

GENERAL INFORMATION

Title of Consultancy: Mid-term Review Transparency International (TI) Global Strategy 2030

Application Closing Date for the First Call of Interest: 10th April 2025

Consultancy Start and End Date: 1 May – 1 September 2025

Location of Consultancy: Remote, with potential travels depending on the methodology

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.

Holding Power to Account – A Global Strategy Against Corruption 2021-2030 is Transparency International's global strategy that sets out how our diverse movement aims to contribute to a more positive future; a world in which power is held to account, for the common good. The global strategy has been built around seven objectives, focusing on "Protect the Public's Resources", "Stop the Flows of Dirty Money", "Secure Integrity in Politics", "Drive Integrity in Business", "Pursue Enforcement and Justice", "Expand Civic Space for Accountability" and "Build Community Leadership Against Corruption". Every strategic objective includes two to three outcomes defining what TI aims to achieve over the strategy's 10-year span. The strategy has been divided into three strategic cycles to create priorities and synergies across the movement (2021 – 2022, 2023 – 2026, 2027 – 2030).

As 2025 marks the halfway point of the Strategy 2030, a mid-term review is scheduled between May and September 2025.

OBJECTIVES

Transparency International Secretariat (TI-S) in Berlin is looking for a team of consultants to conduct the mid-term review of the global strategy.

Main objectives of the consultancy are:

- 1) Reviewing most relevant changes in the context and their impact on the global strategy implementation.
- 2) Assessing the extent to which progress has been achieved with regard to the seven strategic objectives and related outcomes.
- 3) Assessing how to strengthen global collaboration across the movement.
- 4) Assessing the relevance and implementation of global strategic priorities and identify priorities for the next strategic cycle.
- 5) Analysing ways of implementing the TI global strategy across the movement as well as reviewing the related infrastructure, commitment and ownership in the strategy by chapters and the secretariat.
- 6) Creating a joint learning process across the movement on how to strengthen the impact of TI as a global movement.

1. Guiding questions of the mid-term review

In the following, first suggestions for guiding questions for every objective are presented. They need to be further developed by the consultants at the beginning of the mid-term review in close cooperation with the TI steering committee.

Objective 1: Reviewing most relevant changes in the context and their impact on the global strategy implementation.

How have international changes such as geopolitical shifts, changing roles of multilateral institutions, the increase in populist and far-right regimes, the widespread adaptation of disinformation by some policy makers, the rapid advancement of technology as well as major changes in the fundraising landscape had an impact on the implementation of the strategic objectives?

Sub-questions:

- How innovative and adaptable is TI as a movement to changes in the international context?
- What are the mechanisms in place to ensure TI's response is timely and context-sensitive in regions experiencing humanitarian crises, occupations, or rapid political shifts?
- How well is TI connected to other organisations and relevant stakeholders?

Objective 2: Assessing the extent to which progress has been achieved with regard to the seven strategic objectives and related outcomes

The TI global strategy consists of seven strategic objectives that outline our aims as a global movement for 2030. The progress achieved under every strategic objective and related outcomes, their relevance as well as TI's ways of working should be assessed by the mid-term review.

Sub-questions:

- Building on the baseline of the strategy, what progress has been achieved regarding the seven global strategic objectives and outcomes since 2021?
- Which approaches contributed to achieving the global strategic objectives and outcomes? How do we need to change our approaches and ways of working with regard to the most recent changes in the international context?
- How much has TI leveraged being a movement / umbrella organisation to achieve the outcomes under each strategic objective?
- What are the underlying concepts of power in the TI global strategy and how are they been reflected in implementing the global strategic objectives across the movement?
- Is TI reaching adequate public actors?

Objective 3: Assessing how to strengthen global collaboration across the movement

It is one of the commitments of TI's global strategy to foster coordination for movement-wide advocacy and collaboration to maximise the strength of the network. The mid-term review should assess the extent to which global collaboration has been successful so far and how to strengthen it in future.

Sub-questions:

- Against the background of the most recent changes in the international context, in which areas of the global strategy global collaboration is beneficial for TI?
- How to strengthen TI as a global movement to mobilise the fight against corruption?

Objective 4: Assessing the relevance and implementation of global strategic priorities and identify priorities for the next strategic cycle.

The TI global strategy is divided into three strategic cycles to create priorities and synergies across the movement (2021 – 2022, 2023 – 2026, 2027 – 2030), including mobilising and aligning advocacy, communication, and fundraising from local to global level. Strategic planning for cycles is a strategy commitment and is aiming to support movement strengthening and community building. The current global strategic priorities have been identified based on a participatory process with the movement coordinated by the Strategy Reference Group.

Sub-questions:

- To what extent have the priorities of the 2nd strategic cycle been implemented by chapters and TI-S and to what extent has the definition of priorities considered contextual changes and lessons learned from the previous cycle?
- To what extent is the allocation and mobilisation of resources (HR & Finance) in line with the global strategic priorities?
- To what extent does the concept of global strategic priorities and related communication need to be adapted to make it more relevant for the movement?
- Which global strategic priorities to choose for the next strategic cycle?

Objective 5: Analysing ways of implementing the TI global strategy across the movement as well as reviewing the related infrastructure, commitment and ownership in the strategy by chapters and the secretariat.

The TI global strategy 2030 was developed between 2018 and 2020 together with all chapters in a participatory way. It represents a global framework of TI's work that provides sufficient thematic flexibility for all chapters to accommodate their thematic priorities. National chapter strategies need to be aligned to the global strategy. First regional strategic briefs are currently being developed to clarify regional contributions to the global strategy.

Sub-questions:

- What relevance does the global strategy have for chapters, regions and TI-S?
- How to strengthen the implementation of the global strategy (nationally, regionally and globally)?
- Does TI have appropriate structures and processes to manage and implement the global strategy (regionally & globally)?
- Examine TI-S coordination and accompaniment of chapters with a special emphasis on supporting smaller chapters.
- To what extent does the global strategy contribute to the protection and sustainability of the chapters facing existential and financial threats?
- How to strengthen TI's organisational structures to assess our impact globally regionally and nationally?

Objective 6: Creating a joint learning process across the movement on how to strengthen the impact of TI as a global movement.

Objective 6 is referring to the methodological approach of the mid-term review. First ideas are outlined in the next section.

2. Approach and methodology of the mid-term review

A consultative and participatory approach needs to make sure to involve all chapters and the TI secretariat in the mid-term review process accordingly and to provide room for feedback loops at regional and global level of the movement. Sufficient space must be ensured for a dialogue with all regions to discuss initial findings and recommendations. The creation of ownership in the results of the mid-term review are a crucial part of the process.

The methodology should include:

- Briefing with the TI steering committee, online kick-off workshop and inception report.
- Secondary information analysis
 - Desk review of relevant strategic and programme documents from across the movement, reports, previous evaluations and reviews, policies, TI standards and guidelines
- Direct information analysis
 - Interviews and focus group discussions with internal and external stakeholders, TI-S and chapter colleagues, the TI steering committee will support the selection of adequate interview partners
 - Online consultation workshops across the movement to discuss first recommendations and findings
- Submission of a draft mid-term review report to the TI steering committee and the TI International Board for comments and feedback
- Debriefing workshop (remote) with TI steering committee to present the draft findings and discuss feedback on the recommendations and strategic priorities.
- Submission of final mid-term review report

The mid-term review should combine methods and tools based on international standards such as the OECD/DAC criteria, learning oriented approaches such as systemic and feminist evaluation methodologies and outcome harvesting.

3. Deliverables and deadlines

- A proposal that outlines methodology, timeline, work plan and budget (max 4 pages), **for shortlisted candidates only** and as a basis for the final selection of candidates. Deadline is 17 April 2025.
- An inception report (max. 10 pages) that indicates how to reach the mid-term review objectives. It outlines the methodological approach, ways of data-collection, triangulation, interviews, focus groups and related questionnaires. Deadline depends on the date of the kick-off workshop. It should be delivered not later than three days after the kick-off workshop.

- A Draft mid-term review report, deadline will be agreed at the kick-off workshop.
- A final mid-term review report (max 45 pages without annexes) that should include but is not limited to:
 - Executive summary
 - Purpose and objectives of the mid-term review
 - Methodology
 - Findings (related to the objectives of the TOR)
 - Conclusions and lessons learned
 - Recommendations
 - Appendices (including questionnaires, list of interviewees, bibliography, ToRs)

Deadline: 1 September 2025.

All presentations, materials/resources and reports should be submitted in English, in electronic form, in accordance with the deadlines agreed upon at contracting phase. The consultants are 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.

4. Timeframe of the mid-term review

What	Deadline
Call for motivation letter, references, CVs and one work sample of a similar report	10 April 2025
Submit full proposal incl. budget (for short-listed candidates)	17 April 2025
Interviews with short listed candidates	25 – 30 April 2025
Recruitment of consultant team	Until 30 April 2025
Online kick-off workshop	Between 13 – 16 May
Inception report	20 -23 May
Review phase & data collection	End-May – Mid July
Consultation with movement on first findings	15 – 30 July
Submission of a draft mid-term review report	1 August
Consultation workshop with steering committee	Mid-August
Submission final report	1 September 2025

5. Selection criteria

The team should consist of at least two consultants preferably specialised in corruption and governance issues with a good gender balance and experiences in similar complex evaluation processes with global social movements.

The consultants should have the following qualifications:

- Long-term experience and proven track record in participatory and learning oriented evaluations in the field of advocacy work and development cooperation with global movements and networks.
- Long-term experience with culturally sensitive evaluation approaches to include chapters across the TI movement in a participatory way and a very good understanding of working with global NGOs in diverse political contexts from the global to the regional and national level.
- Strong skills in quantitative and qualitative data collection and analysis.
- Strong analytical skills and the ability to deal with complex content, synthesize and present findings, draw conclusions, develop hands-on recommendations and write reports in a timely manner.
- Fluent oral and written English communication skills. Fluency in French, Spanish and Arabic would be an asset.

6. Recruitment process

The recruitment process consists of two levels:

First level: Call of interest

Interested teams are invited to submit by 10 April 2025:

- A motivation letter (1page)
- Team composition & CVs
- Recent work sample of a review / evaluation process in a similar setting

Second level: Submit a full proposal for short listed candidates by 17 April that includes:

- Proposal outlining workplan and methodology (max 4 pages)
- Budget for the mid-term review aligned to the deliverables

7. Remuneration and costs (for the second call of interest and for short listed candidates only)

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**.

The mid-term review should not exceed 30 days in total. An estimate of overall days/level of effort per key deliverable should be indicated to enable a reasonable like-for-like comparative evaluation with other proposals.

For Consultants based in the EU, EEA, United Kingdom, 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.

The link to the VAT Form for Tenders/Vendor Form is available below on the Careers page.

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

8. How to apply

The application responding to the first call of interest should be sent in English by email to strategy-consultancy@transparency.org by close of business on **10 April 2025**.

Applications will be reviewed on a rolling basis, so we encourage interested candidates to apply early.

Please note that only shortlisted applicants will be contacted and will be invited to submit a full proposal including budget.

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 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.