TERMS OF REFERENCE

MID-TERM REVIEW OF TI ASIA PACIFIC REGIONAL PROGRAMME

1. BACKGROUND

Transparency International (TI) is the global civil society organisation leading the fight against corruption. In collaboration with nearly 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 TI Asia Pacific Regional Programme is a four-year programme running from 2016 - 2019, seeking to contribute to policy and behaviour change in the Asia Pacific region through regional and national interventions coordinated at the TI Secretariat. It is funded by the Australian Department of Foreign Affairs and Trade (DFAT), with a total programme budget just over 4 million Euro.

The Programme has four goals: Enhanced Social Accountability (Goal 1), Strengthened Anti-corruption Legislation (Goal 2), Strengthened Enforcement of Anti-Corruption Mechanisms (Goal 3), and Demonstrated Business Integrity (Goal 4). The advocacy goals are supported by a fifth goal of capacity support. The program works with civil society, businesses and governments.

The program has seven end of program outcomes under the four goals:

1. Enhanced social accountability and the role of civil society: citizens are supported to voice their corruption complaints and seek redress for their grievances, and space for civil voice is preserved: (a) citizens will be supported to voice their corruption complaints and seek redress for their grievances (b) space for civil society in legislation, policy and practice will be preserved and mechanisms to protect civil society activists will be strengthened.

2. Strengthened anti-corruption legislation: new anti-corruption legislation is passed, and existing anti-corruption legislation is strengthened - (a) new anti-corruption legislation where relevant and critical tabled and passed (b) improvement of weak existing anti-corruption legislation

3. Strengthened anti-corruption organisations and enforcement of anti-corruption systems: relevant public institutions are supported to be more transparent and accountable, anti-corruption agencies are strengthened to be more effective, and public service delivery improves - (a) relevant public institutions are supported to be more transparent and accountable (b) anti-corruption agencies are strengthened to be more; and

4. Demonstrated business integrity: (a) improved business regulation is supported, e.g. through engagement with private sector stakeholders. The program will also focus on building the capacity of the TI Chapters in the Indo-Pacific region to deliver relevant activities and contribute to a reduction in corruption.

Currently, ten chapters have implemented national projects under the programme: Bangladesh, Cambodia, Indonesia, Maldives, Mongolia, Nepal, Pakistan, PNG, Sri Lanka, and Vietnam. The TI

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1 National Chapters are independent civil society organisations registered in their own countries and internationally affiliated with TI.
Secretariat is looking at how to effectively engage with chapters in the Pacific such as Solomon Islands, Vanuatu and Fiji. Regional coordination and advocacy have been implemented by the Asia Pacific Programme team at the TI Secretariat, with input and support from chapters in the region.

As part of the four-year programme, the TI-Secretariat committed to an independent mid-term review, which will take place in early 2018 and cover the first two years of the programme (2016 – 2017). This assignment covers this review.

2. ASSIGNMENT

Objectives of the mid-term review:

The overall objectives of the mid-term review are the following:

- Provide an objective assessment of the achievements and results, weaknesses and strengths of the programme, as well as an analysis of its performance in terms of progress and process, relevance, sustainability, and the extent to which the Programme is contributing to enabling the desired impact.
- Generate lessons learned and good practices from the respective goals of the programme.
- Provide clear and forward-looking recommendations that can guide TI Secretariat and National Chapters in refocusing interventions, and in developing strategies for future implementation of the programme.
- Generate knowledge on how the programme can sustainably support chapters in small island Pacific countries.
- Verify that TI has the systems and processes in place to improve gender equality and embed an M&E system that drives innovation and learning across the network.

A key audience for this evaluation is the TI Secretariat who will use the results to improve the implementation of the investment. DFAT is planning to use the evaluation for accountability purposes, including verification that TI is implementing the programme in a way that is consistent with good aid practice, and in particular verification that TI is actively improving its M&E systems and approach to gender equality. DFAT also plans to use the evaluation to look more deeply at the issues and approaches to supporting national TI chapters in the Pacific, which apart from PNG have not contributed to results.

Key issues to be addressed:

The following questions could be addressed during the mid-term evaluation, but are subject to discussion and agreement with TI-S during the period of designing the evaluation approach.

RELEVANCE:

- To what extent are the initial objectives of the programme still appropriate to the priorities and policies of the target group, the organisation responsible for the programme, and the donor organisation?
- How relevant is the TI Asia Pacific Regional Programme in the wider context of the TI 2020 Strategy? To what extent is the TI Asia Pacific Regional Programme addressing the TI Movement’s global and national needs through its programmatic approach?
- In what ways has the programme supported TI National Chapters to carry out their anti-corruption objectives?
• Are the activities and outputs of the programme consistent with the programme goals and objectives?

EFFECTIVENESS:
• To what extent have the objectives so far been achieved or are likely to be achieved? Can these achievements be linked to TI-S and Chapter work?
• What main factors have played a role in the achievement or non-achievement of the programme goals and objectives?
• To what extent were the objectives set by the TI Asia Pacific Regional Programme realistic?

EFFICIENCY:
• Is progress is 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 objectives 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?

SUSTAINABILITY
• To what extent are the benefits of the programme likely to continue once donor funding has ceased?
• What is the link between the financial sustainability of national chapters and the context of the country? (i.e. compare the larger growing economies in Asia with the small island states in the Pacific and implications on the optimal funding models and type of support from the TI Secretariat and donors) [This is a priority question for DFAT]
• How sustainable is the approach post current funding – financially and conceptually? [This is a priority question for DFAT]
• What concrete steps were/are being taken to enhance the sustainability of the programme? [This is a priority question for DFAT]

MONITORING & EVALUATION AND GENDER EQUALITY
• Is the M&E system being used to effectively measure progress towards expected outcomes, drive innovation and support learning? [This is a priority question for DFAT]
• Is the programme effectively considering gender equality? [This is a priority question for DFAT]

3. METHODOLOGY

The mid-term review will be planned and conducted in close consultation with the TI-S Monitoring Evaluation and Learning (MEL) Unit and the Asia Pacific Programme Team. The evaluation approach and methods must be agreed with the TI-S MEL Unit and the Asia Pacific Programme Team. The Asia Pacific Programme Team will provide the necessary substantive support, including the submission of all documents for desk review.
The evaluation expert is ultimately responsible for the overall methodological approach and design of the mid-term review, which should be adapted to the requirements to the TOR. The mid-term review 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 programme. The exact methodology should be defined, discussed, and agreed with TI-S during the first days of the evaluation.

The mid-term review can include but not necessarily be limited to the following methods:

- Desk review of relevant documents.
- Individual and/or group interviews with internal and external stakeholders.
- Meetings with external stakeholders.
- Visits to TI-S, and two National Chapters in Asia and two National Chapters in the Pacific.
- Survey questionnaires to internal and external stakeholders.

4. 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 Asia Pacific 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. 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. Maximum number of pages for annexes is 10.

The proposed structure of the report is as follows:

- **Introduction.** The first part should describe the programme and the programme context as a basis for the analytical and evaluative sections that follow. Aspects to be considered:
  - Programme context and framework conditions.
  - Programme goals and objective.
  - Programme strategy/approach.
  - Description of programme activities. Was there a difference between the planned activities and those actually implemented?
  - Description of target groups. How many were reached through the activities?
  - Organisational structure. How does programme administration work?

- **Main findings.** 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.
• **Conclusions.** 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?).

5. LOGISTICS AND SPECIFICATIONS

The mid-term evaluation is due to start by mid-June, finish by mid-August, and last no more than 20 working days.

The evaluator will carry out the following tasks:

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Document review Design of the evaluation approach (inclusive discussion and agreement with TI-S)</th>
<th>2 days</th>
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<tbody>
<tr>
<td>Implementation</td>
<td>Interviews with relevant staff at TI (TI-S and National Chapters) and stakeholders 4 visits to TI-S, National Chapters</td>
<td>12-14 days</td>
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<tr>
<td>Documentation</td>
<td>Final report, with actionable lessons learned and recommendations to TI-S, national chapter and the donor</td>
<td>3 days</td>
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The expected deliverables and timeline are the following:

<table>
<thead>
<tr>
<th>Design of the evaluation approach</th>
<th>20 June 2018</th>
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<tbody>
<tr>
<td>Draft Evaluation Report</td>
<td>30 July 2018</td>
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<tr>
<td>Final Evaluation Report</td>
<td>15 August 2018</td>
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A detailed timeline needs to be agreed at the beginning of the assignment.

SELECTION CRITERIA

TI-S is inviting expressions of interest from individual consultants or a team of consultants to carry out the mid-term evaluation of the Asia Pacific Programme. The consultant(s) should have:

**Core competencies**

**People’s skills:** be able to mediate the different expectations of the different internal stakeholders in order to produce a strong evaluation report that will genuinely serve the learning purposes set out in this Terms of Reference.

**Work style:** is well planned and organised even within a fluid working environment and has a capacity for initiative with competent analytical and problem solving skills. Maintains a strong level and flow of communication with reporting stakeholders.

**Language:** excellent command of English to a native speaker’s level.
**Technical competencies**

Applicants should have the following skills and experience:

- 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.
- Substantial experience of conducting evaluations.
- Demonstrable experience of NGO or social enterprise management, with knowledge of social accountability initiatives.
- Demonstrable experience of working with value for money/cost-benefit approaches.
- Knowledge and experience of working in good-governance and public accountability related programmes.
- Experience working in Asia and the Pacific, with particular experience working with civil society in the Pacific and the operational challenges they face.

The evaluators will communicate with the TI Asia Pacific Programme Team in regular skype calls and keep the TI Asia Pacific Programme Team in CC of all communications.

**SUBMISSION OF APPLICATIONS**

Applications (in English) must be sent by email to apmidterm@transparency.org by close of business 10 June 2018 with “Mid-term Evaluation” in the subject line. Applications should contain:

- A detailed technical proposal of how the assignment will be approached, including budget.
- A letter of motivation, specifically focusing on concrete examples relating to what is requested in this Terms of Reference regarding the necessary skills and experience.
- 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, in English published in the last 2 years.

The Consultant should provide a detailed breakdown, before any VAT or other charges, of all their estimated costs, including but not limited to, total fee as a lump sum or standard daily or hourly rates, (if applicable) international travel, local transport, accommodation, work materials.

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 the 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.

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.

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.

The selected candidate will also be considered for the final evaluation of the Asia Pacific Programme.