

## GENERAL INFORMATION

**Title of consultancy:** Outcome Harvesting for Building Local Civil Society Capacity to Fight Corruption in Iraq – Phase I

**Application closing date:** Friday 10th of November

**Consultancy start and end date:** November 2023 – January 2024.

**Location of Consultancy:** Baghdad, Iraq or Remote

## INTRODUCTION

Transparency International (TI) is seeking to hire an expert to gather evidence on changes in the capacity and awareness of actors (civil society, the state, and the private sector) to institute practice and policy to prevent corruption and ensure accountability in Iraq and the contribution made by the project to that.

The project is implemented in the period February 2022-2024 in Iraq and funded by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), aimed at building the anti-corruption and organisational capacities of Iraqi Civil Society Organizations, as well as creating a context for new and more robust networks of collaborations amongst them, and an interface with the public and private sector with a focus on transparency, integrity, accountability, and good governance. The project also envisaged the production of a comprehensive National Integrity System study, assessing and scoring the state of play of the different components of the Iraqi integrity system and providing a factual base for future advocacy activities. The project evaluation sets the stage for Phase 2, which aims to further enhance the capabilities of Iraqi civil society and relevant stakeholders in transparency and anti-corruption efforts. Phase 2 will build on this foundation, employing targeted strategies and partnerships to drive positive change in governance and accountability in Iraq. This next phase is expected to yield tangible results and impact the country's socio-political landscape.

## 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.

This project is the first of its kind in Iraq for Transparency International and lays the ground for crucial future work to build the competency and network of Iraqi CSOs with a focus on anti-corruption. The project was designed as a first phase in a longer engagement. The findings of the outcome harvesting will be discussed and reviewed in a stock-taking and lessons-learned workshop in Berlin scheduled for the end of January 2024.

## OBJECTIVES OF THE OUTCOME HARVESTING

- Measure the impact of the project (Annex 2: logical Framework).
- Identify and document both intended and unintended outcomes and the level of the project contribution to that; this includes gathering evidence of changes, effects on target groups/beneficiaries, challenges, and achievements.
- Validate and assess the accuracy of the project's Theory of Change (Annex 1) and introduce suggestions, recommendations, and adjustments to the theory of change of Project Phase II.
- Providing insights through success stories, real-life examples, or narratives into what works and what does not to promote evidence-based decision-making for the second phase of the project and for organisational learning.

## METHODOLOGY

The consultant is responsible for the overall methodological approach and design of the outcome harvesting, which should be adapted to these terms of reference requirements. It should be planned, agreed upon, and conducted in close consultation with TI-S Monitoring, Evaluation and Learning

Coordinator and GIZ/TIS Iraq project team. The project team will provide the necessary substantive support, including sharing all documents for desk review.

The outcome harvesting exercise should use a participatory and inclusive approach. Both quantitative and qualitative data should be utilised in assessing the project. The outcome harvesting can include but not necessarily be limited to:

- Desk review of relevant documents, defining outcomes, data collection, identifying informants or key individuals who can provide information and stories about the project's outcomes, conducting semi-structured interviews, focus group discussions, or other forms of data collection with informants, data analysis & validation, reporting.

## **EXPECTED DELIVERABLES AND TIMELINE**

The consultant is expected to deliver:

- An inception report outlining the proposed methodology, stakeholders, data collection tools and time of planned actions.
- A design, facilitation, and documentation of interviews and focus group discussions, incl. PowerPoint presentation to discuss and validate the draft report at the project meeting and develop recommendations and an action plan.
- A draft evaluation report for review and comments by TI-S, including annexes.
- A final 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 timeline is flexible; however, a draft report should be submitted to TI-S by the **15<sup>th</sup> of January** as a first draft. Applicants must submit a timeline that accounts for this.

## **GUIDANCE AND QUALITY ASSURANCE:**

- The findings should be referenced.
- The research should abide by ethical protocols, including participant confidentiality and privacy and data protection regulations.

The final report should not exceed 15 pages, excluding the annexes and the executive summary. All evaluation deliverables are to be submitted in electronic form in English, per the agreed deadlines. The consultant is responsible for the quality of the final product, including editing and quality control of language.

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 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 consultants to carry out the outcome harvesting of the project. The consultant should have:

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

**Work style:** The consultant 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 should maintain a strong level and flow of communication with reporting stakeholders.

**Language:** The consultant should possess an excellent command of English. Competency in Arabic (spoken and written) is highly desirable.

**Highly organised and adaptable:** The consultant should be able to adjust to the possibility of frequent re-scheduling or cancellation of interviews and appointments due to logistical problems (e.g., roadblocks, power cuts, etc...).

## **Technical Competencies**

Applicants should have:

- A university degree in social sciences or a related area. A post-graduate degree in project evaluation and/or management or related fields would be an advantage.
- Substantial experience conducting outcome harvesting/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 evaluating multiple country projects & programmes.
- Proven experience in conceptualising and facilitating interviews, focus group discussions and participatory workshops.
- Demonstrable experience of producing high-quality, credible reports in English
- Expertise in areas of governance, anti-corruption, civil society, and advocacy is desirable.
- Regional experience and a good understanding of political and socio-economic issues in the MENA and Iraq.
- Ability to travel to and move to Iraq (the bulk of the work with in-person interviews is likely to occur in or near Baghdad).
- Experience with the evaluation of GIZ projects is desirable but not necessary.
- Experience with working with Iraqi CSOs is highly valued.
- Highly motivated and committed to the values of transparency and integrity.

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

## **REMUNERATION AND COSTS**

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

### **For Consultants based in the EU (European Union), 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 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.

The link to the VAT Form for

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

## **LOGISTICS AND SPECIFICATIONS**

The consultant is expected to work approximately **14 working days** between November and December 2023.

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

## **SUBMISSION OF APPLICATIONS**

Applications must be sent by email to [mpirino@transparency.org](mailto:mpirino@transparency.org) **by the 10th of November 2023**. Please indicate "Iraq outcome harvesting" 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 ToR.
- **Curriculum Vitae** with a complete 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).

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](mailto: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 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 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 the Consultant's business expenses.

## Annex 1: Theory of Change

The overall objective of this project is to support governance and state-building initiatives in Iraq by promoting transparency and accountability. It will do this primarily by building capacities among Iraqi civil society, public state actors, and private sector actors. By supporting sustained improvements in governance, the project aims to contribute to sustainable development and economic growth in Iraq.

The project envisions three interconnected desired changes to achieve this objective:

- 1. Change in knowledge:** The project will work towards raising awareness and improving the knowledge of Iraqi stakeholders on issues related to accountability, transparency, and prevention of corruption. Therefore, CSOs, state actors, and the private sector will have a greater awareness of the importance of pursuing anti-corruption measures and will develop a specific knowledge of practices that can prevent corruption and ensure accountability.
- 2. Change in action / behaviour:** The project will work towards changing the behaviour of Iraqi stakeholders so that they more effectively work towards preventing corruption. **Therefore, CSOs, state actors, and the private sector will have a greater ability to institute practices to prevent corruption and ensure accountability.**
- 3. Change in policy:** The project will work towards changing the governance policies of Iraqi stakeholders so that they more effectively work towards preventing corruption. **Therefore, CSOs, state actors, and the private sector will have a greater ability to institute policy changes that lead to a sustainable improvement in measures to prevent corruption and ensure accountability.**

## Annex 2: Logical Framework

Results	Indicator	Baseline Value (Reference Year)	Target Value (Reference Year)	Means of Assessment	Assumptions
<b>Overall Objective:</b> <i>Promote greater transparency and accountability and build capacities to fight corruption among Iraqi civil society, public state actors, and the private sector.</i>	<b>O011:</b> Percentage of stakeholders from Iraqi civil society, public state actors, and private sector who have confirmed increased awareness, greater ability to institute practice and policy to prevent corruption and ensure accountability.	N/A	50% (January 2024)	Observations and reporting captured through a process of outcome harvesting.	Does Not Apply.
<b>Outcome 1:</b> <i>Strengthened capacities of the participating local Iraqi civil society in topics related to corruption and good governance.</i>	<b>O11.1:</b> Number of CSOs that reviewed their internal governance structures.	0 (2022)	3 (2023)	Documentation of the review process.	
	<b>O11.2</b> Number of CSOs that carried out advocacy campaigns to promote transparency and fight corruption.	0 (2022)	3 (2023)	Documentation of advocacy campaigns carried out by CSOs.	
<b>Output 1.1:</b> <i>Networking events/ meetings/ exchanges conducted with local civil society composed of or have a focus on working with marginalised groups, such as women and girls working in the fields of anti-corruption, good governance, and transparency.</i>	<b>O11.1.1</b> Number of networking events between local civil society organisations focused on anti-corruption, good governance, and transparency conducted disaggregated by topic.	0 (2022)	6 (2023)	Networking events documentation included attendance sheets.	TI and the stakeholders we engage with are able, to the extent possible, to remain in their positions to ensure continuity of action.  TI is able to identify civil society organisations working on anti-corruption.  CSOs are willing to overcome any partisan/sectarian divisions.  CSOs are willing to coordinate and work together (including joining alliances) to best impact policy making.  The government is happy to allow for open civic space to discuss anti-corruption, and happy to allow CSOs to operate without repression.

<b>Output 1.2:</b> <i>Analysis and capacity development conducted to local civil society organisations on strengthening governance structures to effectively run projects, raise funds, conduct advocacy and communication campaigns, and support diagnostic anti-corruption work to CSOs.</i>	<b>O11.1.2.1</b> Number of TI-S led needs assessment analysis indicating type of capacity building needed for local civil society organisations.	0 (2022)	1 (2023)	Needs assessment analysis report.	TI and the stakeholders we engage with are able, to the extent possible, to remain in their positions to ensure continuity of action.  TI is able to identify civil society organisations working on anti-corruption.
	<b>O11.1.2.2</b> Number of capacity building workshops or activities <i>strengthening governance structures to effectively run projects, raise funds, conduct advocacy and communication campaigns, and support diagnostic anti-corruption work to CSOs</i> disaggregated by topic.	0 (2022)	4 (2023)	Capacity building workshops or activities documentation including attendance sheets.	The project's focus on gender mainstreaming allows for marginalised groups to take more of a role in anti-corruption efforts.  CSOs are willing to overcome any partisan/sectarian divisions.
	<b>O11.2.3</b> Number of CSOs applying for small seed funding to carry out anti-corruption projects.	0 (2022)	5 (2023)	Project Proposals submitted by CSOs.	CSOs are willing to coordinate and work together (including joining alliances) to best impact policy making.
	<b>O11.2.4</b> Number of meetings between Iraq partners and other TI -MENA chapters.	0 (2022)	5 (2023)	Documentation of meetings between TI Iraq partners and other TI MENA chapters.	
<b>Output 1.3:</b> A prospective national contact for TI in Iraq identified.	<b>O11.3.1</b> Number of prospective national contact for TI in Iraq.	0 (2022)	1 (2024)	Agreement documents between TI and the prospective national contact for TI in Iraq.	The government is happy to allow for open civic space to discuss anti-corruption, and happy to allow CSOs to operate without repression.  The government is ready and willing to promote the need for anti-corruption efforts and is ready to engage with the international community in this regard.  State institutions of relevance, such as integrity commissions, are accessible to project staff.
<b>Specific outcome 2:</b> <i>Increased capacities among relevant Iraqi state actors to implement and advance accountability reforms.</i>	<b>O12.1 .1</b> Number of measures identified to improve public sector safeguards against corruption and to enhance accountability and transparency.	0 (2022)	10 (2023)	Documentation of relevant reform measures identified in the public sector.	

<p><b>Output 2.1: Training sessions conducted on outreach and messaging for state institutions.</b></p>	<p><b>O12.1.1</b> Number of context sensitive, practical, workshops conducted for state institutions including federal and regional commissions of integrity disaggregated by topic.</p>	<p>0 (2022)</p>	<p>2 (2023)</p>	<p>Documentation of <i>training sessions</i> including attendance sheets.</p>	<p>TI and the stakeholders we engage with are able, to the extent possible, to remain in their positions to ensure continuity of action.</p> <p>The government is ready and willing to promote the need for anti-corruption efforts and is ready to engage with the international community in this regard.</p> <p>State institutions of relevance, such as integrity commissions, are accessible to TI.</p>
<p><b>Output 2.2: Multi-stakeholder consultative National Integrity System (NIS) workshops and meetings organised with key stakeholders from government, CSOs, academics, and private sector professionals to co-shape policy recommendations that will be captured in an NIS research report.</b></p>	<p><b>O12.2.1</b> Number of NIS workshops and meetings organised with key stakeholders.</p>	<p>0 (2022)</p>	<p>4 (2024)</p>	<p>Documentation of NIS workshops and meetings held including attendance sheets showing number of participants and institutional affiliations.</p>	<p>TI and the stakeholders we engage with are able, to the extent possible, to remain in their positions to ensure continuity of action</p> <p>Partners are willing and able to assist with the project, helping to spread its impact. This includes local partners on the ground and international partners including GIZ who can connect TI to relevant policymakers.</p> <p>The National Integrity System research process is relevant to the context of Iraq.</p> <p>The government is ready and willing to promote the need for anti-corruption efforts and is ready to engage with the international community in this regard.</p>
<p><b>Output 2.3: Policy papers on good governance and</b></p>	<p><b>O12.3.1</b> Number of policy papers produced on enhancing accountability in Iraq.</p>	<p>0 (2022)</p>	<p>1 (2023)</p>	<p>Documentation of policy paper produced.</p>	



<i>reform of legislations that enhance accountability developed.</i>					
<b>Outcome 3:</b> <i>Improved internal business integrity measures among Iraqi private sector.</i>	<b>O13.1</b> Number of measures identified to enhance the internal governance procedures, including reporting mechanisms, to help safeguard against corruption in the Iraqi private sector.	0 (2022)	10 (2023)	Documentation of governance procedures, whistle-blower protection mechanisms created by private sector.	TI is able to accurately identify and engage with private sector actors across a range of different fields.  The private sector is interested in improving its prospects by building a strong sector and strengthen the investment environment.
<b>Output 3.1:</b> <i>Policy papers on corruption in the private sector developed.</i>	<b>O13.1.1</b> Number of policy papers produced.	0 (2022)	1 (2023)	Documentation of policy papers produced.	
<b>Output 3.2:</b> <i>A workshop organised. on business integrity</i>	<b>O13.2.1</b> Number of attendees of the workshop on business integrity disaggregated by sex.	0 (2022)	20 (2023)	<i>Workshop</i> documentation including attendance sheets.	TI is able to accurately identify and engage with private sector actors across a range of different fields.  The private sector is interested in improving its prospects by building a strong sector and strengthen the investment environment.
<b>Output 3.3:</b> <i>Sub-grants awarded to CSOs to implement small projects on private sector and business integrity.</i>	<b>O13.3.1</b> Number of small projects implemented by CSOs.	0 (2022)	3 (2024)	Final Reports by CSOs.	