

TERMS OF REFERENCE

Future-fitting TI EU's theory of change and monitoring, evaluation and learning (MEL) system

1. CONTEXT AND BACKGROUND

[Transparency International EU](#) (TI EU) is the Brussels office of [Transparency International](#) (TI), the global movement against corruption. TI EU leads the movement's EU advocacy, in close cooperation with our international secretariat in Berlin (TI-S) and 100 national chapters worldwide, but particularly with 22 national chapters in EU Member States, helping them to carry out effective advocacy campaigns to influence EU policymaking.

Our mission is to promote integrity, transparency and accountability in EU institutions and to promote the fight against corruption and illegal financial flows in the EU's internal and external policies. Working in coalition with others, we pursue this mission through a combination of research, advocacy and communications. TI EU's 2020 Annual Report is available [here](#).

For the current EU legislative period (ending 2024), TI EU's overarching organisational goal is to persuade the EU institutions to utilise all the powers at their disposal to tackle undue influence in democratic policy making, uphold the rule of law, stop illicit financial flows, and ensure those involved in these corrupt schemes are held to account.

Our underlying (but largely untested and informal) theory of change is that if the EU institutions are exposed to anti-corruption messages, sensitised to the issues, and made aware of viable solutions, they will change their institutional processes and policies to practice and promote transparency, integrity and accountability in the EU's internal and external policies.

Our methodology rests on four pillars. First, we are extremely knowledgeable in our respective policy portfolios. We develop credible evidence-based policy recommendations that draw upon original research in the TI movement and international best practices. Second, we understand how to influence EU policy-making and know-how to ensure our policy recommendation are incorporated in the administrative and legislative processes that govern EU decision-making. Third, we actively engage in outreach and communications activities to increase civic awareness and build public pressure. Finally, to maximise policy impact, we proactively build advocacy coalitions to fight for common objectives, within coordinated EU advocacy campaigns. These often-diverse coalitions can include other civil society organisations, trade unions, media freedom associations, and our national chapters.

TI EU's work is enabled through a blend of unrestricted core funding and restricted project funding from a range of donors. Adessium Foundation is one of TI EU's core funders. The final year of Adessium's current three-year cycle of funding has just commenced and incorporates an opportunity for TI EU to invest in enabling an externally-facilitated learning

review of our work during the last 2-3 years with a view to the co-creation, with the TI EU team, of an externally tested theory of change (presented in both narrative and diagrammatic form). With this refined theory of change as the conceptual framework, we also seek to develop an appropriate and proportionate MEL system that will enable us to more effectively evidence and communicate the impact of our work and to generate learning that will benefit TI EU, the coalitions in which it engages, and the TI movement as a whole. Our current MEL system is based largely on narrow quantitative and broad qualitative indicators which provide insufficiently detailed insights as to the effectiveness of our work.

The timing of this assignment is opportune for a number of reasons. In 2021 TI launched its new 2021-2030 global strategy, [Holding Power to Account](#). TI EU will contribute to TI's global objectives, through its programme of work. As part of the implementation of Strategy 2030, TI-S is developing a coherent Monitoring, Evaluation and Learning (MEL) framework for the global movement that is designed to demonstrate progress towards its strategic objectives across different levels, thematic areas, countries and regions. TI EU seeks to clearly articulate its specific contribution to the TI Strategy 2030 and to ensure that its MEL system is sufficiently fit for purpose to effectively contribute evidence of impact and learning to the wider global system, as well as meeting its own learning, communication and fundraising needs. The new TI EU MEL system should be compatible with and complement that of TI-S.

Furthermore, there has been significant staff turnover at TI EU. The [TI EU team](#) currently comprises 13 people, 5 of whom have joined in the last year. The ongoing COVID pandemic has significantly reduced opportunities for face-to-face team contact since their arrival. It is envisaged that this assignment, with a focus on the co-creation with the TI EU team of the TI EU theory of change and MEL system, will not only benefit from the new perspectives brought on board by new team members but also contribute to building a strong sense of team. It is hoped that face-to-face individual and collective processes will be possible during this assignment, however it may prove difficult for this to be fully achieved during the proposed time-frame and the consultant(s) should factor this into their planning.

Finally, within a challenging fundraising environment, we seek to strengthen our case for support with a clear narrative on what we are doing and why, along with evidence of the impact that TI EU has had.

The primary stakeholders in this assignment are:

- TI EU board, management team, staff
- Transparency International Secretariat (TIS) and Transparency International National Chapters (TI NCs) especially those in EU Member States
- Adessium
- Other funders and partners.

2. OBJECTIVES OF THE EVALUATION

The overall objectives of this assignment are the following:

Objective 1: To review, refine, enhance and formalise the existing TI EU theory of change, including the assumptions made about pathways of change.

Objective 2: To strengthen TI EU's approach to assessing the effectiveness of its programme work in order to identify opportunities for continuous improvement and maximisation of its own impact and the impact of the TI movement as a whole.

3. KEY ISSUES TO BE ADDRESSED

TI EU has formulated questions for each of the evaluation objectives as an indication. The evaluator is free to further prioritise these questions in the proposal and suggest others it deems necessary. The questions are:

Objective 1

- Reflecting the successes, failures, opportunities and challenges experienced during the last 2-3 years, what are the key learnings derived from the last 2-3 years of work? What is going well, what is not, and what should be adapted?
- What assumptions had we made and did these hold true? Are these assumptions still relevant?
- Looking forward what are the critical success factors for the change that TI EU seeks to bring about?
- What does progress towards that change look like for TI EU? What changes should we expect to see over the short and medium term?
- Can we articulate more clearly the specific contribution that TI EU makes to the overall changes that the TI global movement seeks to bring about?
- Recognising the disproportionate effect fraud and corruption has on the poorest and most vulnerable groups in society, in what ways can TI EU apply a gender and inclusion lens throughout the programme cycle?

Objective 2

- Given the size and resources available to the organisation and with utility, flexibility and proportionality in mind, in what ways can TIEU more effectively (and efficiently) demonstrate its impact?
- Given the long timeframe associated with policy change, what could be key interim measures of success, and the most important data to be gathered?
- Given the nature of TI EU's regional role, how can we work more effectively with TI-S and TI National Chapters in EU Member States to ensure that evidence of impact is gathered and learning shared?
- What can we learn from the MEL systems of other similar advocacy-based organisations?

4. METHODOLOGY

This assignment will be planned and conducted in close consultation with the TI EU Director, Michiel van Hulst, and the TI EU Management team as needed. While the consultant or team of consultants is ultimately responsible for designing the overall approach and methodology relating to this assignment (adapted to the requirements of the TOR), this should be defined, discussed, and agreed with TI-EU at the beginning of the assignment.

This consultancy process shall include but not necessarily be limited to the following methods:

- Desk review of relevant TI EU documents (including annual plans and reports, governance review report, donor reports, TI 2030 global strategy).
- Review of TI EU's existing impact monitoring tool and (non-formalised) MEL policy
- Individual and/or collective interviews/discussions/workshops with internal and external stakeholders.
- Facilitation of participative processes to review and refine the current theory of change and MEL system.
- Interviews with key external stakeholders (for example: TI-S on the MEL approach at global level that TI EU will feed into; TI National Chapters in EU Member states on enhanced collaboration/coordination around MEL; TI UK which is currently undergoing a similar process; funders on the current strengths and weaknesses of TI EU impact reporting).
- Review of the theories of change and MEL systems of other Brussels-based regional EU advocacy offices of international NGOs.
- An assessment of TI EU's internal MEL capacity.

Overall, we seek as participative a process as possible (given potential restrictions imposed by the ongoing COVID pandemic) to enable the co-creation with the TI EU team of TI EU's enhanced theory of change and MEL system, and to support the organisation's team building efforts.

While team participation is essential to this assignment, it is important to note that TI EU is a small and busy team and we therefore rely on the consultant to drive and guide this process, drawing on their experience and expertise to both challenge our current thinking and practice and to recommend ways in which we can strengthen and communicate our theory of change and develop a more effective and appropriate MEL system that reflects best practice.

The Director will provide the necessary substantive support, including submission of all documents for desk review as well as facilitation of access to relevant staff and stakeholders.

The consultant(s) should present a description of the proposed methodology in the technical proposal. The exact methodology will be agreed with TI EU during the first days of the consultancy period.

5. OUTPUTS AND DELIVERABLES

The consultant is expected to deliver:

- Synthesising team inputs and externally tested, a TI EU theory of change (in diagrammatic and narrative form) that describes the intervention logic (including the underlying assumptions) and ensuing results chain that underpins the work of the organisation.
- A description of the proposed indicators and/or progress/change markers against which progress will be monitored.
- A MEL framework and system that is proportionate to the nature and scale of TI EU's work and to available human and financial resources.
- A draft report, documenting the process undertaken and the resulting outcomes to be shared with TI EU and other relevant stakeholders (as agreed with TI EU) for feedback.
- Prior to the completion of a final report, initial findings and recommendations to be presented and discussed in a workshop involving TI EU staff, board and Adessium representatives.

Report structure

The report is primarily intended to document the process undertaken by the consultant, recording the key decisions taken and why. This should include a description of the theory of change process followed and the resulting theory of change diagram and narrative co-created by the TI EU team.

The Final Report should not be longer than 30 pages, excluding any annexes and the executive summary. Annexes to the Final Report should be kept to a 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.

6. TIMEFRAME AND PLANNING

The assignment is due to start on or around 4 April 2022, and to be completed on or around 28 June 2022. It is expected to require approximately 30 days of work.

The evaluator will carry out the following tasks:

Preparation	Document review Design of the consultancy approach (inclusive discussion and agreement with TI EU)	+/- 5 days
Implementation	Interviews, meetings, workshops as agreed with relevant staff at TI EU and stakeholders, potentially 3-4 visits to TI EU in Brussels	+/- 15-20 days

Documentation	Documenting of process and outputs in a report	+/- 5-10 days
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In the technical proposal, the evaluator should provide a budget, including the estimated time needed per project phase, hour/day rate and other expected expenses. We anticipate that the assignment will require the consultant to visit Brussels on 3-4 occasions during the assignment period.

The expected deliverables and timeline are the following:

Design of the consultancy approach (methodological note)	19 April
1 st Draft Report	10 June
Final Report	27 June
Presentation	28 June

A detailed timeline will be agreed at the beginning of the assignment

7. SELECTION CRITERIA

TI EU is inviting expressions of interest from individual consultants or a team of consultants to carry out this assignment. The consultant(s) should have the following competencies and experience:

Core competencies

- Excellent consultation and facilitation skills, with an ability to gather information, distil and present back.
- A strong ability to create consensus and lead a group to make choices and decisions.
- A willingness to challenge and propose alternative ideas and perspectives.
- Well planned and organised with the flexibility to adapt planned processes for online delivery, if required.
- Excellent command of English to a native speaker's level.

Technical competencies

- A background in the international NGO sector with notable experience related to monitoring, evaluation and learning, especially in relation to advocacy work.
- Experience of facilitating participative theory of change processes.

- Experience of developing indicators that can be used from the project level up to the overall organisational level.
- Knowledge of advocacy process within the EU arena is desirable.

8. APPLICATION PROCESS

Applications (in English) must be sent by email to Jennifer Boizumault, jboizumault@transparency.org by 23:59 on 6 March 2022 with "TI EU MEL consultancy" in the subject line. Applications should contain:

- **A technical proposal of how the assignment will be approached, including a budget.** The Consultant should provide a detailed breakdown, including VAT, of all their estimated costs, including but not limited to; total fee as a lump sum or standard daily or hourly rates; travel costs (international travel, local transport and accommodation). 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.
- **A letter of motivation** focusing on concrete examples relating to what is requested in this Terms of Reference regarding the necessary skills and experience, including a **detailed Curriculum Vitae** and contact details for **two referees** with knowledge of the applicant's expertise and relevant work experience.

TI EU 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.