

## **GENERAL INFORMATION**

**Title of Consultancy:** End-of-project evaluation: IMPACT grant

**Application Closing Date:** July 27<sup>th</sup>, 2021

**Consultancy Start and End Date:** August 9<sup>th</sup> – Sept 29<sup>th</sup>, 2021; up to 35 working days.

**Location of Consultancy:** Remote

## **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 or team of consultants to conduct the end-of-project evaluation of the IMPACT Grant to provide an external and independent review of the grant's performance and achievements.

After over five years of implementation, one of the main programs of TI-S ends in September 2021. The Integrity, Mobilisation, Participation, Accountability, Anti-Corruption and Transparency Grant (thereafter 'IMPACT') was designed to support the work of twelve TI National Chapters in the Americas and Africa in fighting corruption. The grant focuses on increasing integrity, transparency and accountability of public sector institutions and the private sector, while empowering civil society to advocate for changes in policy and practice. Knowledge and evidence generated through the grant shall be used to advocate for, promote and monitor anticorruption reforms. The grant, of €8.6M, is funded by Global Affairs Canada.

In the Americas, eight countries are part of the grant: Argentina, Colombia, Guatemala, Honduras, Jamaica, Peru, Trinidad & Tobago, and Venezuela. Grant activities in these countries will include a specific focus on contributing to improved security by promoting increased adoption and exercise of accountability standards and laws by governments, national and local security, and justice institutions. In Africa, four countries are part of the Grant: DRC, Ghana, Nigeria, and Mozambique. Grant activities in this region include a specific focus on using existing and developing new evidence to support access to basic services and land rights.

Sub-grant agreements have been signed between TI-S and its twelve National Chapters or Contacts outlining financial and narrative reporting requirements. TI-S also implements activities in support of its partners regionally.

Under the grant, TI-S and National Chapters should ensure that gender equality is integrated into the activities. Expected results in the performance measurement framework have been adjusted to ensure they are gender sensitive and indicators measure progress towards integration of gender quality.

## **OBJECTIVES**

The main purpose of the evaluation exercise is to provide an external and independent review that assesses the performance and achievements in meeting the expected results and

contributing to positive changes. Additionally, the evaluation will assess whether the grant lead to any unforeseen positive or negative results. The assessment should generate lessons learned and good practices from the project implementation.

The overall objectives of the evaluation are the following:

- Provide an independent systematic and objective assessment of the achievements and results and the extent to which the grant has contributed to enabling the desired impact.
- To evaluate the progress made against the recommendations from the mid-term review.
- Identify weaknesses and strengths of the grant.
- Generate lessons learned and good practices from the grant's work.
- Provide clear and forward-looking recommendations that can guide TI-S and National Chapters and potentially other stakeholders in developing strategies for future work.
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## KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the grant 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 grant suit the priorities and policies of the target groups, TI and the donor organisation?

- Have the grant priorities been in line with National Chapters' as well as TI's strategic priorities?
- How relevant is the grant to address corruption issues in the participating countries?
- To what extent are the initial objectives still appropriate?
- Are the activities and outputs funded by the grant consistent with the goals and objectives?

**Impact:** The positive and negative changes produced by the grant directly or indirectly. This involves the main targets and outcomes/ impact, both intended and unintended.

- What have been the key outcomes/ impact achieved in the three result areas so far and how does this compare with what was expected?
- How did the grant add value to the outcomes/ impact achieved?
- What have been the key outcomes/ impact achieved on women and other vulnerable groups?

**Sustainability:** Potential for the continuation of the impact achieved after the end of the grant:

- To what extent are the TI implementing partners able to ensure the sustainability of grant outcomes in terms of integrating aspects of the work in their future work and in terms of capacity (financial, personal and skills)?
- What are the major factors, that will influence the achievement or non-achievement of sustainability of the grant?

- What are the mechanisms in place (or planned) to ensure that achieved results are maintained and built upon by the implementing partners, governments and/or other relevant stakeholders?

**Effectiveness and Efficiency:** Assessment of achievements and how far resources and procedures contributed to or hindered the achievement of targets.

- Which recommendations of the mid-term evaluation have been taken on or what other changes have been implemented since?
- What effect did these changes have on the grant implementation?

## **METHODOLOGY**

The end-project evaluation will be planned and conducted in close consultation with the TI-S Monitoring Evaluation and Learning (MEL) Unit and the IMPACT project team. The evaluation approach and methods must be agreed with the TI-S MEL Unit and the IMPACT project team. The IMPACT project team will provide the necessary substantive support, including submission of all documents for desk review. The evaluation expert is ultimately responsible for the overall methodological approach and design of the evaluation, which should be adapted to the requirements of these Terms of Reference (TOR). The evaluation should use a participatory and gender sensitive approach engaging relevant staff at TI-S and National Chapter levels, stakeholders, and beneficiaries through structured methods. Both quantitative and qualitative data should be utilised in assessing the project. The exact evaluation methodology should be defined, discussed, and agreed with TI-S during the first days of the evaluation.

The end-project evaluation should include but not necessarily be limited to the following methods:

- Desk review of relevant documents
- Survey to TI internal and external stakeholders
- Individual and/or group interviews with internal and external stakeholders
- Case studies

TI-S encourages the consultant to suggest additional approaches and methods that could further strengthen the quality of data and/or close any data gaps identified prior. The overall approach should be as representative and as comprehensive as possible. The evaluation expert should present a detailed statement of the proposed review methods in the technical proposal.

## **EXPECTED DELIVERABLES AND TIMELINE**

This evaluation is expected to be mostly desk-based, conducted remotely with a maximum allocation of 35 working days.

The consultant or team of consultants are expected to submit an evaluation report that documents the evaluation process 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.

The final report should not be longer than 30 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. Existing documents should be referenced but not necessarily annexed.

In sum, the main expected deliverables are:

- Detailed concept note and work plan, incl. approach, methodology, evaluation questions, survey/interview questions, list of stakeholders and detailed timeline.
- Draft report for fact checking and comments by TI-S, including annexes covering conducted interviews, results of questionnaires and list of reviewed documents.
- Final evaluation 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 ([https://www.transparency.org/whoweare/accountability/impact\\_monitoring/4](https://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 should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The consultant/ team of consultants are 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.

## **SELECTION CRITERIA**

The consultant or team of consultants should have the following qualifications:

Essential profile:

- University degree in social sciences or a related area. A post-graduate degree in project management related fields would be an advantage.
- At least seven years of proven relevant professional experience in an international development environment, of which at least five years should be in Monitoring & Evaluation of multiple country projects & programmes.
- Substantial experience in conducting evaluations, including in the anticorruption field.
- Excellent drafting and report writing capacities.
- Highly motivated and committed to the values of transparency and integrity.
- Regional experience and good understanding of political, socio economic and human rights issues in the countries involved in the grant or sub-regions the countries belong.
- Availability to carry out the work in August/September 2021.

Desirable experience:

- Experience in monitoring and evaluation of grants funded by Global Affairs Canada.
- Familiarity with the activities and procedures of TI-S and TI National Chapters is an advantage.

- Experience in results-based programmes/ project management approach.
- Knowledge of good governance and anti-corruption issues.

Working language:

- The working language will be English.
- Knowledge of Spanish is highly desirable.

## REMUNERATION AND COSTS

The consultants or 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.

## CONTACT INFORMATION

Please email your application documents by 29<sup>th</sup> July 2021, 23:59 CEST indicating “Final Evaluation: IMPACT Grant” in the subject line to [impactevaluation@transparency.org](mailto:impactevaluation@transparency.org)

The application documents should include the following:

- A letter of motivation, specifically focusing on concrete examples relating to what is requested in these TOR regarding the necessary skills and experience.
- A detailed technical proposal of how the assignment will be approached.
- An indicative budget and detailed timeline.
- Curriculum Vitae, incl. links, references to work samples related to the topic (confidentiality will be guaranteed).
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant’s expertise and relevant work experience relevant for this assignment.

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](mailto:dataprotection@transparency.org)*