

TERMS OF REFERENCE

Job: Participatory learning review of TI 'Global Thematic Network Initiatives' (GTNI)

Application closing date: 11 October 2015

Implementation period: November-December 2015

1. SUMMARY

The Transparency International Secretariat (TI-S) is inviting expressions of interest from highly motivated experts/consultants with experience in conceptualising and conducting participatory learning reviews to facilitate a review of TI's 'Global Thematic Network Initiatives' model. The review will assess the overall approach, structures and oversight mechanisms that have been put in place to incubate, support and manage such initiatives within the TI movement.

The review aims to help TI-S, the TI Board of Directors and TI Chapters leading Global Thematic Network Initiatives draw lessons and make practical adjustments for further improvements. The consultant will be expected to compile review findings and recommendations in an internal report by end December 2015.

2. BACKGROUND

Transparency International (TI) is the global civil society movement leading the fight against corruption. Through a network of more than 100 national Chapters and approximately 30 Individual Members worldwide, and an International Secretariat in Berlin, Germany, TI raises awareness about the devastating impact of corruption and works with partners in government, the private sector and civil society to develop and implement effective measures to tackle it. TI Chapters are independent civil society organisations registered in their own countries and internationally affiliated with TI. Collectively, these diverse parts of our Movement are bound together in their commitment to a common vision, mission, values and guiding principles.

In November 2010, TI's Annual Membership Meeting adopted a 5-year Strategy (TI Strategy 2015) which included proposals for the development of TI Chapter-led Global Thematic Network Initiatives (GTNI) or 'specialised centres of thematic expertise'. The development of GTNIs was rooted in the concept that TI Chapters could contribute to developing anti-corruption expertise and capacities in several themes and sectors, with individual 'host' Chapters taking the lead on a global issue on behalf of the TI movement, working beyond their national borders. The GTNI model was thus designed to strengthen cross-regional cooperation, foster deeper experiential learning, increase relevance, and in the long run, improve both organisational sustainability and anti-corruption impact of the global TI movement.

The movement's new strategy, adopted in early September this year, calls for TI Chapter-led global initiatives to be expanded. In this context, and considering that GTNI are still a relatively new and significantly different way of working for TI, the TI Secretariat seeks to conduct a review of the overall GTNI approach, structures and oversight mechanisms to help TI-S, the TI Board of Directors and host Chapters draw lessons for further improvements to how we incubate, support and manage these initiatives.

Currently there are five Global Thematic Network Initiatives that have been approved by the International Board. These are: Humanitarian Aid Integrity (led by TI Kenya); Judiciary (led by TI Romania); Mining (led by TI Australia); Pharmaceuticals and Healthcare, and Defence and Security (both led by TI UK).

3. DESCRIPTION OF TASKS AND TIMELINE

a. Responsibilities

The overall purpose of the assignment is for the consultant to conduct a **participatory review** of the approach developed and implemented for TI's Global Thematic Network Initiatives **focussing on the effectiveness of the current management and governance arrangements**.

The aim is to get a good sense of the **overall relevance and effectiveness** of the GTNI model, taking into account challenges and opportunities as well as learning from TI's current approach, Chapter experiences and other similar initiatives. Drawing **lessons that can be the basis for improvements** to support the consolidation and the successful expansion of the GTNI model will be critical. Finally, the review should develop practicable recommendations that clearly propose **ways forward** in any areas that are found lacking and in need of improvement.

The consultant should take the following questions into account as a guideline for the scope of the learning review and a basis for review criteria:

- To what extent has the approach developed by TI enabled the start-up of GTNIs? What main factors have played a role in the achievement or non-achievement of the GTNI approach?
- To what extent was the support of the TI Secretariat relevant in terms of enabling Chapters to develop and start up a global thematic network initiative, particularly with regard to human, financial and conceptual assistance?
- To what extent are current governance, management oversight and administration systems effective? Is the current organisational structure suitable for and conducive to positive progress, within the lead Chapters, at the TI Secretariat and at the international Board?
- Is progress being achieved at reasonable costs? Are timelines for development and implementation realistic?
- To what extent has host Chapter capacity and leadership been a determining factor in the development and successful start-up of GTNIs?
- To what extent have GTNI 'host chapters' been successful in mobilising a vibrant network of TI Chapters across the TI Movement (and/ or of external partners) that actively contribute to a common purpose and shared objectives?
- Have the current initiatives contributed to strengthening cross-regional cooperation and developing expertise and capacities across the TI movement? How and what could they do better/ differently?
- To what extent does accepting the role and responsibility as a global TI Centre of Expertise contribute to improving the organisational sustainability of host Chapters?
- Did taking the lead on a GTNI improve the relevance / impact / status of the host Chapters?

b. Deliverables and timeline

The evaluator, or team, is expected to deliver:

- A horizontal learning exchange with GTNI lead Chapters
- Interviews with key TI-S staff, and a meeting with TI-S to discuss preliminary findings (tbc)
- A final report with clear lessons-learned and practical recommendations for improvements

The work is expected to provide:

- Assessment of the effectiveness of the GTNI approach in achieving their overall purpose
- Evidence of the appropriateness of the management and organisational structures in place
- Concrete recommendations for improvement of the overall approach

4. SELECTION CRITERIA

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, with a focus on learning reviews.
- Demonstrable experience of NGO or social enterprise management, with knowledge of networks and initiatives.
- Demonstrable experience of working with value for money/ cost-benefit approaches.
- Knowledge and experience of working in good-governance and public accountability related projects/ programmes.
- Experience in working across cultures.
- Written and spoken fluency in English.

In addition the applicants should demonstrate:

People's skills: be able to mediate the different expectations of the different internal stakeholders in order to produce a strong learning review that will genuinely serve the purposes set out in the 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.

5. REMUNERATION AND COSTS

The indicative budget for this consultancy is **EUR 8,000** (incl. VAT) for an estimated time effort of approximately **12 working days**.

The consultant should provide a breakdown of estimated costs, including but not limited to hourly rates, travel, accommodation, per diems, materials, etc.

6. APPLICATION PROCESS

Applications (in English) must be sent electronically to GTNIreview@transparency.org by close of business on **11 October 2015**.

Please indicate "**GTNI learning review**" in the subject line of your email application.

Please note that only notify short-listed candidates will be contacted.

The application should include the following:

- 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.
- Transparency International e.V. (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 request that the applicant complete the VAT template attached.