GENERAL INFORMATION
Title of Consultancy: Lessons Learned Paper- Multi Stakeholder Approach
Application Closing Date: 6 September 2019
Consultancy Start and End Date: September - November 2019
Location of Consultancy: Open

1. 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 the services of a Monitoring and Evaluation consultant to design and deliver a Lessons Learned Paper on the Mining for Sustainable Development Programme (M4SD).

The M4SD Programme, led by a Global Programme Team within Transparency International Australia (TIA), is one of five Global Thematic Network Initiatives or specialised centres of thematic expertise. It seeks to enhance the contribution of mining to sustainable economic and human development through a focus on enhanced **transparency and accountability in awarding mining-related permits, licences and contracts** across a range of national jurisdictions.

The Programme engages with a wide range of actors to create an enabling environment, and to positively influence practices in the mining sector. Participating TI Chapters and their local partners work together to support:

- **civil society and affected communities** in accessing, interpreting and monitoring information and decisions relating to the allocation of mining permits, licences and contracts;
- **operating companies** and their affiliates in adopting, implementing and enforcing relevant international transparency and accountability standards; and
- **governments** in adopting, enabling and enforcing effective transparency and accountability policies, procedures and practices.

The Mining for Sustainable Development programme is now in the second year and halfway through Phase II. The programme has transitioned from a research focus to targeted national and global advocacy to address the corruption risks identified in the first phase. All participating Transparency International Chapters have developed a three-year National Action Plan (NAP) detailing what they hope to achieve and their proposed strategy and approach to do so. The Lessons Learned Paper provides an opportunity to draw out key lessons to date and provide recommendations to strengthen implementation for the rest of the programme.

M4SD's advocacy and influencing approach is conducted through multi-stakeholder engagement. The multi-stakeholder approach is central to the programme's Theory of Change, however there is no prescribed approach to such engagement within M4SD or by TI, and chapters have developed their own approaches and strategies throughout the different stages of the programme. Whilst some Chapters have had successes, project risk assessments and data from reporting demonstrates that others are finding some stakeholder engagement challenging, especially with government. Additionally, some Chapters are less engaged with the private sector and have experienced challenges in involving companies in their project. Programme learning through monitoring and evaluation has highlighted this, however there is a need further draw out learnings.

Therefore, the review should focus on the core programme aspects of the multi-stakeholder approach to advocacy and influencing. Experience and capacity in this area varies greatly between participating Chapters. The paper should identify areas for future focus for the programme, as well as lessons and successes that can be shared between Chapters

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2. OBJECTIVES

The overall objectives of the learning paper are:

1. Assess whether and how the participating Chapters are using a multi stakeholder approach within their Phase 2 advocacy projects.
2. Understand how the Chapters undertake multi stakeholder engagement, with different actors, contexts and issues.
3. Develop actionable recommendations to improve the programme's multi stakeholder approach

3. KEY ISSUES TO BE ADDRESSED

The following questions are the suggested scope and focus of the learning paper. These questions will be discussed and agreed with the Transparency International Secretariat (TI-S), the TIA Global Programme team and the selected consultant as part of the process of designing the approach of the learning paper.

Key questions

The key questions which should be answered by the learning paper are:

1. Are participating Chapters using a multi-stakeholder approach, and what does this look like?
   a. How have participating Chapters interpreted multi-stakeholder engagement within their contexts?
   b. What approach have they taken to understanding and adapting the concept in their contexts?
   c. What challenges or successes have Chapters found when implementing a multi-stakeholder engagement approach?
   d. How has this approach evolved over time?
2. How are the Chapters doing multi-stakeholder engagement?
   a. How formal/ informal are the networks that are developed?
   b. How do Chapters approach engagement with industry/government representatives/community representatives/civil society?
   c. What does engagement look like? Does it include:
      i. Joint work or advocacy?
      ii. Time bound or issue specific engagement with different stakeholders?
      iii. Do Chapters have specific strategies/tools/processes which they use to undertake engagement with different stakeholders and what are they?
   d. Are there any recommendations for strengthening/ improving the multi-stakeholder engagement at Chapter level?
3. What support do chapters need to improve their multi stakeholder engagement?

4. METHODOLOGY

The consultant is ultimately responsible for the overall methodological approach and design of the learning paper and is expected to propose methods that they consider most appropriate to achieve the aims of this report for agreement with TI-S and TIA. However, they should use a participatory and gender-sensitive approach engaging relevant staff at TI-S, TIA and implementing partners and stakeholders through structured methods. Case studies will be required as part of this learning paper.

The Programme's monitoring data should be utilised and there must not be duplicate data collection. Existing data available to the consultant includes programme narrative reports, a revised theory of change for the programme, a Baseline report and monitoring data from National Chapter reporting on the programme's change markers. Additional data collection may include interviews primarily with TIA and TI-S programme staff and select chapter staff, with internal and external stakeholders, and desk review of relevant documents.

The learning paper will be limited to a focus on the work of the 11 Chapters who are currently in Phase 2 of the programme. These Chapters have completed the Mining Awards Corruption Risk Assessment Tool (MACRA) research process and have moved into advocacy around their prioritised risks. The learning paper will not include the multi-stakeholder approaches used by Chapters during Phase 1, or Chapters that are currently undertaking the MACRA process. The learning paper will not focus on the Global Programme Team's own work with multi-stakeholder networks but will focus on the work of the Chapters with their networks and engagement.

The consultant is expected to refine the scope and methodology of this evaluation during the inception phase in cooperation with TI-S and the Global Programme Team in TIA and provide a plan for the delivery of learning report and outputs. The evaluation expert should present a detailed statement of the proposed review methods in the technical proposal.

5. 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 & the TIA Global Programme Team.
- A draft learning paper, including two case studies, for review and comments by TI-S and the TIA Global Programme Team including annexes covering conducted interviews, questionnaires and list of reviewed documents.
- A validation workshop (possibly remotely) with the team in Berlin, and Australia and key staff to discuss the draft report
- A final review report, including clear lessons-learned and action-oriented recommendations

The Final Report should not be longer than 30 pages, excluding the annexes and the executive summary. All report deliverables are to be submitted in English, in electronic form, in accordance with the deadlines stipulated and agreed between the parties. The consultant is responsible for editing and quality control of language. 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.

The proposed structure of the report is as follows:

a. Title Page
b. Table of Contents
c. Abbreviations/acronyms
d. Executive Summary
e. Brief description of the project
f. Methodology
g. Findings (including case studies)
h. Lessons Learned
i. Summary of Recommendations
j. Annexes

6. SELECTION CRITERIA

Applicants should have the following competencies and experience:

Core competencies

People skills: be able to mediate the different expectations of the different internal stakeholders, and to communicate clearly and transparently across different teams.

Work style: organised even within a fluid working environment and has a capacity for initiative with competent analytical and problem-solving skills.

Language: excellent command of English to a native speaker's level. Spanish and French an asset.

Technical competencies

Applicants should have the following skills and experience:

- University degree in social sciences or related field.
- Substantial experience in participatory approaches to MEL in NGOs, with specific emphasis on monitoring programmes.
- Experience working in complex, multi-stakeholder programmes that involve a large number of implementing partners across world regions.
- Demonstrable experience of working in good governance programmes, with focus on accountability, transparency and the mining sector.
- Experience in working across cultures, with acute sensitivity to working with partners whose 1st language is not English.
- Regional experience and good understanding of political, socio economic and human rights issues in Africa, Asia and/or Latin America.

7. REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a lump sum or as standard daily or hourly rates, before any VAT or other charges.

For Consultants based in the EU, EEA and Switzerland

Transparency International e.V. (Secretariat), (TI-S) is registered as a Business Entity in Germany with VAT identification number DE273612486. In order to determine the Value Added Tax (VAT) implications of this tender, we kindly request that Consultants fill out the **VAT Form for Tenders/Vendor Form** (instructions inside the form) and submit the completed and duly signed form along with their email application.

The link to the VAT Form for Tenders/Vendor Form is available below.

8. LOGISTICS AND WORK PLAN

The learning paper process is due to start in mid-September 2019 and end by November 2019. A detailed timeline needs to be agreed at the beginning of the assignment.

Preparation	Desk review and analysis Design of the approach (inclusive discussion and agreement with TI-S & TIA Global Team)
Implementation	Data collection: Interviews with relevant staff at TI and external stakeholders
Documentation	Draft report Validation workshop (remotely), and power point presentation summarising the findings Final report, with actionable lessons learned and recommendations to TI-S, TIA Global team, national chapters and the donor

9. CONTACT INFORMATION

Applications must be sent by email to miningMTR@transparency.org by close of business on 6 September 2019. Applications should contain these documents in English:

- A proposal of how the assignment will be approached, including a budget.
- A letter of motivation, specifically focusing on concrete examples of relevant experience relating to what is requested in this Terms of Reference.
- Curriculum Vitae with full description of the applicant's profile and experience.
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience for this Terms of Reference.
- A sample evaluation, as first author, published in the last 2 years.

Due to the high volume of applications, **we will only notify short-listed candidates**. If you do not hear from us two weeks after the deadline, it is because you have not been shortlisted.