

TERMS OF REFERENCE

Final project evaluation of the European Commission funded project “Regional based approach to National Integrity System (NIS) Assessments in European Neighbourhood South - Phase II”

GENERAL INFORMATION

Application Closing Date – 30 May 2016

Duration – 20 days / June-July 2016

Location – MENA region, Berlin

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 an external consultant to undertake the final project evaluation of the project “Regional based approach to National Integrity System (NIS) Assessments in European Neighbourhood South - Phase II” in order to assess the progress of the project towards its defined outcomes and provide learning and recommendations for future actions for the TI-Secretariat and the TI National Chapters.

The national integrity system (NIS) assessments are based on an approach developed by TI to evaluate the principle actors and institutions in a given country in terms of their integrity, transparency and accountability. Over one hundred countries have implemented the methodology since its inception in 2001. The project “Regional based approach to National Integrity System (NIS) Assessments in European Neighbourhood South- Phase II” carried out between 2014 and 2016, aims to improve good governance by improving the understanding of the performance of existing anticorruption mechanisms through an innovative combination of research and active stakeholder engagement.

The project is linked to a similar project sponsored by the European Commission between 2012 and 2014 (“Phase I”). In this first phase, four national integrity systems were assessed – Egypt, Lebanon, Palestine and Morocco. In “Phase II”, three additional assessments were conducted in Libya, Jordan and Tunisia in addition to a regional overview report. This lead, in a second step, to the development and implementation of targeted advocacy initiatives on the identified gaps in anti-corruption systems of all seven countries assessed. In its regional dimension, the project identified and built support for tackling region-wide anti-corruption issues, on which national governments as well as regional and international stakeholders should take action.

KEY PROJECT GOALS

- 1) To improve the understanding of the performance of existing integrity systems in three European Neighbourhood South states as part of the essential framework for preventing corruption through the production of country studies assessing national integrity systems in Jordan, Tunisia and Libya
- 2) To conduct evidence-based advocacy at the national and regional levels aiming to mitigating corruption risks, including public education, advocacy geared at triggering policy reforms, and other relevant activities

PROJECT PARTNERS AND FUNDING

Transparency International's National Chapters, National Chapters in Formation, National Contacts and partners in six countries¹ are taking part in the project, with overall coordination from the Berlin-based Transparency International Secretariat (TI-S).

The project is funded by the European Commission, Directorate-General for Neighbourhood and Enlargement Negotiations (DG NEAR). Additional funding has been provided by the Swedish International Development Cooperation Agency (SIDA).

DESCRIPTION OF THE PRESENT ASSIGNMENT

OVERALL OBJECTIVE AND SCOPE

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 project lead to any unforeseen positive or negative results. The assessment will stimulate learning and inform TI's future work in the region. The evaluation will focus only on "Phase II" of the project, which took place from March 2014 and will continue until end of May 2016.

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 project, and a contextual analysis of each country should be carried out to help address the review criteria. Data collection methods may include among others interviews, 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 relevant TI-S departments) and provide a detailed evaluation plan.

¹ Morocco, Palestine, Lebanon, Egypt, Tunisia and Jordan. Initial plans to hold advocacy activities in Libya were cancelled due to the outburst of civil war in the country.

This assignment will be carried out with oversight from the TI-S Middle East and North Africa Department staff. The duration of the assignment is 20 working days. Field visits are foreseen to at least three project countries (except Libya) and to the TI Secretariat in Berlin. The consultant shall liaise with the local partners through the facilitation of TI-S to prepare and conduct the assessment and reach out to relevant target groups.

POTENTIAL KEY ISSUES TO BE ADDRESSED

The evaluation should address the following provisional key questions:

Relevance:

- To what extent was the project suitable to the priorities and policies of the target groups (implementing partners), TI-S and the donor organisation?
- To what extent was the NIS approach suitable to addressing the corruption risks in the target countries?

Impact: The positive and negative changes produced by the project, directly or indirectly. This involves the main outcomes and impacts resulting from the project, both intended and unintended outcomes and impacts.

- What have been the key outcomes achieved so far as a result of this project and how does this compare with what was expected?
- What changes has the project achieved in terms of strengthening the implementing partners and civil society as leading actors in addressing corruption issues?
- How did the project add value to the outcomes/impact achieved?

Effectiveness: Assessment of how far the intended outcomes were achieved in relation to target set in the original project proposal and in the national plans:

- Have the interventions achieved or are they likely to achieve objectives?
- How effective and appropriate was the project approach?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- With hindsight, how could it have been improved?

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

- How well did the partnership and management arrangements work and how did they develop over time?
- How were implementing partners involved in project management and how effective was this and what have been the benefits of or difficulties with this involvement?
- Were the risks properly identified and well managed?
- Overall, did the project represent good value for money?

Sustainability: Potential for the continuation of the impact achieved

- To what extent are the TI implementing partners able to ensure the sustainability of project outcomes through integrating aspects of the work in their future work, i.e. advocacy strategies/project design?
- What were the major factors, which influenced the achievement or non-achievement of sustainability of the project?
- 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?

DELIVERABLES AND WORKPLAN

DELIVERABLES

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 workshop with the project team in Berlin and key staff to discuss findings
- A final review report, including clear lessons-learned and recommendations

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

REPORT STRUCTURE

The Final Evaluation (max 30 pages, including annexes) must include the following sections:

- a. Title Page
- b. Table of Contents
- c. Abbreviations/acronyms
- d. Executive Summary
- e. Brief description of the project
- f. The Evaluation Methodology
- g. Findings in relation to standard review criteria (see above)
- h. Lessons Learned
- i. Summary of Recommendations
- j. Annexes

PROPOSED WORK PLAN

The final work plan will be agreed on once the candidate has been selected.

WORKPLAN								
Task	23 June	30 June	07 Jul	14 Jul	14 Jul	21 Jul	28 Jul	4 Aug
Desk review and analysis								
Methodology shared with the MENA Regional department								
Data collection including field visits								
Draft report for MENA Regional department review								
A validation workshop with TI Secretariat (optional)								
Submission of final report								

EXPERTS PROFILE

The Expert profile is detailed below:

Essential Profile	<ul style="list-style-type: none"> • University degree in social sciences or a related area. A post-graduate degree in project management, and/or related fields would be an advantage; • At least 7 years of proven relevant professional experience in an international development environment, preferably carried on within international organisations (European Commission, United Nations Agencies), of which at least 3 years should be in Monitoring & Evaluation of multiple country projects & programmes. • Experience on working / evaluating in the field of good governance (at least 3 years) • Excellent drafting and report writing capacities • A good working knowledge of and experience with European Commission projects / programmes implementing procedures is an advantage. • Demonstrable experience in conducting project/ programme monitoring and evaluations. • Experience in monitoring and evaluation of European Commission projects and programme is an advantage • Regional experience and good understanding of political, socio economic and human rights issues in the region
Desirable Experience	<ul style="list-style-type: none"> • Familiarity with the activities and procedures of TI Secretariat and TI National Chapters is desirable • Knowledge of good governance and anti-corruption issues
Working Language	<ul style="list-style-type: none"> • The working language will be English • Knowledge of Arabic and French is highly desirable

APPLICATION PROCESS

Applications (in English) must be sent by email to MENA-NIS.Evaluation@transparency.org by close of business of 6 May 2016, and contain the following elements:

- 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.
- Completed VAT template (can be found at <http://www.transparency.org/whoweare/work>)

Please indicate "Expression of Interest – MENA NIS II External Evaluator" in the subject line of your email application.

Please note that only shortlisted applicants will be contacted. TI retains the right to reject any or all of the applications and/or to enter into additional negotiations with one or more of the tendering parties.