

## **GENERAL INFORMATION**

**Title of Consultancy: TI Indo-Pacific Partnership for Strong, Transparent, Responsive & Open Networks for Good Governance (TI IPP STRONGG) mid-term evaluation**

**Application Closing Date: 31/08/2022**

**Duration: Approximately 26 working days, including potential travel days**

**Consultancy Start and End Date: approx. 15/10/2022-15/12/2022**

**Location of Consultancy: remote, with possible site visits to Berlin, two countries in Asia and two countries in the Pacific region (subject to travel advisory by TI-S and relevant state authorities)**

## **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 mid-term evaluation of the “TI Indo-Pacific STRONGG Programme” covering January 2020 – June 2022 through an external consultant.

The TI Indo-Pacific Partnership for Strong, Transparent, Responsive & Open Networks for Good Governance (TI IPP STRONGG) 2020 – 2023 is a four-year programme that aims to contribute to reduced corruption in the Indo-Pacific region by empowering a strong and independent civil society voice and network that can mobilise action in support of increased accountability of public and private institutions nationally and regionally. The programme is funded by the Australia Department of Foreign Affairs and Trade (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT), with a total programme budget just over 7 million Euro.

As a civil society organisation, TI plays a key role in empowering people to be informed, aware, and equipped to act against corruption. The programme focuses on leveraging TI’s added value as an anti-corruption movement with national, regional and global presence, to strengthen civil society’s ability to influence and actively participate in efforts to strengthen good governance in the Indo-Pacific region towards three long term objectives:

1. Informed, engaged and active public demand for accountability - people, including women, young people, and vulnerable groups, need to be informed, engaged and active in holding their governments to account. At the same time, action is needed within institutions to be willing to listen to feedback and other evidence of malpractice and sanction corrupt behaviour as well as close loopholes to reduce opportunities for further corruption. TI will use its strong position of access to transmit public demand for accountability to institutions in question, and to develop new partnerships at national and regional levels.
2. Responsive, effective and accountable governance frameworks - public and private institutions need to be transparent, accountable and responsive to the needs of their constituencies, including those in disadvantaged positions. TI will use its longstanding expertise in advocating for public policy and institutional reform based on best practice and civil society engagement.
3. A strong, independent and active TI civil society anti-corruption voice in the region - the TI movement in the region needs to strengthen its foundations to ensure it has sufficient

capacity, voice, access, and agency to connect public and private institutions with the wider public. The programme will use the inherent strengths of the TI network to support TI chapters, increase capacity and learning between TI chapters, and increase presence at the regional level.

## **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 objectives and outcomes as specified in the programme framework
- Assess whether the programme's underlying assumptions are correct and whether the results chain describes the most effective route toward expected results
- Identify weaknesses and strengths of the programme strategy with regards to achieving expected results and driving innovation and learning across the network
- Document good practices and intermediate outcomes from the programme's work, and develop case studies presenting learnings on relevant issues, challenges, or trends emerging
- Review the policies, approaches, and processes that are in place to mainstream gender and ensure inclusivity in our programme interventions at national and regional level. This will include reviewing the implementation of the programme gender action plan.
- Provide evidence-based, forward-looking and actionable recommendations that aim at strengthening the programme in the second half of its implementation, and increase the chances of achieving the programme's objectives and results. Furthermore, the recommendations will inform discussions and planning for future phases of the programme and other related programmes in the region.

A key audience for this evaluation is the TI Secretariat who will use the results to monitor and improve the implementation of the programme. DFAT and MFAT may use the evaluation for accountability purposes, including verification that TI is implementing the programme in a way that is consistent with good aid practice, actively improving its M&E systems, approach to inclusivity, and progress towards strengthening TI's presence and engagement in the Pacific in the first two years of the programme.

## **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 programme priorities continue to be in line with strategic objectives of: 1/the TI Movement; 2/TI-S; 3/ the participating TI chapters and partners; 4/ DFAT; 5/ MFAT? How does the programme contribute to TI's strategic objectives at the regional and global level?
- Are the initial objectives of the programme still appropriate to the priorities and policies of TI, the National Chapters, the TI Secretariat and the donor organisations?
- Are the activities and outputs of the programme consistent with the set goal, long term objectives, and outcomes of the programme?

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

- What have been the key outcomes and impacts (positive as well as negative) achieved so far either directly or indirectly and how does this compare with what was expected? Has the programme generated unintended benefits or secondary benefits?
- Who were the direct and indirect beneficiaries of the programme? 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 objectives of the programme? To what extent is the programme on track to achieving the outcomes and objectives? What main factors have played a role in the achievement or non-achievement of the long-term objectives, end of programme outcomes and intermediate outcomes? 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.

- In what ways has the programme supported the participating TI chapters and partners to carry out their objectives to address corruption issues in the participating countries?
- How has the TI-IPP strengthened other projects that chapters are involved in?
- How coherent was the project with other civic-led initiatives being undertaken in the area of anti-corruption/ good governance in Asia Pacific at regional or national level?

**Efficiency:** How far funding, personnel, regulatory, administrative, time, other resources and procedures contributed to or hindered the achievement of targets.

- 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?
- Is the actual timeline of development and implementation realistic? Are the end of programme outcomes on track to be achieved in time?

- To what extent are effective management and administration systems in place? How suitable is the current organisational structure for and conducive of positive progress?
- To what extent do resources reflect mainstreaming needs including on gender and inclusion?

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

- To what extent are the results and achievements of the programme likely to be sustainable after the programme has ended?
- Has the institutional funding provided to four TI Pacific chapters and partners supported their sustainability? What difference has it made?
- What are the major factors that will influence the achievement or non-achievement of sustainability of the grant? To what extent has the capacity of national chapters to fight corruption been strengthened beyond the duration of the programme?
- What can be done by TI-S and national chapters to improve the sustainability of the programme?
- How has the programme adjusted to changes in civic space? What can it put in place to strengthen sustainability in this context?

### **Monitoring and Evaluation and Gender Equality/ Inclusion**

- Is there a clear line of sight between targets and overarching objectives through a coherent theory of change? Are the assumptions of the M&E framework and theory of change identified and relevant?
- To what extent is the M&E framework able to adapt to changing circumstances (context, risk, resources etc)?
- To what extent is risk considered and managed throughout the program? That is, risk to achieving outcomes, risks to beneficiaries and partner TI chapters (including governance risks of how TI-S would manage breaches at chapter level), risks to donors.
- To what extent is the M&E system being used to effectively measure progress towards expected outcomes, drive innovation and support learning?
- To what extent is the programme effectively mainstreaming gender and developing inclusive approaches towards vulnerable groups (such as women, youth, disabled persons, rural communities etc) ? How much progress has been made against the gender action plan? Are the targets set achievable within the programme timeframe?

### **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 and selected field visits. 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.

The mid-term review can include but not necessarily be limited to the following methods, which can be discussed with the consultants at the beginning of the assignment:

- Inception Meeting with TI-S.
- Desk review of relevant documents.
- Individual and/or group interviews with internal and external stakeholders.
- Meetings with external stakeholders.
- Survey questionnaires to internal and external stakeholders.
- Participation in a programme meeting reviewing progress against the TI Impact Monitoring Matrix
- Visits to up to two National Chapters in Asia and two National Chapters in the Pacific.
- Development of two to four case studies presenting intermediate outcomes and learning on relevant issues, challenges, or trends emerging from the Programme, with a balance between Asia and the Pacific.

## **EXPECTED DELIVERABLES AND TIMELINE**

The evaluator or team is expected to deliver:

- A concept note outlining the proposed methodology, timeframe of planned actions, including scheduled country visits 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, including clear lessons-learned and recommendations.

All evaluation deliverables are to be submitted in English, in electronic form (in word and excel for OS Windows compatible), in accordance with the deadlines agreed. The consultant is responsible for editing and quality control of language. The final report should be presented in a way that directly enables publication, also considering accessibility guidelines. TI-S retains the sole rights with respect to all distribution, dissemination and publication of the deliverables.

### **Report structure**

The evaluation report shall document the evaluation activities and results, and serve as a reference for follow-on activities. It must therefore have a clear 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 Programme 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 programme, and key findings and recommendations of the review.
- **Introduction.** The first part should describe the programme and the programme 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 relevant emerging issues, challenges, or trends emerging from the Programme, with a balance between Asia and the Pacific.
- **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.

In addition to the final evaluation report, a PowerPoint presentation should contain a visual synthesis of the report.

### Timelines

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

- Beginning of the evaluation by 15 October 2022
- Draft Evaluation Report by 31 November 2022
- Final Evaluation Report by 15 December 2022

### 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 of multiple country projects & programmes.
- Demonstrable experience of NGO or social enterprise management, with knowledge of social accountability initiatives.
- Knowledge and experience of working for advocacy-oriented organisations, in gender and inclusion, in good-governance and public accountability related programmes.
- Knowledge of good governance and anti-corruption issues.
- Substantial experience of conducting evaluations.
- Experience working in Asia and the Pacific, with particular experience working with civil society in Asia and the Pacific and the operational challenges they face.
- 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 September-November 2022.

**Desirable experience:**

- Experience in monitoring and evaluation of grants funded by the Australia Department of Foreign Affairs and Trade (DFAT) and the New Zealand Ministry of Foreign Affairs and Trade (MFAT).
- Familiarity with the activities and procedures of TI is an advantage.
- Experience in results-based programmes/ project management approach.

**Working language:**

- The working language will be English.

**REMUNERATION AND COSTS**

The consultant 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 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 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 "TI IPP STRONGG mid-term evaluation" in the subject line of your email application. Applications should be sent in English by email to [midtermSTRONGG@transparency.org](mailto:midtermSTRONGG@transparency.org) by close of business of 31 August 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](mailto: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.