

GENERAL INFORMATION

Title of Consultancy: Final Evaluation of the Project “Ensuring Accountability in Reconstruction and Reform Efforts in Lebanon (EARREL)”

Application Closing Date: Saturday, 10 December 2022

Duration: Approximately 15 to 20 working days, including potential travel days to Beirut (LEB) and or Berlin (GER)

Consultancy Start and End Date: approx. Monday, 16 of January to Wednesday, 15 March 2023

Location of Consultancy: remote, with a possible site visit to Berlin and / or Beirut (subject to travel advisory by TI-S)

BACKGROUND

Transparency International (TI) is the global civil society organization 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 to commission a final evaluation of Ensuring Accountability in Reconstruction and Reform Efforts in Lebanon (**EARREL**) project covering the period 01 April 2021 – 31 March 2023 through an external consultant.

EARREL (Ensuring Accountability in Reconstruction and Reform Efforts in Lebanon) is a two-year project that aims to ensure greater accountability and transparency of humanitarian aid and reconstruction efforts, particularly for those most affected by the Beirut port explosion in 2020.

The project is funded by the German Federal Foreign Office with a budget of 1,191,969.15 EUR. The program has the following key objectives:

1. Local civil society and journalist networks better equipped as watchdogs to ensure greater accountability and transparency of humanitarian aid and reconstruction efforts in Lebanon.
2. Lebanese state actors better equipped to improve government reforms and manage crises in transparency.
3. Lebanese citizens better equipped to report on corruption and access reliable information, particularly in areas of Beirut affected by the explosion.

Transparency International Secretariat (TI-S) works with a local partner, Transparency International Lebanon (TI Lebanon) an independent and locally governed National Chapter “chapter” which is a member organisation of TI’s global anti-corruption coalition. TI Lebanon became a member of the TI movement in 2006 according to a set of objective standards. Fully accredited national chapters pass through a review process every three years to ensure continuous compliance with the Movement’s standards. TIS and TI Lebanon also worked with the American University in Beirut (AUB)/ Issam Fares Institute on a comprehensive set of data collection activities (surveys, interviews, data analyses) to inform the research, advocacy, and communications aspects of the project.

The planned results are the following:

- Improved data and analysis on the transparent and accountable usage of humanitarian relief funds.
- Increased capacity of investigative journalists to report and monitor corruption in relief and reconstruction efforts.
- Increased capacities among relevant state actors to implement and advance accountability reforms.
- Strengthened policy and practice to monitor transparency in aid supporting key sectors critical to reconstructions efforts.
- More accessible mechanisms for citizens to report corruption complaints.
- Improve capacity of citizens to fact check and have access to reliable information.

THE OBJECTIVES OF THE EVALUATION

The main purpose of the final evaluation is to provide an external and independent assessment as to establish to what extent changes within the scope of the project occurred because of the project, or at least the latter has substantially contributed to them. 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 project design and development as well.

The overall objectives of the end-of-project evaluation are the following:

- Provide an independent systematic and objective assessment of the achievements and results, weaknesses and strengths of the project and the extent to which it has contributed the desired goal.
- Assess whether the program's underlying assumptions were correct and whether the results chain describes the most effective route toward expected results.
- Generate lessons learned and good practices from the respective goals of the project
- Provide clear and forward-looking recommendations that can guide the TI Secretariat and partners in developing future projects and interventions.

A key audience for this evaluation is the TI Secretariat and the Lebanese National Chapter, who will use the results to monitor the implementation and conclusion of the program. The German Foreign Office may use the evaluation for accountability purposes, including verification that TI has implemented the program in a way that is consistent with good aid practice.

KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the program 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:

The extent to which the project is suited to the priorities and policies of the target group, the organization responsible for the project and the donor organization.

- To what extent does the program align with the priorities and policies of the target groups?
- To what extent are the initial objectives of the project still appropriate?
- Are the activities and outputs of the project consistent with the project goals and objectives (coherence of the planned chain of causality)?
- Are the activities and outputs of the program consistent with the set goal, long term objectives, and outcomes of the program?
- To what extent is the project's theory of change coherent, valid, and relevant?

Effectiveness

A measure of the extent to which a project achieves its objectives, i.e., a comparison of the intended outcome with the observed outcome.

- What are the results achieved, both intended and unintended? To what extent can these be linked to TI-S and national chapter' work?
- What have been the key outcomes/ impact achieved and how does this compare with what was expected?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Were the initial objectives realistic?

Coherence

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

- In what ways has the project supported the National Chapter to conduct their objectives to address corruption issues in the participating countries?
- How coherent was the project with other civic-led initiatives being undertaken in the area of anti-corruption/good governance in Lebanon?
- To what extent is the project aligned with the global TI Strategy 2030: *Holding Power to Account* and the TI-S Implementation Plan 2021-2022?

Efficiency

Efficiency measures the qualitative and quantitative outputs in relation to the inputs. It is an economic term which signifies that the project uses the least costly resources possible in order to achieve the desired outcomes and impacts.

- Was the project implemented in an economically justifiable way under the given circumstances? To what extent were the resources allocated and used effectively to achieve project outputs?
- Was the timeline of development and implementation realistic? Have effective management and administration systems been in place? How well did the National Chapter – TI-S project management arrangements work?
- Was there a suitable Monitoring, Evaluation and Learning system in place? Did it support learning and accountability aspects of the project?
- How were implementing partners involved in project planning and management? How efficient was this and what have been the benefits of or difficulties with this involvement?
- Does the National Chapter have the capacity to work on all

aspects of the project implementation? To what extent did TI-S provide any required support and how useful was this found to be? What further capacities, resources and support would be required to support the National Chapter in future projects?

Sustainability

Sustainability is concerned with measuring whether the benefits of a project are likely to continue after funding has been withdrawn. Benefits need to be environmentally as well as economically, technically, and socially sustainable.

- To what extent are the benefits of the project likely to continue once donor funding has ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- What concrete steps were/are being taken to enhance the sustainability of the project?
- To what extent has the overall capacity of the National Chapter improved due to this project?

Outcome and Impacts

The positive and negative changes produced by a project, directly or indirectly. This involves the main outcomes and impacts resulting from the project. The evaluation should be concerned with both intended and unintended outcomes and impacts.

- What real difference has the project made to the beneficiaries in terms of social, economic, political, cultural, and behavioral changes, considering the gender dimension?
- What main factors have played a role in the achievement or non-achievement of the project goals and objectives? Has the real chain of causality been consistent with the chain of causality established at the planning stage? If not, what were the differences?

METHODOLOGY

The end-of-project evaluation will be planned and conducted in close consultation with the EARREL project team and the TI-S Strategy & MEL team. The evaluation approach and methods must be agreed with the TI-S Strategy & MEL team and the EARREL project team. The EARREL project team will provide the necessary substantive and logistical support, including the submission of all documents for desk review.

The evaluation expert is ultimately responsible for the overall methodological approach and design of the end-of-project evaluation, which should be adapted to the requirements of the TOR. The end-of-project evaluation should use a participatory and gender sensitive approach, engaging relevant staff at TI-S and partner levels, stakeholders, and beneficiaries through structured methods. Both quantitative and qualitative data should be utilized in assessing the project. The exact methodology should be defined, discussed, and agreed with TI-S during the inception phase of the evaluation. Data collection methods may include among others interviews with internal and external stakeholders, survey questionnaires, and desk review of relevant documents.

The final evaluation can include but not necessarily be limited to the following methods, which should be discussed with the consultants at the beginning of the assignment:

- Desk review of relevant documents.
- Individual and/or group interviews with internal and external stakeholders.
- Survey questionnaires to internal and external stakeholders.
- In-person country visit to interview project stakeholders (if possible).
- Organize a learning/validation workshop to engage TI-S and the National Chapter on the evaluation findings and strengthen the recommendations.

EXPECTED DELIVERABLES AND TIMELINE

The end-of-project evaluation is due to start at the beginning of January 2023 and finish by March 2023.

The consultant or team of consultants are expected to submit an evaluation report that documents the evaluation activities and results following a clear structure. The evaluation report will contain the findings, conclusions, and recommendations as well as a recording of the lessons learned. The report will be written by the evaluation expert.

The consultant or team of consultants will initially prepare a draft report, which will be discussed with TI-S. While considering the comments provided on the draft, the evaluation expert shall use their independent and impartial judgment in preparing the final report.

In sum, the **main expected deliverables** are

- An inception report outlining the proposed approach and timeline (which will be agreed upon between the TI-S team and the evaluator(s)).
- Draft report for TI-S review.
- A virtual learning and validation workshop with national chapter facilitated in cooperation with TI-S.
- Final report, with a summary power point presentation.

Guidance and quality assurance

- The findings should be referenced.
- The consultant's approach should be guided by the Transparency International Impact Matrix methodology. (www.transparency.org/whoweare/accountability/impact_monitoring/4).
- The research should abide by ethical protocols including participant confidentiality and privacy if they require that.
- All presentations and reports are to be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The evaluation expert 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 final report should not be longer than 15 pages, excluding the annexes and the executive summary, and should be accompanied by a summary power point presentation

deck. 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. 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 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 relevant 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 prioritized (i.e., What is most important? What could be improved?).

Timeline

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

- Beginning of the evaluation by **16 January 2023**
- Draft Evaluation Report by **1 March 2023**
- Final Evaluation Report by **15 March 2023**

SELECTION CRITERIA

Essential profile

- 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.
- Substantial experience of conducting evaluations.
- Demonstrable experience of NGO or social enterprise management, with knowledge of social accountability initiatives.
- Knowledge and experience of working for advocacy-oriented organizations, in good-governance and public accountability related programs.
- Knowledge of good governance and anti-corruption issues.
- Knowledge of disaster relief and aid-flows processes is an advantage.
- Experience working in Lebanon or the MENA region.
- Excellent drafting and report writing capacities.
- Highly motivated and committed to the values of transparency and integrity.

- Availability to carry out most of the work in January-March 2023.
- Knowledge of spoken and written Arabic (Levante) and / or French an advantage.

Desirable experience

- Experience in monitoring and evaluation of grants funded by the Federal German Office.
- Familiarity with the activities and procedures of TI is an advantage.
- Experience in results-based programs/ project management approach.

Working language:

- The working language will be English.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates.

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:

- A cover letter outlining motivation and evidence that the evaluator(s) is qualified to undertake this evaluation.
- Curriculum Vitae with full description of the applicant's profile and experience.
- One sample of previous work (confidentiality guaranteed).
- The approach and proposed data collection methods based on the information provided in these Terms of Reference including timeline.
- Financial offer for undertaking the work, with estimation as to the number of days that will be spent on each task.
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience.

Please indicate “EARREL evaluation” in the subject line of your email application. Applications should be sent in English by email to EARREvaluation@transparency.org by close of business Saturday, December 10, 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 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.