

STANDARD TEMPLATE FOR TENDERS

GENERAL INFORMATION

Title of Consultancy: Adaptive Programming, Monitoring, and Evaluation – IPP STRONGG Phase II

Application Closing Date: 1 August 2024

Consultancy Start and End Date: 12 August 2024 – 31 March 2029 (up to 98 days estimated)

Location of Consultancy: Remote, with possible site visits and in-person meetings

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.

Background to the project

Through the TI [Indo-Pacific Partnership for Strong, Transparent, Responsive & Open Networks for Good Governance \(TI IPP STRONGG\)](#) Phase II, TI aims to contribute to reduced corruption in the region by empowering a resilient and independent civil society voice and network that can mobilise action in support of increased accountability of national and regional public and private institutions.

As a civil society organisation, TI plays a key role in empowering people to be informed, aware, and equipped to act against corruption. The IPP STRONGG Phase II 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:

- **Informed, engaged and local demand for accountability**
More people, including women, youth, people with disabilities and socially disadvantaged groups, are actively and collectively engaged in anti-corruption work that results in increased local demand for inclusivity, accountability and transparency.
- **Inclusive, responsive, and accountable governance frameworks**
Policies, institutions and enforcement mechanisms relating to good governance are more inclusive, transparent and accountable as a result of greater responsiveness to civic engagement and TI's action.
- **Resilient, independent and active civil society anti-corruption voice across the Indo-Pacific region**
TI Movement enhanced capacity to inclusively influence both state and non-state anti-corruption actors.

These three outcome areas and the programme's Theory of Change for Phase II are consistent with the previous phase and continue to be highly relevant. Based on current analysis and lessons learned, the following additional dimensions have been integrated into the Phase II programme framework: the need to increase political integrity as a prerequisite to be able to support effective, inclusive, and accountable governance and anti-corruption frameworks; the need to identify and push for justice and redress where these frameworks have not been implemented or enforced; and the need to understand and mitigate the specific gendered impacts and experiences of corruption.

Recognising that effective and sustainable change cannot be achieved by a single entity or method due to the complexity and interconnectedness of challenges faced, the programme aims to reduce corruption across the Indo-Pacific region by working at different levels. In particular, the TI approach encourages strong local leadership and ownership at national level, in combination with regional and global expertise provided by the TI Secretariat. Programme implementation will take place through different mechanisms:

- **National and joint initiatives:** Acknowledging the inherent diversity within the Indo-Pacific, the programme promotes a context-appropriate approach in each country. During the initial planning phase of the programme, chapters have developed draft national and joint project proposals for multi-year initiatives that are pertinent to their context and contribute to the overall programme structure.

- **Institutional support:** In addition to funding national and joint projects, the programme will provide institutional funding to chapters, especially in the Pacific. This support will help them maintain robust and stable core teams that enhance advocacy and programmatic activities towards their organizational strategy for impactful anti-corruption initiatives.
- **Capacity development:** To strengthen the resilience of the TI network, TI-S will deliver capacity development support to chapters, particularly on internal management, governance, safety and security, and network building approaches.
- **Regional advocacy:** TI-S and chapters aim to scale up their advocacy efforts by jointly developing and delivering a strategic approach to engagement and advocacy for each sub-region.
- **Outreach and partnership in countries without national chapters:** TI will aim to expand its regional presence in international spaces, enabling regional advocacy and contacts in new countries through partnerships.

A key learning from the first phase of the TI IPP STRONGG programme was the value of having a flexible and adaptive approach to programme design and implementation. The next phase of programming has been designed with this principle at its heart, which will enable TI to respond quickly to contextual changes and new opportunities arising. However, in Phase I the programme's breadth and flexibility posed challenges in assessing its comprehensive impact and ensuring alignment with TI's overarching strategy. In addition, in Phase II TI's MFAT-funded work in the Pacific will be integrated into an umbrella partnership with UNODC 'Supporting Pacific Partnerships against Corruption', necessitating alignment in monitoring, evaluation, and learning processes.

Background to this consultancy

The Transparency International Secretariat (TI-S) in Berlin is seeking a consultant or team of consultants to conduct a developmental evaluation for IPP STRONGG Phase II. This role involves providing flexible, long-term support to develop and implement a high-quality monitoring and evaluation framework. Over the next five years, the consultant(s) will offer continuous advice and support to the TI-S Asia Pacific team and Indo-Pacific chapters to refine approaches and methods for collecting, analysing, and using information to foster continuous learning, support evidence-based decision-making and inform improved advocacy, enhance programme performance, and improve impact reporting.

In the first phase of the programme, TI dedicated substantial efforts to developing a MEL framework capable of tracking progress within such an expansive programme, presenting information clearly and giving a sense of overall progress across the region. Following the recommendations from the [mid-term review of the IPP STRONGG programme](#), the Phase II MEL framework will need to include a streamlined set of qualitative indicators supplemented by qualitative data to allow for greater alignment with TI's [impact monitoring approach](#).

The programme will also be adopting a new outcome-harvesting-based impact monitoring approach across all 14 chapters and partners which has recently been piloted on another multi-country project. This will be implemented by the TI-S Asia Pacific team with the chapters, but support will be needed to ensure that it is aligned with the donor-oriented MEL framework. Additionally, the consultant(s) will support TI-S and chapters in establishing a baseline for the programme. The baseline should capture the current situation both nationally (for countries included in the programme) and regionally against which progress can be measured to assess impact, achievements, as well as TI's contributions to chapters' strengthened capacity and regional advocacy successes. It is expected that the consultant will take a GEDSI-sensitive, inclusive and participatory approach.

As part of the developmental evaluation, at the programme's midpoint the consultant(s) will conduct a review to provide an independent assessment of whether the programme is on track to achieve its expected results, fostering learning and informing TI's upcoming work under the grant. The review will not only evaluate the programme against the standard OECD DAC criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), but will also assess the programme logic to validate its assumptions, addressing the Key Evaluation Questions set out in the programme design document. The consultant will be responsible for the overall methodological approach and design of the midterm review. However, the evaluation should use a participatory and GEDSI-sensitive approach, engaging relevant staff at TI-S, 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.

OBJECTIVES

The objective of this consultancy is to generate rapid learning to support the programme's effectiveness and sustainability, and/or affirm the need to change course. To this end, the consultant or team of consultants will:

- Provide ongoing advice, support, and recommendations to the TI-S AP team and Indo-Pacific chapters to embed evaluative thinking, real-time data and insights and reflective practice in programme design and implementation, thereby improving monitoring and evaluation processes and stimulating learning.
- Review and provide recommendations to finalise the programme MEL framework, including setting appropriate targets and indicators aligned with TI-S and donor requirements.
- Using a participatory approach, collaborate with TI-S and chapters to establish a clear understanding of the baseline for both national and regional initiatives, also building on the background information already collected during the programme design phase.
- At the programme mid-point, conduct a review to provide an independent assessment of the programme's performance and achievements towards the expected results, fostering learning and informing TI's upcoming activities under the grant.

EXPECTED DELIVERABLES AND TIMELINE

2024

- Finalisation of the programme MEL framework, ensuring consistency with donor, organisational and project requirements, and the TI-S roadmap (approximately 18 days):
 - Briefing call with the AP team by 14 August 2024
 - Updated version of the programme MEL framework, including recommendations for setting up regional and national targets, updating indicators, and collection sources meeting donor requirements, submitted by 28 August 2024
 - Final version of the MEL framework, targets, indicators, and collection sources, incorporating feedback received and meeting donor requirements, submitted by 18 October 2024.
 - Guidelines outlining data collection methods to be used by TI-S and chapters developed and submitted to TI-S by 31 October 2024.
 - Potential participation in an in-person regional programme meeting in November 2024 to present the MEL framework to chapters and build their capacity to report against it.
- Baseline development (approximately 10 days):
 - Using a participatory approach with the TI-S AP team, chapters, and partners, draft a methodology for the baseline, including data collection tools, by 28 August 2024
 - Final design and methodology for the baseline, including data collection tools, submitted by 6 September 2024
 - Baseline data collection conducted, and clean dataset and documented qualitative data validated by TI-S, chapters/partners and submitted by 27 September 2024
 - Draft baseline, fully describing initial conditions and situations against which progress and programme effects can be measured, submitted by 3 October 2024
 - Final baseline submitted by 18 October 2024

2026

- Midterm review (approximately 30 days):
 - A concept note outlining the proposed methodology, timeframe of planned actions and stakeholder engagements, 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 the draft report.
 - A final report, including clear lessons learned and forward-looking recommendations to guide TI-S and national chapters in the development and improvement of approaches for the remaining period, by 15 October 2027.

2025-2029

- Ongoing support and recommendations provided to the TI-S AP team and up to 14 Indo-Pacific chapters for improving monitoring and evaluation processes and promote participatory learning (throughout project duration). This can include online meetings, in-person sessions at the

programme's annual meetings, and bilateral support to chapters, by March 2029 (approximately 40 days).

All presentations and reports should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The Consultant is responsible for editing and quality control of language. The TI Secretariat retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

SELECTION CRITERIA

The Consultant should have the following qualifications:

- University degree in social sciences or related field, with 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, with at least 3 years specifically in Monitoring & Evaluation of multi-country projects and programmes.
- Substantial experience in conducting evaluations, including GEDSI-responsive programme evaluation, with proven developmental evaluation experience essential
- Experience working with clients in civil society, particularly advocacy-oriented NGOs, and a range of CSOs on differential MEL and project management capacities/expertise, and clear successful track record in tailoring and adapting tools and approaches resulting in strengthening depending on organisational capacities
- Experience working in the Indo-Pacific region, including knowledge of civil society operational challenges, previous Pacific small island experience essential
- Experience working on MEL strengthening support for multi-country programmes (10+ countries) ensuring a consistent but flexible approach or framework which can be met by all partners of differing capacities. Experience designing indicators to track progress on disability equity and inclusion is an advantage.
- Experience of organisational development and working with organisations to establish simple but effective methods of monitoring change from capacity building efforts
- Knowledge of good governance and anti-corruption issues is a strong advantage.
- 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) an advantage.
- Strong verbal and writing skills in English and excellent drafting and report-writing capabilities.
- Expertise in quantitative and qualitative data collection and analysis.
- Familiarity with the activities and procedures and impact monitoring approach of TI is an advantage.
- Highly motivated and committed to the values of transparency and integrity.

REMUNERATION AND COSTS

The Consultants should provide their estimated total fee as a standard daily rates.

For candidates based in the EU, EEA, UK, and Switzerland

Transparency International e.V. (Secretariat), (TI-S) is registered as a Business Entity 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.

OTHER INFORMATION (optional)

HOW TO APPLY

The application should include the following documents in English:

- Motivation letter and Curriculum Vitae
- Business proposal with quotes
- One sample of relevant previous work (confidentiality guaranteed), ideally in the Indo-Pacific region, developmental-evaluation based and/or advocacy-based
- A short overview of how the work will be approached, which methods will be used based on the information provided in these Terms of Reference

Please indicate “Adaptive Programming, Monitoring and Evaluation – IPP STRONGG Phase II” in the subject line of your email application. Applications should be sent in English by email to Anna Zamparo, Project Manager (Asia Pacific) at APMELsupport@transparency.org by close of business of 01/08/2024.

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 based on 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

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.