

GENERAL INFORMATION

Title of Consultancy: Mid-term Evaluation: Inclusive Service Delivery in Africa Project (ISDA)

Application Closing Date: Monday 30th of October 2023.

Consultancy Start and End Date: 1 April – 30 May 2024.

Location of Consultancy: Remote, possibly with travel.

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, 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 looking for a consultant or team of consultants to conduct a mid-term evaluation of the Inclusive Service Delivery in Africa Project (ISDA), a multi-country regional initiative running over four years (2022 – 2026), funded by Global Affairs Canada (GAC).

The project responds to the core development challenges linked to the impact of corruption and impunity on access to education and healthcare services by addressing gender-related barriers and contributing to increased access to public services. ISDA is being implemented in five countries in Africa, the Democratic Republic of Congo, Ghana, Madagascar, Rwanda, and Zimbabwe and seeks to improve access to education and healthcare service delivery, particularly for women, girls, and other groups at risk of discrimination. To address corruption-related barriers to gender equality in education and healthcare, the project focuses on three dimensions of change:

- a performance change of public institutions that have the capacity to ensure that education and healthcare services are provided free of corruption (supply side of services);
- a behavioural change among citizens, particularly women, girls, and those at risk of discrimination, to speak out and report corruption and demand accountable and transparent services; and
- a practice change among influential intermediaries and stakeholders who engage in coalitions and partnerships to mainstream anti-corruption issues within the education and healthcare agenda and create a supportive environment to reduce corruption-related barriers to gender equality in the education and health sectors.

As part of the project design phase, it was envisaged that TI-S would organise an independent mid-term review to extract knowledge on the progress of implementation, challenges, and learnings on what needs to be adjusted to ensure the effectiveness, and eventual impact of the project. This will feed into the learning aspect of the project, and the recommendations will be considered in the project's upcoming phase.

OBJECTIVES

The main objective is to provide an external and independent assessment of whether the project is on track to achieve the expected results and contribute 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. By the end of the evaluation, we aim to:

- Extract Knowledge on the progress of implementation, challenges and learnings from project set-up and execution approaches.
- Document lessons learnt and good practices to generate recommendations for course correction in the upcoming project period.

The key audience for this evaluation is the TI Secretariat and implementing chapters/partners of the project who will use the results to improve the implementation of the project. In addition, TI-S and Global Affairs Canada will analyse the conclusions and recommendations of the evaluation and, where appropriate, jointly decide on the follow-up actions to be taken and any adjustments necessary.

Key Issues to be Addressed

The mid-term evaluation should address the following DAC criteria and respective evaluation questions but are subject to discussion and agreement with the evaluator(s) during the inception phase.

Relevance and coherence: To what extent does the project align with the priorities and policies of the target groups, TI, and the donors (e.g. [Canada's Feminist International Assistance Policy](#))?

- Are the project's goals aligned with all implementing stakeholders' strategic objectives and the donor's priorities?
- Are the activities and outputs of the project consistent with the set goal, long-term objectives, and outcomes?
- Does the project respond to the needs of those impacted by corruption in education and healthcare service delivery?
- How coherent/complementary is the project with other initiatives in mainstreaming anti-corruption in basic service delivery in education and healthcare sectors at global, regional, and national levels?
- How well have TI-S and implementing partners used national, regional, and global partnerships to strengthen the project's effectiveness and avoid duplication?

Effectiveness: To what extent has the project achieved or is likely to achieve its intended outcomes in relation to targets and initiatives proposed in line with the project's implementation plan?

- What progress has been made so far against the envisioned outcomes and outputs?
- What main factors have played a role in achieving or not achieving the outcomes and outputs?
- How could the effectiveness of the project be improved?
- How did different stakeholders manage project risks and challenges?
- Has the project reached its intended target groups (women, girls, and other groups at risk of discrimination) and maximised opportunities to promote equal access to education and healthcare service delivery?
- To what extent has TI-S' support to national chapters been effective, and how could that support be improved over the remaining duration of the project?
- Is an evaluability assessment (review of program design, and logic model (Annex 1) and/or theory of change) necessary?

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

- To what extent is the project on track in terms of planned timelines and objectives?
- To what extent are different stakeholders involved in the project coordinating their work to use resources (human and material) efficiently?
- Have resources (financial, human, technical support, etc.) been allocated strategically and efficiently to achieve the project's outputs and outcomes?
- To what extent did the project efficiently leverage resources to respond to the needs of target groups and promote equality, non-discrimination and inclusion of women, girls, and other groups at risk of discrimination in project implementation?
- To what extent are effective project management systems in place, and how suitable is the current organisational structure for and conducive to positive progress?
- Have effective management and administration systems been in place, and was there a suitable Performance, Monitoring and Evaluation (PME) system?

Sustainability: How effectively is the project planning for sustainability?

- To what extent is the project achieving significant and durable policy and practice changes and generating relevant and long-term evidence of the need to act?
- Are the benefits and outcomes of the project likely to be continued and sustained after the completion of the project?
- Have exit strategies and approaches been developed to phase out assistance provided by the project?
- What key factors will require attention to improve the prospects of sustainability of the project outcome and the potential for replication of the approach?

Methodology

The evaluation consultant or team of consultants is ultimately responsible for the overall methodological approach and design of the mid-term review, which should be adapted to the requirements of these terms of reference (ToR). The review, including approach and methods, will be planned, agreed upon, and conducted in close consultation with the TI-S Monitoring, Evaluation and Learning (MEL) Coordinator and the ISDA project team. The project team will provide the necessary substantive support, including sharing all documents for desk review.

The mid-term review should use a participatory and inclusive approach, engaging relevant staff at TI-S, national chapters, and other partners through structured methods. Both quantitative and qualitative data should be utilised in assessing the project. The exact methodology should be defined, discussed, and agreed upon with TI-S during the inception phase. The mid-term review can include but not necessarily be limited to the following methods:

- Desk review of relevant documents
- Individual and/or group online/in-person interviews and focus group discussions with project-implementing stakeholders.
- Survey, questionnaires, and interviews with project implementing stakeholders.

EXPECTED DELIVERABLES AND TIMELINE

The consultant or team of consultants is expected to deliver:

- An inception report outlining the proposed methodology, stakeholders, data collection tools and timeframe of planned actions.
- A draft evaluation report for review and comments by TI-S, including annexes. The draft evaluation report should include documentation of the participatory workshops and recommendations.
- A final mid-term review report. The report should include lessons learned and action-oriented recommendations according to the above evaluation criteria, with a suggested action plan for each recommendation.

The evaluators will communicate with the TI-S evaluation reference group (consisting of the project manager, regional advisor, and MEL coordinator) in regular MS Teams calls and keep them in the CC of all communications.

A tentative timeline for this consultancy:

Phase	Duration
Preparation Phase	5 days
Data Collection and Analysis Phase	10 days
Draft Evaluation Report	5 days
Presentation and Discussion	2 days
Adjustments and Submission of Final Report	2 days

Guidance and Quality Assurance

- The findings should be referenced.
- The consultant should be guided by the Transparency International Impact Matrix approach (Annex 2) and specific donor requirements and guidelines.
- The research should abide by ethical protocols, including participant confidentiality and privacy and data protection regulations.

The final report should be at most 25 pages, excluding the annexes and the executive summary. All evaluation deliverables are to be submitted in English, in electronic form, following the agreed deadlines. The consultant is responsible for the quality of the final product, including editing and quality control of language.

The final report should include an introduction, main findings, conclusion and recommendations sections. Annexes to the final report should be kept to an absolute minimum; only those annexes that demonstrate or clarify an issue related to a significant finding should be included.

While considering the comments on the draft, the evaluation expert(s) shall use their independent and impartial judgment to prepare the final report.

SELECTION CRITERIA

Core competencies

TI-S invites expressions of interest from an individual consultant or a team of consultants to conduct the mid-term project evaluation. The consultant(s) should have:

People's skills: The consultant(s) should be able to mediate the different expectations of the various internal stakeholders to produce a solid independent assessment that will genuinely serve the learning purposes set out in this ToR.

Work style: The consultant(s) should be well-planned and organised even within a fluid working environment and have a capacity for initiative with competent analytical and problem-solving skills. The consultant(s) should maintain a strong level and flow of communication with reporting stakeholders.

Language: The consultant(s) should possess excellent command of English. French proficiency would be considered an asset.

Technical Competencies

Applicants should have:

- A university degree in social sciences or a related area. A post-graduate degree in project management and/or related fields would be an advantage.
- Substantial experience in conducting evaluations, including in the anti-corruption field.
- At least five years of proven relevant professional experience in an international development environment, of which at least three years should be in Monitoring and Evaluation of multiple country projects and programmes.
- Proven experience in the conceptualisation and facilitation of participatory workshops.
- Regional experience and a good understanding of challenges related to basic education, healthcare service delivery, and African political and socio-economic issues.
- Expertise in areas of governance, anti-corruption, civil society, and advocacy is desirable.
- Previous experience with the evaluation of Global Affairs Canada-funded projects would be desirable but not necessary.
- High motivation and commitment to the values of transparency and integrity.

REMUNERATION AND COSTS

The consultant(s) should provide their estimated total fee as a lump sum or standard daily rates before any VAT or other charges.

For consultants or team of consultants 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. To determine the Value Added Tax (VAT) implications of this tender, we kindly request that the consultant or team of 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.

Individual consultants or team of consultants who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

The link to the VAT Form for Tenders/Vendor:

<https://files.transparencycdn.org/images/TendersVendor-Form.docx>

Logistics and Specifications

The consultant(s) are expected to work approximately 25 working days between 1st of April and 30th of May 2024.

A detailed timeline needs to be agreed upon at the beginning of the assignment.

Submission of Applicants

Applications must be sent by email to inclusiveservicedeliverytender@transparency.org by Monday 30th of October 2023. Please indicate "ISDA Mid-Term Review" in the subject line of your email application. Applications should contain these documents in English:

- **A 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 complete description of the applicant's/team's profile and experience.

- Contact details for at least **two independent references** with in-depth and proven knowledge of the applicant's/team'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).

Please note that only **short-listed candidates will be contacted** and that it is unfortunately not possible to provide individual feedback on applications.

TI retains the right to reject any or all 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

GUIDELINES FOR HANDLING OVERHEAD AND TRAVEL EXPENSES

Overhead

Regular overhead expenses associated with the consultant or team of 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 travel costs. TI shall not issue travel advances to the consultant or team of consultants. For accommodation or travel by air, rail, or coach, they will instead have to contact TI-S, which 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 the best value for money up to a 4-star category. Consultants or team of consultants shall be entitled to invoice TI-S only for local transportation and visa costs (if applicable). Subsistence allowance (per diems) and expenses for individual meals cannot be claimed. These are part of the consultant's business expenses.

ANNEX 1 – LOGIC MODEL

ULTIMATE OUTCOME	1000 Improved access to education and healthcare services for women, girls, and other groups at risk discrimination in Africa.					
INTERMEDIATE OUTCOMES	1100 More effective action taken by public institutions to close corruption loopholes and address vulnerabilities in the education and health sectors, particularly as it relates to women, girls and groups at risk of discrimination.		1200 Increased bottom-up engagement of citizens, particularly women, girls and other groups at-risk of discrimination, to demand accountability from duty bearers in the delivery of education and healthcare services.		1300 Increased joint action among intermediaries and stakeholders at national, regional and international level to mainstream anti-corruption in education and healthcare service delivery, particularly for women, girls and other groups.	
IMMEDIATE OUTCOMES	1110 Improved knowledge of government officials to detect and address corruption vulnerabilities and loopholes in the delivery of education and healthcare to women and girls and other groups at risk of discrimination.	1120 Enhanced institutional capacities of government bodies to implement and enforce education and health sector-related anti-corruption laws, policies and procedures that protect the rights of women, girls, and other groups at risk of discrimination.	1210 Increased awareness and ability of citizens, including women, girls, and other groups at risk of discrimination to claim their rights and participate in social accountability mechanisms related to basic services delivery.	1220 Increased access to safe, secure, and effective mechanisms for citizens, particularly women, girls and other groups at risk of discrimination to report corruption and seek redress.	1310 Increased recognition of the linkages between corruption and discrimination and the need to mainstream anti-corruption into education and healthcare service delivery for women, girls, and other groups at risk of discrimination.	1320 Increased formal and informal multi-stakeholder coalitions of state and non-state actors that inform and advocate on corruption and accountability issues within the education and health sectors.
OUTPUTS	1111 Assessments conducted on corruption vulnerabilities and loopholes in the delivery of education and healthcare, particularly for women, girls and other groups at risk of discrimination.	1121 Technical assistance on implementing gender responsive anti-corruption policies and procedures within the education and health sectors provided to government bodies.	1211 Training, sensitisation, and mobilisation campaigns organised for local actors and beneficiaries on detecting and addressing corruption in education and healthcare service delivery for target groups.	1221 Secure and gender sensitive corruption reporting platforms and mechanisms provided for victims and witnesses of corruption in the education and health sectors.	1311 Evidence (research reports and video documentaries) produced on linkages between corruption and discrimination and their impact on education and healthcare service delivery for target groups.	1321 Multi-stakeholder coalitions formed and joint advocacy initiatives organised on addressing gendered forms of corruption in education and health sectors.
	1112 Workshops to share results and recommendations from assessments on corruption vulnerabilities and loopholes organised for government officials in the education and healthcare sectors.	1122 Peer learning exchanges on gender-sensitive anti-corruption practices in the delivery of education and healthcare organised for government officials in the education and health sectors in Rwanda.	1212 Mentorship, coaching, and training on social accountability, and funding initiatives in the education and health sectors provided for CSOs, local actors and integrity ambassadors.	1222 Legal advice and technical support provided to citizens, particularly women, girls and other groups at risk of discrimination, to seek redress for corruption complaints.	1312 Gender sensitive policy recommendations on addressing corruption and mainstreaming anti-corruption in service delivery developed and disseminated to national, regional and international stakeholders.	1322 Peer learning exchanges on multi-stakeholder coalition-building and joint advocacy organised for participating TI Chapters.
	1113 Training on mainstreaming anti-corruption in the delivery of education and healthcare for women, girls, and other groups at risk of discrimination provided to government officials in both sectors.		1213 Visibility actions conducted on the social accountability initiatives being implemented by CBOs, ambassadors for integrity and other actors.	1223 Regional community of practice established for Advocacy and Legal Advice Centres (ALACs) staff.	1313 Trainings and mini grants for producing and disseminating investigative reports on gendered corruption in the education and health sectors provided to journalists.	

ANNEX 2 – TI-IMPACT MONITORING APPROACH
[2015_TIMonitoringGuide_EN.pdf \(transparency.org\)](#)

