GENERAL INFORMATION

Title of Consultancy: Mid-Term Evaluation- Land and Corruption in Africa Phase II Project
Application Closing Date:18/06/2023
Consultancy Start and End Date: approx. 01/08/2023 – 30/11/2023
Location of Consultancy: remote, with possible travel

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 Land and Corruption in Africa Phase II (2021-2025) project builds on the solid foundation of knowledge, networks and learnings acquired from the implementation of the previous Land and Corruption in Africa project (2015-2019). Under LCA II, TI-S and its chapters in Cameroon, Ghana, Kenya, South Africa, Uganda, Zambia and Zimbabwe aim to ensure that corrupt practices in land administration and land deals are addressed contributing to improved livelihoods of men and women. Specifically, the project will contribute to ensuring that 1) networks of women, men and youth in Africa are better equipped and mobilized to demand transparency and accountability in the land sector; 2) a diverse and inclusive set of stakeholders from civil society to private sector advance anti-corruption initiatives to promote fair and transparent land governance; and 3) national and local decision-makers adopt anti-corruption laws, policies and measures to prevent and redress corruption in land distribution, acquisition, dispute management and sanctions.

At the beginning LCA II, TI-S contracted the support of an external consultant to develop a comprehensive Monitoring Evaluation and Learning (MEL) framework for the project (available upon request), in close consultation with project chapters and TI-S. With the support of the consultant, we revised and updated all indicators for the project, developed easy-to-use and contextually relevant monitoring tools for the project, and trained TI-S and chapters on the use of these tools. The MEL framework includes an analytical framework building on TI's Impact Matrix and the LCAII Theory of Change, nearly 30 performance indicators and targets, which are measured annually. The framework incorporates a strong stakeholder perspective to reflect the importance of measuring change at the stakeholder level and the need to work with multiple stakeholders to achieve systemic change. Our approach to evaluation includes the use of an innovative evaluation methodology known as sentinel communities.

To evaluate progress towards expected results outlined in our MEL framework and project proposal, and to assess the effectiveness of our currently MEL system including training needs, TI-S is seeking a consultant to conduct an independent mid-term evaluation of LCA II.

OBJECTIVES

The main purpose of the mid-term evaluation is to provide an external and independent assessment whether the programme is on track to achieve expected results and contributing to positive changes. Additionally, the evaluation will assess whether the grant led to any unforeseen positive or negative results. The assessment will stimulate learning and inform TI's upcoming activities under the grant.

The overall objectives of the mid-term evaluation are the following:

- Provide an objective assessment of progress towards achievement of the outcomes and outputs as specified in the MEL framework, including progress towards the achievement of advocacy goals and document good practices, lessons learnt and challenges

- Assess the utility and of MEL practices and data collection under the MEL Framework and identify opportunities to improve the project's approach to MEL, whether through training or adjustments to instruments or planned monitoring activities
- Based on the learning so far, assess whether the project's underlying assumptions, strategy and theory of change should be amended to increase our chances of achieving intended results
- Provide evidence-based and actionable recommendations that aim at strengthening the project in the second half of its implementation, improving management of the project, and increasing the chances of achieving the programme's objectives and results

The results of the evaluation will be used by TI-S to monitor and improve the implementation of the project. The report will also be shared with the donor (the German Federal Ministry for Economic Cooperation and Development or BMZ) and with participating chapters and may be published on our website.

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the programme 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 prioritize these questions in the proposal and suggest others it deems necessary. However, the overall categories of evaluation should be based on the six evaluation criteria of the OECD DAC Network on Development Evaluation (EvalNet). These criteria should be contextualised and applied in consultation with stakeholder.

Relevance and coherence: To what extent does the programme align with the priorities and policies of the target groups, TI, the land governance community and the donor?

- To what extent is the programme aligned with and contributes to the global TI Strategy 2030: Holding Power to Account and the TI-S Strategic Plan 2023-2026, including mainstreaming our commitments and principles?
- Are the activities and outputs of the programme consistent with the set goal, long term objectives, and outcomes of the programme?
- Does the project respond to the needs of those impacted by land corruption?
- Does the project address a clear and identified need?
- How coherent/complementary is the programme with other major civic-led initiatives being undertaken in the area of land governance at global, regional and national levels?
- How well have TI-S and TI chapters used partnerships to strengthen the effectiveness of the project and to avoid duplication?

Effectiveness: Assessment of how far the intended outcomes were achieved in relation to targets set during the design phase of the overall programme and the initiatives developed by participating chapters and partners:

- What progress has been made so far against the envisioned outcomes and outputs? To what extent is the project on track? What main factors have played a role in the achievement or non-achievement of the outcomes and outputs? How could the effectiveness of the programme be improved?
- Did the programme maximise opportunities to achieve its outcomes in ways that contribute to equality and benefits for people most vulnerable to land corruption?
- To what extent was TI-S' support to national chapters effective and how could that support be improved over the remaining duration of the programme?

Efficiency: To which extent does the intervention deliver, or is likely to deliver, results in an economical and timely way

- Is progress being achieved at reasonable costs? Is the programme being implemented in an economically justifiable way under the given circumstances? Are there any benchmarks to support the answers?

- To what extent are effective project management systems in place? How suitable is the current organisational structure for and conducive of positive progress?

Sustainability: How effectively is the project planning for sustainability, including the following aspects:

- the significance and durability of policy and practice changes won, and any precedent-setting or 'positive feedback-inducing' effects they have;
- the extent to which the project seeds other projects / initiatives by generating greater evidence of the need to act, and by identifying destination countries where advocacy is needed;
- the alignment of the project with organisational strategy at TI;
- enduring commitment of duty-bearers to the solutions that the project proposes;
- the depth of engagement of partners, affiliates and target groups and their likely future engagement.

METHODOLOGY

The evaluator is ultimately responsible for the overall methodological approach and design of the evaluation and is expected to propose methodologies that they consider most appropriate to achieve the aims of this evaluation. However, the evaluation should use a participatory and gender-sensitive approach engaging relevant staff at TI-S and implementing partners and those impacted by the project activities through structured methods. Both quantitative and qualitative data should be utilised to assess the grant. Data collection methods may include among others interviews with internal and external stakeholders, survey questionnaires, field visits, and desk review of relevant documents.

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

The consultant is encouraged to incorporate the following activities in the final scope of the evaluation methodology to generate comprehensive information:

- Review of key documents
- Focus group discussions
- Key informant interviews with experts in land governance and those impacted by land corruption
- Surveys
- Internal interviews with TI-S and chapter project staff

EXPECTED DELIVERABLES AND TIMELINE

The evaluator or team is expected to deliver:

- A concept note outlining the proposed methodology and timeframe of planned actions for approval by TI-S.
- A draft evaluation report for review and comments by TI-S including annexes covering conducted interviews, questionnaires and list of reviewed documents
- A validation meeting with key stakeholders to discuss findings and feedback on draft report and to discuss the way forward
- A final report – see structure below.

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.

Report structure

The evaluation report will contain the findings, conclusions and recommendations of the mid-term review as well as a recording of the lessons learned. The draft report will be discussed with the project team and the MEL Unit at the TI Secretariat. While considering the comments provided on the draft, the evaluation expert(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.

The proposed structure of the report is as follows:

- Executive Summary. This should include a summary of the project, and key findings and recommendations of the review.
- Introduction. The first part should describe the project and the project context as a basis for the analytical and evaluative sections that follow.
- Main findings in relation to the standard review criteria. This section focuses on the findings related to the questions listed above under 'Key issues to be addressed'. This is the main section for data presentation and analysis.
- Conclusions and Lessons Learned. The conclusions follow logically from the main findings but are clearly distinguishable from these. The conclusions should provide answers to the main evaluation questions.
- Recommendations. The recommendations follow logically from the conclusions. They should be actor oriented (i.e. Who should do what?) and prioritised (i.e. What is most important? What could be improved?).
- Annexes. 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.

Timelines

The tentative timelines are set out below, to be discussed at the beginning of the assignment:

- Beginning of the evaluation by 1 August 2023
- Draft Evaluation Report by 20 October 2023
- Presentation of results to stakeholders for validation 31 October 2023
- Final Evaluation Report with feedback incorporated by 15 November 2023

SELECTION CRITERIA

The Consultant should have the following qualifications:

- 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.
- At least 7 years of proven relevant professional experience in an international development environment, of which at least three years should be in Monitoring & Evaluation of multi-country projects & programmes.
- Demonstrable experience of NGO or social enterprise management.
- Knowledge and experience of working for advocacy-oriented organisations.
- Knowledge of good governance and anti-corruption issues.
- Substantial experience in conducting evaluations.
- Excellent written and spoken English.
- Highly motivated and committed to the values of transparency and integrity.
- Availability from August-November 2023

The following qualifications would be an advantage:

- Knowledge of land governance
- Experience working in the African region
- Proficiency in French
- Familiarity with the activities of TI
- Experience in results-based management

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.

CONTACT INFORMATION

The application should include the following documents in English:

- Business proposal with quotes
- Motivation letter and Curriculum Vitae
- One sample of relevant previous work (confidentiality guaranteed).

Please indicate “LCA II evaluation” in the subject line of your email application. Applications should be sent in English by email to landcorruptiontender@transparency.org by close of business on 18th June 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 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

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.