed at the beginning of the assignment. The end-of-project evaluation report should be finalised by mid-February 2022.

### **Guidance and quality insurance:**

The findings should be referenced.

- The consultant's approach should be guided by the Transparency International Impact Monitoring Approach methodology ([https://www.transparency.org/whoweare/accountability/impact\\_monitoring/4](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 are to 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.

## **SELECTION CRITERIA**

The Consultant should have the following qualifications:

### Core competencies

**People's skills:** be able to mediate the different expectations of the different internal stakeholders in order to produce a strong evaluation report that will genuinely serve the learning purposes set out in this Terms of Reference.

**Work style:** is well planned and organised even within a fluid working environment and has a capacity for initiative with competent analytical and problem solving skills. Maintains a strong level and flow of communication with reporting stakeholders.

**Language:** excellent command of English to a native speaker's level.

### Technical competencies

Applicants should have the following skills and experience:

- University degree in social sciences or related field from a reputed institution and postgraduate education in social sciences methods, strategic management, evaluation, or equivalent experience.
- Thorough knowledge of and proven experience of at least five years in monitoring, evaluation and learning.
- Extensive knowledge and experience of working in good-governance and public accountability related programmes, in particular in the field of public contracting.
- Demonstrable experience of NGO or social enterprise management, with knowledge of social accountability initiatives.
- Demonstrable experience in assessing cost-benefits.
- Experience in working across cultures.
- We welcome consortia composed by evaluators and academia, although this is not a requirement.

The evaluators will communicate with the Integrity Pact Project Team in regular online calls and keep the Integrity Pact Project Team in CC of all communications.

## **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**.

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

The available budget for the end-of-project evaluation amounts to EUR 50.000.

## CONTACT INFORMATION

The application should include the following documents in English:

- A detailed technical proposal of how the assignment will be approached, including an indicative budget and timeline.
- A letter of motivation, specifically focusing on concrete examples relating to what is requested in this Terms of Reference regarding the necessary skills and experience.
- Curriculum Vitae with full description of the applicant's profile and experience.
- 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 Terms of Reference.
- A sample evaluation, as 1<sup>st</sup> author, in English published in the last 2 years.

Please indicate "[End-of-project evaluation IP EU Project]" in the subject line of your email application. Applications should be sent in English by email to Ivan Zupan at [evaluationipeu@transparency.org](mailto:evaluationipeu@transparency.org) by close of business of 23/08/2021.

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.

### 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](mailto:dataprotection@transparency.org)*

### Guidelines for handling travel expenses

#### 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.