

GENERAL INFORMATION

Title of Consultancy: Renewed Theory of Change - Climate Governance Integrity Programme

Application Closing Date: 24/02/2023 (proposals will be reviewed on a rolling basis)

Consultancy Start and End Date: approx. 01/03/2023 – 31/03/2023

Location of Consultancy: remote, with possible travel (to Berlin, Germany)

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 Transparency International Secretariat (TI-S) in Berlin is seeking an external consultant or team of consultants to facilitate a participatory process to renew the programme's vision and Theory of Change for the future, with a strong emphasis on inclusion and intersectionality.

The Transparency International Climate Governance Integrity Programme (CGIP) intervenes to reinforce accountability from local to global level, and throughout the whole chain: from policy development to project implementation and monitoring.

The CGIP has been active at the national, regional, and global level, working with more than 20 TI chapters implementing programme activities across Africa, the Americas, and Asia Pacific. Since its creation 10 years ago, the programme budget has been around EUR 800K per year and is anticipated to grow significantly for the next years.

The TI CGIP programme strategic goals 2030 are as follows:

1. **Make climate action transparent and inclusive** – by working in partnership with communities and civil society to ensure participative policy making processes and the highest standards of transparency.
2. **Improve climate accountability** – by ensuring national and global level accountability measures are linked and safeguards are in place and appropriately enforced.
3. **Safeguard climate funding** – by supporting indigenous and local communities, civil society actors and independent accountability agencies to actively monitor climate investments.
4. **Protect communities against impunity** – by protecting environment defenders and whistleblowers and seeking justice.



OBJECTIVES

Transparency International is looking for a consultant/team of consultants to design and lead a participatory consultation process that informs the development of the renewed programme's vision and strategy (Theory of Change) and high-level results framework, based on lessons learned and initial action plan.

This scope of work will build from a separate strategic learning review of the TI Climate Governance Integrity Programme to capture previous successes and key lessons learned which can inform new definition/direction of programme ambition and impact carried out in February 2023. Integration of those findings into this Theory of Change process will be critical, as well as alignment with existing strategic thinking for TI's seven strategic objectives, especially for protecting public resources (which frames the climate governance work).

The overall objectives of the theory of change process are to:

- Review and adjust the programme's vision and Theory of Change based on a participatory consultation process with internal and external stakeholders and partners, including TI national chapters, TI-S colleagues, environmental and governance CSOs, experts and funders, identifying roles and opportunities to influence change at global and national levels.
- Identify opportunities to mainstream TI's strategic commitments and principles, with focus on being inclusive and intersectional in our climate governance work.
- Identify areas of focus and the most promising opportunities for coordinated action between chapters and TI-S (and potentially with external allies) considering the identified learnings and stakeholder needs.

The overall objectives of the high-level results framework are to:

- Identify potential impact areas/components of change and describe how TI-S and the TI national chapters will contribute to them.
- Provide recommendations for criteria to guide strategic country selection.

At the end of the process, the consultant/team of consultants are expected to produce a comprehensive description and illustration of the programme's theory of change. In addition, a high-level results framework will be produced to describe how TI-S and the national chapters will contribute to the programme in the next 4 years.

KEY ISSUES TO BE ADDRESSED

THEORY OF CHANGE AND HIGH-LEVEL RESULTS FRAMEWORK

A number of methods can be considered for the consultation on and development of the theory of change, from surveys to interviews to workshops (online). A meeting with chapters currently included in the programme is already planned for the second half of March and should be used as an important milestone to contribute to the development and initial validation process.

The theory of change should:

- Articulate the key areas of climate work for which the TI Movement is best place to add value, also vis-à-vis other climate and environmental groups and stakeholders, up to 2026
- Establish a common vision for how and why the desired change is expected to happen
- Make implicit assumptions explicit to ensure that all stakeholders reflect and agree on them
- Be realistic and ensure people confront their assumptions about what works and Transparency International's added value
- Identify key opportunities to mainstream TI's strategic commitments and principles, with focus on being inclusive and intersectional in our future climate governance work, and redesign the future programme to effectively respond to the needs and priorities of all genders and communities most vulnerable to climate change, or affected by climate financing
- Identify opportunities to mainstream the climate governance work into Transparency International's other strategic objectives, focusing on synergies with other programmes and areas of work
- Identify opportunities for sustainability which the new programme will need to consider to maintain longer-term impact (beyond 2026) at national, regional and global levels.

The high-level results framework should:

- Describe impact areas/components of change and clear roles and responsibilities at different levels (national, regional and global)
- Identify key partners and describe their different contributions

- Describe potential outcomes at national, regional and global levels and suggest achievable targets by 2026, and any clear value-add outputs which TI and partners should consider based on our unique strengths/capacities
- Include recommendations for criteria to guide country selection under the different impact areas, and document expressed areas of interest from TI Chapter stakeholders consulted in this process.

METHODOLOGY

The consultant/team of consultants is ultimately responsible for the overall methodological approach and design of the theory of change process and is expected to propose methods that they consider most appropriate to achieve the aims. However, the consultant/team of consultants should use a participatory and gender-responsive approach engaging relevant staff at TI-S and implementing partners, beneficiaries and external stakeholders through structured methods.

The consultant/team of consultants' approach should be guided by the Transparency International Impact Monitoring Approach (www.transparency.org/whoweare/accountability/impact_monitoring/4).

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

EXPECTED DELIVERABLES AND TIMELINE

The consultant/team of consultants is expected to deliver

(1) a theory of change with the following elements:

- Narrative description of the theory of change Describe the pathway of change in a narrative. What is the logic by which our actions will lead to the desired outcomes? What assumptions are necessary (in terms of political will, capacities, resources, etc.) for the logic to work?
- Illustration of the theory of change How can we explain to others and ourselves what we do
- What are the problems we want to address? Identify the main problems that should focus the programme's efforts during the phase of implementation 2023-2026
- What are the outcomes (short-, medium-, or long-term) we want to achieve including the pathway to change? Consider question such as; At what level does the outcome exist: global, regional, national, local? What will the world look like once the outcome is achieved? What will the intervening steps look like?
- The assumptions on which the theory of change depends
- What will be Transparency International's contribution vis-à-vis our partners/other key actors? Identify the key partners the programme will work with, directly or indirectly. What will be the role of the national chapters and the Movement? How will the Secretariat support them to achieve the outcome(s)? What will be the role of external stakeholders? Who are the likely allies, champions, and spoilers of change?
- What are the risks and challenges associated with the programme?
- What are the key opportunities to mainstream TI's strategic commitments and principles to be inclusive and intersectional in the future programme, identified in through the theory of change?
- Where should the focus be and what are the most promising opportunities for coordinated action between chapters and TI-S (and external allies)?

And (ii) in line with the theory of change, a high-level results framework containing the following elements:

- Describe the future programme's high-level results framework/logic model including clear roles and responsibilities to bring about change at different impact levels (national, regional and global)

- Expand on the initial outcomes at national, regional and global levels and suggest achievable targets by 2026, and any clear value-add outputs which TI and partners should consider based on our unique strengths/capacities
- Recommend criteria to guide country selection under the different outcome areas based on, for instance, potential to effect change, level of risk or vulnerability to both climate change and corruption, potential to increase community participation of under-represented groups – under the different outcome areas.
- Document expressed areas of interest from TI Chapter stakeholders consulted in this process

All outputs should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The consultant/team of consultants 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.

Timelines

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

- Beginning of the theory of change exercise by 1 March 2023
- Concept note by 10 March 2023 based on internal consultations and review of key documents including strategic learning review (from February 2023)
- Draft Theory of Change informed by key stakeholder interview, ahead of TI partners meeting tentatively scheduled for Berlin w/c 20 March 2023
- Input into/initial validation of draft Theory of Change at TI partners meeting (consultant participation could potentially be remote) w/c 20 March 2023
- Final Theory of Change and elaboration of aligned High-Level Results Framework by 31 March 2023

SELECTION CRITERIA

The Consultant should have the following qualifications:

- University degree in social sciences or related field and postgraduate education in social sciences methods, strategic management, evaluation, or equivalent experience.
- Proven relevant professional experience in an international development environment
- Demonstrable experience and expertise in designing and successfully implementing programmes
- Substantial experience of working in civil-society organisations/ not-for-profit
- An excellent communicator, with outstanding moderation and presentation skills
- Knowledge and experience of working for advocacy-oriented organisations.
- Knowledge of good governance and anti-corruption issues.
- Substantial experience in conducting reviews and/or evaluations.
- Demonstrable understanding of climate governance issues
- Demonstrable experience of mainstreaming gender, inclusion and diversity thinking in programmatic and strategic development processes
- Excellent written and spoken English.
- Highly motivated and committed to the values of transparency and integrity.
- Availability in March 2023.

The following qualifications would be an advantage:

- Experience working in multicultural environments, with a profound belief in the value of diversity
- Familiarity with the activities of TI.

REMUNERATION AND COSTS

The consultant/team of 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.

HOW TO APPLY

The application should include the following documents in English:

- Cover letter describing motivation and qualifications for the assignment
- Curriculum Vitae.
- Proposal on the methodology and work to be conducted
- A cost estimate of the above-mentioned services
- One sample of relevant previous work (confidentiality guaranteed).
- References for two previous clients for evaluations and learning or strategic reviews

Please indicate "Climate Governance Integrity – Theory of Change" in the subject line of your email application. Applications should be sent in English by email to Vicky Tongue, Head of Projects, vtongue@transparency.org by close of business of 24th February 2023. Proposals will be reviewed on a rolling basis.

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.