Title of Consultancy: Mid-term review: “Ending Impunity for Grand Corruption in the Western Balkans and Turkey”

GENERAL INFORMATION
Application Closing Date: 02 March 2020
Consultancy Start and End Date: 10 March – mid-April 2020; approx. 20 working days
Location of Consultancy: remote/home-based

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 or team of consultants to design and implement the Mid-Term Review of the project “Ending Impunity for Grand Corruption in the Western Balkans and Turkey”. TI-S, together with National Chapters and partner organisations in seven countries, is delivering this EU-funded project in Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Turkey. The project started in November 2018 and is planned to end in December 2020.

The purpose of the project is to improve good governance in the seven EU accession countries of the Western Balkans and Turkey by tackling impunity for grand corruption as an entry point to addressing state capture. The project seeks to improve transparency and accountability of the judiciary and democratic law-making by identifying grand corruption cases and tailor-made laws that enable and maintain state capture and to ensure a better understanding of its effects in the society.

The project to be reviewed is now in its second and final year when it is transitioning from a research focus to develop targeted national and regional-level evidence-based advocacy.

2. OBJECTIVES

The main objectives of the mid-term review are to:

- Assess successes, challenges, and lessons learnt from the research phase and how successfully the project is moving from the research phase into advocacy.
- Assess and make recommendations for the revision of the theory of change, logframe and timeframe of the project.
- Develop recommendations for project implementation in the next period.
- Assess the project as part of the larger long-term regional programme in the Western Balkans and Turkey and provide recommendations for the programmatic focus post-2020.

3. KEY ISSUES TO BE ADDRESSED

The following questions could be addressed during the mid-term review, but are subject to discussion and agreement with Transparency International Secretariat (TI-S) during the inception period of designing the review’s approach.

Relevance:

- How relevant is the project approach in the broader context of the fight against corruption? To what extent does the project’s approach adds value or innovates?
• Have the project objectives been in line with National Chapters’ as well as TI’s strategic priorities?
• To what extent is the project’s theory of change coherence and relevant? Are the activities and outputs of the project consistent with the project goals and objectives? To what extent are the initial assumptions that underpin the project design still valid?

**Effectiveness and Impact:**

• What have been the key outcomes achieved so far and to what extent are the objectives likely to be achieved? Are the initial objectives realistic? How did the project add value to the outcomes impact achieved?
• What are the major factors influencing the achievement or non-achievement of the objectives?
• Have there been specific approaches that proved successful/failed and what learnings can be drawn from this?
• How effectively has the project team supported implementing National Chapters and partners in their planning and implementation activities?
• What support do chapters find most useful and why? What could be added or improved until the end of the project?

**Efficiency:**

• Is the project being implemented in an economically justifiable way under the given circumstances? To what extent were these resources allocated and used effectively to achieve project outputs in the first year of the project?
• How well did the National Chapter – TI-S project management arrangements work and how did they develop over time?
• Were the risks adequately identified and well managed?
• Was the MEL project approach designed to support the learning aspect of the project? Was it adjusting/developing where appropriate?
• Do implementing project partners have the capacity to work on research activities and subsequent advocacy campaign activities? What further capacities, resources and support would be required to support chapters to do this efficiently in the next phase of the project?

**Sustainability:**

• To what extent are the benefits of the project likely to continue once donor funding has ceased?
• How sustainable is the approach post-current funding – financially and conceptually?
• What concrete steps were/are being taken to enhance the sustainability of the project?

4. METHODOLOGY

The evaluation will be planned and conducted in close consultation with the TI-S monitoring evaluation and learning (MEL) unit and the project team. The evaluation approach and methods must be agreed with the TI-S MEL unit and the project team. The 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.

5. EXPECTED DELIVERABLES AND TIMELINE

The consultant or team of consultants is expected to deliver:
• A concept note outlining the proposed methodology, timeframe of planned actions.
• A draft evaluation report for review and comments by TI-S, including annexes covering conducted possible interviews and list of reviewed documents.
• A PowerPoint presentation for a validation workshop (possibly remotely) to discuss the draft report.
• A final review report and a presentation at the project mid-term meeting (possibly remotely), including clear lessons-learned and action-oriented recommendations according to the criteria listed above (relevance, effectiveness/impact, efficiency, sustainability) with a suggested action plan for each recommendation.

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).
• The research should abide by ethical protocols including participant confidentiality and privacy, if they require that.

The Final Report should not be longer than 40 pages, excluding the annexes and the executive summary. All evaluation deliverables are to be submitted in English, in electronic form, in accordance with the deadlines stipulated below. The consultant is responsible for the quality of the final product, including 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 significant finding should be included.

6. SELECTION CRITERIA

Applicants should have the following competencies and experience:

Core competencies

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

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. Languages spoken in the Western Balkans and Turkey are an asset.

Technical competencies

Applicants should have the following skills and experience:

• 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, of which at least 3 years should be in Monitoring & Evaluation of multiple country projects & programmes.
• Substantial experience in conducting evaluations, including in the anti-corruption field.
• Highly motivated and committed to the values of transparency and integrity
• Regional experience and a good understanding of political and socio-economic issues in the Western Balkans and Turkey, as well as the EU enlargement policy priorities in the region, would be an advantage.
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 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.

8. LOGISTICS AND WORK PLAN

The consultant or team are expected to work approximately 20 working days, starting on 10 March and finalising the review by mid-April 2020.

A detailed timeline needs to be agreed at the beginning of the assignment.

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<thead>
<tr>
<th>Preparation</th>
<th>Desk review and analysis</th>
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<tr>
<td></td>
<td>Design of the evaluation approach (inclusive discussion and agreement with TI-S)</td>
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<td>Implementation</td>
<td>Data collection, incl. interviews with relevant internal and external stakeholders</td>
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<td>Documentation</td>
<td>Draft report</td>
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<td>Validation workshop (remotely), and PowerPoint presentation summarising the findings</td>
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<td>Final report and PowerPoint presentation (remotely at the mid-term project meeting) with actionable lessons learnt and recommendations to TI-S, National Chapters and partners and the donor</td>
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9. CONTACT INFORMATION

Applications must be sent by email to GrandCorruptionMTR@transparency.org by close of business on 02 March 2020. Please indicate “Grand Corruption Mid-Term Review” in the subject line of your email application. 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 relating to what is requested in this Terms of Reference regarding the necessary skills and experience.
- Curriculum Vitae with a 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 the first author, published in the last 3 years.
- A completed VAT Form for Tenders/Vendor Form (for EU only).

Please note that only short-listed candidates will be contacted and that it is unfortunately not possible to provide individual feedback on applications.