

GENERAL INFORMATION

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| Title of Consultancy: | Final Evaluation of the Project “Adaptive, Risk-Based Approaches to Anti-Corruption in Covid-19 Responses (ARBAC-19)” Application |
| Closing Date: | 4 January 2023 |
| Duration: | Approx. 20 working days, including potential travel days |
| Start and End Date: | Approx. 1 March 2023 – 30 April 2023 |
| Location of Consultancy: | remote, with a possible site visit to Berlin (subject to TI guidelines for travel expenses). |

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 to commission a final evaluation of the [Adaptive, Risk-Based Approaches to Anti-Corruption in Covid-19 Responses \(ARBAC-19\)](#) project covering the period 30 September 2020 – 31 May 2023 through an external consultant.

ARBAC-19 is a 2.5-year project that aims to combat corruption arising in response to the COVID-19 pandemic. This project aimed to reduce corruption risks in COVID-19 emergency response funding through tailor-made anti-corruption interventions in 11 countries that aim to strengthen key institutions and accountability mechanisms at national and multilateral levels to reduce the scope of corruption across relevant state institutions and sectors of the economy and hold corrupt actors accountable for abuse of COVID-19 related support. The project is funded by the US Bureau of Democracy, Human Rights and Labor, with a total budget just over USD 987,000.

As a civil society organisation, TI plays a key role in empowering people to be informed, aware, and equipped to act against corruption. The program has two key objectives:

1. Oversight bodies and civil society-led advocacy in up to 11 countries effectively reinforce anti-corruption frameworks responding to COVID-19 related corruption risks
2. Identified abuses and attempted misuse of COVID-19 related funds, including in public procurement processes, are sanctioned in a minimum of 5 countries

The project used the inherent strengths of the TI network to support the TI chapters who have implemented the project on the ground, as well as enabling increase capacity and learning between TI chapters, and increase presence at the regional and global level.

THE OBJECTIVES OF THE EVALUATION

The main purpose of the final evaluation is to provide an external and independent assessment, to establish to what extent changes within the scope of the project occurred as a result of the project, or at least whether 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 to 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 who will use the results to monitor the implementation and conclusion of the program. DRL 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:

- To what extent is the project's theory of change coherent, valid, and relevant?
- To what extent are the objectives of the project adequately defined, realistic and feasible, and to what extent are results verifiable?
- To what extent does the program align with the priorities and policies of the target groups?
- Was the project designed in ways that respond to the needs and priorities of all genders and marginalised people? If so, how?
- Are the activities and outputs of the project consistent with the project goals and objectives (coherence of the planned chain of causality)
- To what extent did the engagement of TI national chapters and other partners in planning and implementation of the project affect the relevance and effectiveness?

Effectiveness:

- To what extent have the project objectives been achieved or are expected to be achieved by the end of the project?
- What are the results achieved, both intended and unintended? To what extent can these be linked to TI-S and national chapters' work?
- Did the project achieve its objectives and expected results in ways that contribute to (gender) equality? If so, how?
- What were the main internal and external factors that influenced the achievement or non-achievement of results?

Coherence:

- To what extent is the project aligned with and contributes to the global TI Strategy 2030: *Holding Power to Account* and the TI-S Implementation Plan 2021-2022?
- In what ways has the project supported the participating TI chapters to carry out 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 at national level?

Efficiency:

- To what extent have the resources (financial, human, technical support) been allocated strategically and sufficiently to achieve the project outputs/outcomes?
- Were the project's activities in line with the schedule of activities as defined in the work plans? If not, what were the factors that hindered timely delivery and what were the counter measures taken to address these issues?
- Did the project's Monitoring, Evaluation and Learning system support accountability, decision-making and learning aspects of the project

Sustainability:

- To what extent are the benefits of the project likely to continue once donor funding has ceased?

METHODOLOGY

The end-of-project evaluation will be planned and conducted in close consultation with the ARBAC-19 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 ARBAC-19 project team. The ARBAC-19 project team will provide the necessary substantive and logistical support, including the submission of all documents for desk review.

The evaluation expert(s) 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 utilised in assessing the project. The exact methodology should be defined, discussed, and agreed with TI-S during the first days of the evaluation.

The end-project evaluation will be planned and conducted with the involvement of the TI-S Monitoring, Evaluation and Learning (MEL) Unit and the ARBAC-19 project team. 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 data collection 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, including online meetings with external stakeholders
- Attendance to the Chapter-TIS learning workshop scheduled to take place in mid-March 2023 (as an opportunity to organize in-person meetings with TI-S and Chapter project staff)
- Survey questionnaires to internal and external stakeholders
- In-person country visits to interview project stakeholders (i.e., implementing partners, beneficiaries, authorities) if possible.
- Development of up to two case studies presenting outcomes and learning on relevant issues, challenges, or trends emerging from the national chapters' work (final selection to be discussed based on selection criteria and agreed with the consultant)
- Organise an [online] learning/validation workshop to engage TI-S and the implementing national chapters on the evaluation findings and strengthen the recommendations.

EXPECTED DELIVERABLES AND TIMELINE

The field work (if any) and direct interviews for the end-of-project evaluation are due to start at the beginning of March 2023 and finish by end-April 2023. Preliminary work such as documentation reviews and setups, can take place before the end of February 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 chapters facilitated in cooperation with TI-S
- Final report, with a summary power point presentation during a validation workshop.

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 20 pages, excluding the annexes and the executive summary, and should be accompanied by a summary power point presentation. 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.

- **Case Studies.** This section will look at best practices, relevant emerging issues, challenges, or trends emerging from the project, with a regional balance.
- **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?).

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 experience of conducting evaluations in an international development environment
- 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.
- Experience working in one or more of the following regions: Central and Latin America, Sub-Saharan Africa, Central Europe, Central Asia, with experience working with civil society in these regions.
- 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 March-April 2023.

Desirable experience:

- Experience in monitoring and evaluation of grants funded by the U.S. Department of State and/or DRL.
- 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 “ARBAC-19 Final Evaluation Application” in the subject line of your email application. Applications should be sent in English by email to arbac19finaleval@transparency.org by close of business of 4 January 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.