

GENERAL INFORMATION

Title of Consultancy: Monitoring, Evaluation and Learning (MEL) Training

Application Closing Date: 20 July 2023

Consultancy Start and End Date: Between September - November 2023

Location of Consultancy: 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.

We at Transparency International are committed to working towards greater transparency, accountability, and integrity, including in our own work. The purpose of Monitoring, Evaluation and Learning (MEL) at the secretariat is to assess the effectiveness of our work with the aim to identify opportunities for continuous improvement, maximise the impact of the Movement, and contribute to learning in the wider anti-corruption sector. This also includes creating a supportive environment and generating evidence that enables more informed and inclusive decision-making as well as increased accountability of the organisation.

Most impact in the anti-corruption field is achieved against a backdrop of complex socio-economic contexts and enabled through dynamic and fast-paced processes involving a range of stakeholders. It can be challenging to measure the impact of our work – the results of our efforts can be unpredictable, and sometimes they take long periods of time to come about. Our progress can also be subject to occasional reversals that need to be understood and explained.

We aim at empowering project and programme teams in the secretariat to conduct better monitoring, evaluation and learning by rolling out standards, tools and training. In 2014 Transparency International developed and adopted its own approach to [monitoring the impact of anti-corruption work](#). This approach aims to build a more robust body of evidence regarding what works in stopping corruption, as well as why and how it works. The Impact Monitoring Approach is inspired by outcome harvesting and contribution analysis and is designed to be sufficiently flexible to capture the different change processes that the Transparency International movement is contributing to and achieving. While this approach is applied in some areas of work, many of our projects rely on donor driven logframe approaches to describe their MEL plans.

Implementing our MEL system at project and organisational levels requires a common terminology and understanding. Therefore, the Transparency International Secretariat (TI-S) in Berlin is seeking a consultant or team of consultants to deliver a series of modular, tailored in-house training on monitoring, evaluation and learning to the projects team, which consists of 30+ individuals with different levels of MEL knowledge and expertise. The training modules identified below were prioritised based on the capacity and needs assessment survey findings that took place in April 2023. Relevant TI-S staff members from other units might join the training.

OBJECTIVES

The series of training aims at increasing participants' understanding of how to implement MEL for advocacy, drawing on examples relevant to the work of the TI Secretariat.

By the end of the course, participants will be able to

- Recognise the importance of MEL in achieving our goals
- Understand challenges and approaches to MEL for Advocacy
- Define the main terms and concepts (including but not limited to Theory of Change, Results Based Management, Results Chain, Logical Framework) associated with implementing effective MEL systems
- Know how the TI impact monitoring approach can be used as a planning and monitoring tool in their own projects, initiatives and at organisational level
- Understand the core components of a MEL system and the steps involved in designing and implementing a contextually-sensitive system, especially in multi-country and mixed-capacity partner scenarios
- Outline key steps of quality data collection and level of analysis needed. In addition to data validation/verification in case it was collected by third parties.
- Identify how to integrate accountability and learning into their work processes.

The training will contribute to a better understanding of people's own role in bringing about improved MEL as part of their role and increase their confidence in designing and implementing MEL systems in their projects, programmes and initiatives.

EXPECTED DELIVERABLES AND TIMELINE

Several meetings, consultations should be carried out between the trainer and the two full-time MEL technical specialists at TI-S (who can advise and co-design aspects of the training) to adjust the training content to particular needs of the participants. A previously developed training package on "Monitoring Impact using the TI Impact Matrix" is available if required.

The deliverables include:

- Two 2-day trainings MEL for advocacy (for all)
- One day training on the theory of change approach (for selected group)
- One day training on data collection, data analysis, data validation/verification and quality control (for selected group)
- A final training assessment report covering participants' feedback and recommendations.
- Accessible participant materials and facilitator guidance which could be used for future in-house replication

All presentations, materials/resources 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.

The training will be carried out in-person in Berlin at TI-S premises or as specified elsewhere.

METHODOLOGY

The training will be run as interactive session with a lot of opportunity for participants to practice, share and learn how to handle various monitoring and evaluation challenges. The trainings include activities, games and exercises ensuring a fun, interactive and hands-on learning environment. The content, including examples used, will be relevant to the work of the TI Movement.

SELECTION CRITERIA

The Consultant should have the following qualifications:

- A higher-level degree in social sciences, statistics, political science, public policy, public administration.
- Over 7 years of relevant experience in MEL for advocacy and MEL for complex projects (multiple countries/global projects and multiple partners).
- Fluent oral and written English communication skills.
- Experience with modular approaches for other big local global advocacy organisations with in-house replicability/sustainability and easily accessible in-house materials.
- Conducted MEL capacity programs and training (including data collection & analysis, developing MEL programs/plans, impact monitoring/harvesting etc.) to NGO sector.
- Experience in advocacy organisations with a focus on Anti-Corruption would be an asset.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates. 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 candidates based in the EU, EEA, UK, 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.

Candidates 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:

- Business proposal with quotes, including clear indication as to how TI's Impact Monitoring Approach will be referenced or integrated, and a timeline for preparation, delivery and follow-up
- Motivation letter and Curriculum Vitae
- One sample of relevant previous work (confidentiality guaranteed) including participant training resources/materials
- Two references from previous client organisation for which you have delivered similar services.

Applications should be sent in English by email to MEL-training@transparency.org by close of business of 20/07/2023.

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 based on 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.