

TERMS OF REFERENCE

Mid-Term Project Evaluation - Rallying Efforts to Accelerate Progress (REAP) Transparency International

GENERAL INFORMATION

Title of Consultancy: Mid-Term Evaluation – REAP project (Rallying Efforts to Accelerate Progress)

Application Closing Date: 20/10/2022

Consultancy Start and End Date: approx. 23/01/2023 – 31/03/2023

Location of Consultancy: remote, with possible travel

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 a consultant for the mid-term evaluation of the REAP project (Rallying Efforts to Accelerate Progress).

REAP aims to curb inequalities in Africa by addressing its root causes, such as illicit financial flows, inadequate access to public resources by vulnerable groups, and limited social accountability. It includes research, advocacy, and capacity building activities along three pillars: a global and regional one focusing on the impact of illicit financial flows (IFFs) on inequality, and two national pillars, focusing on tax incentives in Kenya and on mining and land governance in South Africa.

The global / regional component aims to foster stronger regional and global action to disrupt mechanisms enabling IFFs, tax evasion and tax avoidance undermining the sustainable development of countries in Africa. In partnership with our national chapters, it will generate evidence on the extent, types, and impact of IFFs in the region, highlighting innovative tools and approaches to tackle them. This evidence will establish the groundwork for advocacy endeavours to promote and push for the implementation of strong regional and global commitments that take into consideration the experience and needs of African countries.

The national components will also generate evidence on how the issues identified (tax incentives in Kenya, mining, and land governance in South Africa) contribute to inequalities, with the aim to inform advocacy at the national level. In Kenya, the project focuses on strengthening the capacity of local CSOs and of women and other marginalised groups to oversee the award of tax incentives, public spending, and contribute to public policy. The advocacy will seek to curb fiscal practices and incentive schemes that exacerbate inequality and constrain domestic resource mobilisation, while promoting viable alternatives that can serve to reduce inequalities at the national level. In South Africa, the initiative strives to address income and wealth inequality related to land rights, including land reform, and access to natural resources, by ensuring that those living in traditional communities can participate in decisions affecting their land and to claim their right to compensation in case they have to leave their land. The aim is also to hold duty-bearers to account to ensure rural communities including women and other vulnerable groups can effectively participate in mining approval processes and enjoy their land rights and that the policies and practices on participation and allocation of royalties benefit these communities.

REAP runs from 1 April 2021 to 31 March 2024 and is funded by the European Commission (INTPA). The REAP project involves the collaboration of the TI secretariat and 9 of our national chapters based in Africa.

OBJECTIVES

The main purpose of the mid-term evaluation is to provide an external and independent assessment whether the programme is on track to achieve expected results and contributing 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.

The overall objectives of the evaluation are the following:

- Provide an objective assessment of progress towards achievement of the outcomes and outputs as specified in the MEL framework
- Document good practices, lessons learnt and challenges
- Based on the learning so far, assess whether the project's underlying assumptions, strategy and theory of change should be amended to increase our chances of achieving intended results
- Provide evidence-based, forward-looking, and actionable recommendations that aim at strengthening the project in the second half of its implementation and increase the chances of achieving the programme's objectives and results.

The TI Secretariat will use the results of the evaluation to monitor and improve the implementation of the project. The report will also be shared with the donor (the European Commission) and with participating chapters and may be published on our website.

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the programme evaluation but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach. The evaluator is free to further prioritize these questions in the proposal and suggest others it deems necessary.

Relevance: To what extent does the programme align with the priorities and policies of the target groups, TI, and the donor organisations?

- Do the project priorities and objectives continue to be in line with TI's strategic objectives and the priorities of the EC?
- Are the activities and outputs of the programme consistent with the set goal, long term objectives, and outcomes of the programme?
- Does the project respond to beneficiaries' needs?

Impact: The changes produced by the grant directly or indirectly, both intended and unintended.

- What have been the key outcomes (positive as well as negative) achieved so far either directly or indirectly? Has the project generated unintended benefits or secondary benefits?
- Who were the direct and indirect beneficiaries of the project? What real difference have the activities made so far to the beneficiaries?
- How relevant and fit-for-purpose have the tools for assessing progress and results been?

Effectiveness: Assessment of how far the intended outcomes were achieved in relation to targets set during the design phase of the overall programme and the initiatives developed by participating chapters and partners:

- What progress has been made so far against the envisioned outcomes and outputs? To what extent is the project on track? What main factors have played a role in the achievement or non-achievement of the outcomes and outputs? How could the effectiveness of the programme be improved?
- To what extent was TI-S' support to national chapters effective and how could that support be improved over the remaining duration of the programme?

Coherence: The compatibility of the intervention with other interventions within the organisation, with other governance interventions, within the target countries and region.

- Are there similar initiatives in the project countries or in the region? If so, to what extent are projects coordinated, and are there examples of cooperation?
- How well have TI-S and TI chapters used partnerships to strengthen the effectiveness of the project and to avoid duplication?

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

- Is progress being achieved at reasonable costs? Is the programme being implemented in an economically justifiable way under the given circumstances? Are there any benchmarks to support the answers?
- To what extent are effective project management systems in place? How suitable is the current organisational structure for and conducive of positive progress?

Sustainability: How effectively is the project planning for sustainability, including the following aspects?

- the significance and durability of policy and practice changes won, and any precedent-setting or 'positive feedback-inducing' effects they have;
- the extent to which the project seeds other projects / initiatives by generating greater evidence of the need to act, and by identifying destination countries where advocacy is needed;
- enduring commitment of duty-bearers to the solutions that the project proposes;
- the depth of engagement of partners, affiliates and target groups and their likely future engagement

METHODOLOGY

The evaluator is ultimately responsible for the overall methodological approach and design of the evaluation and is expected to propose methodologies that they consider most appropriate to achieve the aims of this evaluation. However, the evaluation should use a participatory and gender-sensitive approach engaging relevant staff at TI-S and implementing partners and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised to assess the grant. Data collection methods may include among others interviews with internal and external stakeholders, survey questionnaires, field visits, and desk review of relevant documents.

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

EXPECTED DELIVERABLES AND TIMELINE

The evaluator or team is expected to deliver:

- A concept note outlining the proposed methodology and timeframe of planned actions for approval by TI-S.
- A draft evaluation report for review and comments by TI-S including annexes covering conducted interviews, questionnaires, and list of reviewed documents
- A validation meeting with key stakeholders to discuss findings and feedback on draft report.
- A final report – see structure below.

All presentations 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.

Report structure

The evaluation report will contain the findings, conclusions, and recommendations of the mid-term review as well as a recording of the lessons learned. The draft report will be discussed with the project team and the MEL Unit at the TI Secretariat. While considering the comments provided on the draft, the evaluation expert(s) shall use their independent and impartial judgment in preparing the final report.

The final report should not be longer than 20 pages, excluding the annexes and the executive summary.

The proposed structure of the report is as follows:

- Executive Summary. This should include a summary of the project, and key findings and recommendations of the review.
- Introduction. The first part should describe the project and the project context as a basis for the analytical and evaluative sections that follow.
- Main findings in relation to the standard review criteria. This section focuses on the findings related to the questions listed above under 'Key issues to be addressed'. This is the main section for data presentation and analysis.
- Conclusions and Lessons Learned. The conclusions follow logically from the main findings but are clearly distinguishable from these. The conclusions should provide answers to the main evaluation questions.
- Recommendations. The recommendations follow logically from the conclusions. They should be actor oriented (i.e., Who should do what?) and prioritised (i.e., What is most important? What could be improved?).
- Annexes. Annexes to the Final Report should be kept to an absolute minimum. Only those annexes that serve to demonstrate or clarify an issue related to a major finding should be included. Existing documents should be referenced but not necessarily annexed.

Timelines

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

- Beginning of the evaluation by 23 January 2023
- Draft Evaluation Report by 15 March 2023
- Final Evaluation Report by 31 March 2023

SELECTION CRITERIA

The Consultant should have the following qualifications:

- University degree in social sciences or related field from a reputed institution and postgraduate education in social sciences methods, strategic management, evaluation, or equivalent experience.
- At least 7 years of proven relevant professional experience in an international development environment, of which at least 3 years should be in Monitoring & Evaluation of multi-country projects & programmes.
- Demonstrable experience of NGO or social enterprise management.
- Knowledge and experience of working for advocacy-oriented organisations.
- Knowledge of good governance and anti-corruption issues.
- Substantial experience in conducting evaluations.
- Excellent written and spoken English.
- Highly motivated and committed to the values of transparency and integrity.
- Availability in January to March 2023.

The following qualifications would be an advantage:

- Experience in monitoring and evaluation of grants funded by the European Commission.
- Experience working in the African region.
- Proficiency in French.
- Familiarity with the activities of TI.
- Experience in results-based management.

In addition, due to the European Commission procurement rules, application is open only to nationals of the following countries, or legal persons established in one of the following countries:

- EU / EEA Member States and the UK
- IPA II beneficiaries (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, Serbia, Turkey, Republic of North Macedonia)
- Developing countries and territories, (included in the OECD-DAC list of ODA recipients), which are not members of the G20 group
- Overseas Countries and Territories (OCTs) covered by Council Decision 2013/755/EU of 25 November 2013 on the association of the overseas countries and territories with the European Union

REMUNERATION AND COSTS

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**.

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.

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:

- Business proposal with quotes
- Motivation letter and Curriculum Vitae
- One sample of relevant previous work (confidentiality guaranteed).

Please indicate "REAP evaluation" in the subject line of your email application. Applications should be sent in English by email to REAP-evaluation@transparency.org by close of business of 20th October 2022.

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.