

GENERAL INFORMATION

Title of Consultancy: Final evaluation of the project “Siemens Integrity Initiative (SII)”

Application Closing Date: 15 June 2025

Consultancy Start and End Date: June-August 2025

Location of Consultancy: Remote, with potential site visit to one of the implementing countries.

BACKGROUND

Transparency International (TI) is the global civil society organisation leading the fight against corruption. In collaboration with nearly 100 chapters worldwide and an international secretariat in Berlin, Germany, Transparency International 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 an independent final evaluation of the project “Bolstering Integrity in Public Contracting: A Reinvigorated Approach and Coalition on Integrity Pacts”. The [project](#), funded by the [Siemens Integrity Initiative \(SII\)](#), aims to reinvigorate the Integrity Pact (IP) as a global standard for anti-corruption in public contracting, and to foster support by governments, businesses and civil society for its implementation across countries and regions.

The project runs from July 2021 to June 2025 with a budget of 1,000,000 USD and it has been coordinated by Transparency International Secretariat in collaboration with Transparency International Chapters in Argentina, Romania, and Spain. The evaluation will involve collating and analysing evidence to assess the extent of the project's impact, both in terms of the outcomes it directly generated and those it indirectly contributed to.

OBJECTIVES OF THE FINAL EVALUATION

The main purpose of the final evaluation is to provide an external and independent assessment of whether the project has achieved expected results and contributed to positive changes. Additionally, the evaluation will assess whether the project led to any unforeseen positive or negative results. The assessment will stimulate learning and inform TI's future initiatives in the same area of work.

The overall objectives of the evaluation are the following:

- Provide an objective assessment of the project's outcomes and impact, and capture the project's contribution to changes in law, policy or behaviour towards improved integrity practices in public procurement.
- Provide an independent assessment of achievements against the project's MEL framework (indicators, baseline data, objectives, etc), including assessing the validity of the project's underlying assumptions and theory of change.
- Document good practices, lessons learnt and challenges.

- Provide evidence-based, forward-looking and actionable recommendations that aim at strengthening the promotion and implementation of Integrity Pacts at national, regional and global levels, as part of Transparency International Secretariat's strategic priorities and objectives in the area of public contracting.

The results of the evaluation will be used by the Transparency International Secretariat to learn from the implementation of the project. The report will also be shared with the donor and with participating Chapters.

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the project evaluation, but are subject to discussion and agreement with Transparency International Secretariat during the period of designing the evaluation approach. While the evaluation focuses on issues of relevance/coherence, effectiveness, efficiency, impact and sustainability, the focus should be on impact and change resulting from project activities. The evaluator is free to further prioritise these questions in the proposal and suggest others if necessary.

RELEVANCE/ COHERENCE

- How well did the project outcomes align with the strategies of Transparency International and the Siemens Integrity Initiative?
- How did the project's interventions adjust over time to respond to the contextual changes?
- To what extent did the project's interventions complement other public procurement integrity and anti-corruption initiatives in the three implementing countries?

EFFECTIVENESS

- To what extent were the project's stated objectives and outcomes achieved?
 - What were the main internal and external factors that contributed to or hindered the achievement of results?
 - How well were the project's strategies and activities aligned with its intended outcomes?
- Are stakeholders satisfied with the results achieved by the project?

EFFICIENCY

- Were project management and operational processes efficient and fit for purpose?
- Were monitoring and evaluation systems used effectively to improve project implementation?
- Were resources (financial, human, technical support) used efficiently to achieve the intended results?
- Were outputs delivered on time and within the foreseen budget? Were risks and delays adequately managed?

OUTCOMES AND IMPACT

- What key outcomes and impacts were achieved, and how do these compare to initial expectations?
 - Has the project contributed to changing policy, law or behaviour in support of better procurement practices?
 - Has the project contributed to changing the business environment, contributed to fair market conditions and lowered corruption risks?
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- Were there any unintended positive or negative impacts resulting from the project? How were these leveraged or addressed?

SUSTAINABILITY

- What mechanisms or strategies have been established to ensure the continuous use of project outputs and resources?
- To what extent are the results of the project likely to be sustained after the project ends? How could sustainability be improved?
- How has the project enhanced the capacities of CSOs and other stakeholders to sustain and expand its impact beyond the project's duration?
- What risks could threaten the sustainability of the outcomes, and to what extent have mitigation strategies been implemented?

METHODOLOGY

The evaluation, including its approach and methods, will be planned, agreed upon, and conducted in close consultation with the Transparency International Secretariat Monitoring, Evaluation, and Learning (MEL) manager and project team. It will be carried out against the project objectives and baseline indicators, which were identified and developed by Transparency International in the Full Proposal and validated during the setup of the monitoring and impact evaluation system.

The evaluation consultant is ultimately responsible for the overall methodological approach and design of the final project evaluation. They are expected to propose the most appropriate methods to enhance data quality, address any identified gaps, and ensure alignment with the requirements outlined in this ToR. The evaluation should include primary data collection, focusing on qualitative research that gathers insights not only from Partners and Siemens staff but also from external stakeholders involved in or affected by the project.

A participatory and inclusive approach should be adopted, engaging relevant staff at the Transparency International Secretariat and national chapter/partner levels through structured methods. Evaluation findings must be substantiated by evidence derived from multiple data sources to ensure reliability. The exact methodology will be defined, discussed, and agreed upon with Transparency International Secretariat during the inception phase.

Data collection methods may include, among others, interviews with internal and external stakeholders, survey questionnaires, desk review of relevant documents, and potential field visits.

The consultant should present a **detailed statement of the proposed review methods** in the technical proposal. During the inception phase, the consultant is expected to refine the scope and methodology of this assignment in collaboration with Transparency International Secretariat and provide a comprehensive evaluation plan.

EXPECTED DELIVERABLES

This evaluation is expected to be primarily desk-based and conducted remotely. Conducting a site visit to one of the implementing countries will be discussed and agreed upon based on the need and availability of resources.

The consultant or team of consultants is expected to deliver:

- An **inception report** outlining the proposed methodology, key stakeholders for interviews and Focus Group Discussions (FGDS), data collection tools, and a detailed timeframe of planned actions.
- A **draft evaluation report** for review and comments by Transparency International Secretariat, including annexes. While considering the feedback provided, the consultant(s) shall use their independent and impartial judgment in preparing the final report.
- An **online validation meeting** with key stakeholders to discuss findings and feedback on the draft report, including the design, facilitation, and documentation of a participatory workshop, along with a **PowerPoint presentation** to support discussions and validate the draft report.
- A **final evaluation report** documenting the evaluation process and results in a structured format. The report should include findings, conclusions, recommendations, and lessons learned, with actionable, results-oriented recommendations. The final report must include:
 - A summary of the project background
 - Reference to the Siemens Integrity Initiative
 - An Executive Summary including main achievements
 - A narrative assessment of the Theory of Change
 - A narrative assessment of the Impact
 - A narrative assessment of the sustainability of outcomes
 - A consolidated Work Plan (Annex 2) summary detailing, per objective, the actual results of activities, outputs, outcomes and indicators

Guidance and Quality Assurance

- Findings should be properly referenced.
The consultant's approach should be guided by the Transparency International Impact Matrix methodology (www.transparency.org/whoweare/accountability/impact_monitoring/4).
- The research must adhere to ethical protocols, including participant confidentiality and privacy, and comply with data protection regulations.
- The final report should not exceed 20 pages, excluding annexes and the executive summary, and should be accompanied by a summary PowerPoint presentation.
- All deliverables must be submitted in English, in electronic format, in accordance with the agreed deadlines.

The consultant is responsible for the quality of the final product, including editing and language quality control.

Annexes should be kept to a minimum—only those necessary to demonstrate or clarify a key finding should be included. Existing documents should be referenced rather than annexed.

SELECTION CRITERIA

Transparency International Secretariat invites expressions of interest from individual consultants or teams of consultants to conduct the project's final evaluation.

Core Competencies

- Ability to mediate different expectations among internal stakeholders to produce an independent and objective assessment that serves the learning objectives of this ToR.
 - Well-organised, adaptable to fluid working environments, and proactive, with strong analytical and problem-solving skills.
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- Maintains clear, consistent, and timely communication with reporting stakeholders.
- Excellent command of English. Proficiency in Spanish and/ or Romanian is an asset.

Technical Competencies

- Applicants should possess the following qualifications and experience:
- Substantial experience in conducting evaluations, particularly in the anti-corruption field.
- At least 7 years of relevant professional experience in an international development environment, including at least 5 years in Monitoring & Evaluation of multi-country projects and programs.
- University degree in social sciences or a related field. A postgraduate degree in project management or related fields is an advantage.
- Excellent drafting and report-writing skills.
- Experience working with advocacy-oriented organisations.
- Proven expertise in designing and facilitating participatory workshops.
- Highly motivated and committed to transparency and integrity.
- A strong understanding of political and socio-economic issues in one or more of the partners' countries: Argentina, Spain and/or Romania.
- Experience in evaluating Integrity Pacts projects is desirable.

The evaluators will communicate with the TRANSPARENCY INTERNATIONAL SECRETARIAT evaluation reference group (consisting of the project manager, the content lead, and the MEL manager) in regular MS Teams calls and keep them in the CC of all communications.

REMUNERATION AND COSTS

The consultant(s) should provide their estimated total fee as a lump sum or as standard daily rates before any VAT or other charges. The budget available for this evaluation is around EUR 15,000, including VAT costs. If travel to one of the implementing countries is required, those costs will be assessed separately and will not be part of the EUR 15,000 budget.

For Consultants based in the EU, EEA, and Switzerland

Transparency International e.V. (Secretariat), (Transparency International Secretariat) is registered as a Business Entity in Germany with VAT identification number DE273612486. To determine the Value Added Tax (VAT) implications of this tender, we kindly request that the 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. Consultants who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

LOGISTICS AND SPECIFICATION

The consultant or team are expected to work between June and August 2025. A detailed timeline needs to be agreed upon at the beginning of the assignment.

SUBMISSION OF APPLICATIONS

- Applications must be sent by email to siievaluation@transparency.org by 15 June 2025. Applications should contain these documents in English:

- A detailed technical proposal of how the assignment will be approached, including a budget and tentative timeline.
- A letter of motivation, focusing on concrete examples relating to the necessary skills and experience requested in this Terms of Reference.
- Curriculum Vitae with a 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.
- A sample evaluation, as the first author, published in the last three years.
- A completed VAT Form for Tenders/Vendor Form (for EU only), available here: <https://files.transparencycdn.org/images/TendersVendor-Form.docx>.

Please note that only short-listed candidates 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.

Transparency International retains the right to reject any or all of the applications and/or to enter additional negotiations with one or more of the tendering parties.

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 a 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 data protection questions, please reach out to dataprotection@transparency.org.
