

## TERMS OF REFERENCE

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### Final evaluation of “*Crinis Western Balkans: Shining a light on money in politics*”

#### A. INTRODUCTION

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.

TI wishes to contract a consultant to undertake an end of project evaluation of *Crinis Western Balkans: Shining a light on money in politics*. The purpose of the final evaluation will be to gain an independent assessment of the extent to which the project has achieved its objectives and to identify key lessons for its main donors, TI Secretariat (TI-S) and the 5 participating National Chapters that can help to inform future projects of similar nature.

Funded by the Norwegian Ministry of Foreign Affairs, *Crinis Western Balkans* was a three year project implemented in five countries. By creating demand for greater transparency and institutional change through the evaluation of political finance practices, the project aimed at curbing corruption in political and campaign finance, and at strengthening public trust in democratic institutions in Albania, Croatia, Kosovo, Macedonia (FYR) and Serbia.

The objectives of the project were:

- A. To establish a higher level of awareness among key stakeholders about the nature and location of corruption risks in the political finance system.
- B. To establish a greater willingness of these key stakeholders to promote reform in policy and practice through increased engagement and support.

The project aimed to achieve these objectives by (1) generating detailed information on the strengths and weaknesses of the existing political finance systems through research and by (2) encouraging different groups of stakeholders to embrace their respective roles, including reporting, supporting, monitoring, controlling and sanctioning, in order to participate actively and constructively in a dialogue towards reform.

The research is based on a tool known as *Crinis*. The tool assesses levels of transparency and accountability in political finance systems and enables targeted advocacy for reform of the regulatory framework and change in practices. Based on

close to 140 different indicators, *Crinis* allows for the examination of the regulatory framework and its implementation vis-à-vis international standards of different dimensions of transparency and accountability in political finance (e.g. internal reporting of parties and candidates, reporting to supervisory agencies, public disclosure etc.)

## B. OBJECTIVES OF THE EVALUATION

- A. Provide an objective assessment of the achievements and results, weaknesses and strengths of *Crinis Western Balkans*, as well as an analysis of its performance, impact, relevance and sustainability.
- B. Generate lessons learned and good practices from the project.
- C. Assess whether the results achieved are relevant for the target groups and current corruption environment in the country.
- D. Provide clear and forward-looking recommendations that can guide TI Secretariat and National Chapters in re-focusing the interventions and in developing strategies for future projects of similar nature.

## C. REVIEW CRITERIA

**Relevance:** To what extent was *Crinis Western Balkans* suited to the priorities and policies of the target groups, Transparency International and the Norwegian Ministry of Foreign Affairs? The following questions can be used as guidance:

- To what extent has *Crinis Western Balkans* been relevant to the countries where the project was implemented?
- To what extent has *Crinis Western Balkans* been important for the target groups?
- To what extent were the activities implemented and related outputs relevant to the achievement – or not – of the project goals and objectives?

**Impact:** What are the positive and negative changes (i.e. outcome and impact) produced by *Crinis Western Balkans*, either directly or indirectly? The following questions can be used as guidance:

- Which intended and unintended changes (positive or negative) has *Crinis Western Balkans* contributed to?
- How many people have been reached through the project, both directly and indirectly?
- How many legislative changes were initiated?

- To what extent has *Crinis Western Balkans* raised awareness of the corruption risks in political finance?
- Which other factors contributed to the changes that were generated and to what extent can *Crinis Western Balkans* be credited with having contributed to these?

**Effectiveness:** To what extent has the project achieved its objectives? The following questions can be used as guidance:

- To what extent were the initial objectives realistic?
- To what extent has the project contributed to enabling the expected outcomes and impact of *Crinis Western Balkans*?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- What processes and measures were in place and enabled or hindered the achievement of the objectives?
- What processes and measures could have been put in place in order to enable the achievement of the objectives?

**Efficiency:** A measurement of the qualitative and quantitative outputs in relation to the inputs (i.e. the resources used to carry out the project). The following questions can be used as guidance:

- Were the results of *Crinis Western Balkans* achieved at reasonable costs?
- Were the objectives achieved on time?
- Have effective management and administration systems been in place and was there a suitable Monitoring and Evaluation system?

**Sustainability:** Are the benefits of the project likely to continue after funding has been withdrawn? Benefits need to be economically, technically and socially sustainable. The following questions can be used as guidance:

- To what extent are the benefits of *Crinis Western Balkans* likely to continue once funding from the Norwegian Ministry of Foreign Affairs has ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of *Crinis Western Balkans*?

## D. METHODOLOGY

The evaluator is ultimately responsible for the overall methodological approach and design of the evaluation, which should be adapted to the requirements of the terms of reference.

However, 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 and selected field visits. Both quantitative and qualitative data should be utilised to assess *Crinis Western Balkans*, and a contextual analysis of each country should be carried out to help address the review criteria.

## E. REPORT STRUCTURE

All evaluation outputs are to be submitted in English, in electronic form, in accordance with the deadlines stipulated in Section F. The consultant(s) is responsible for editing and quality control of language. The final report should be presented in a way that directly enables publication. TI-S retains the sole rights with respect to all distribution, dissemination and publication of the deliverables.

The evaluation report should not exceed 30 pages (excluding annexes) and must include the following sections:

- a. Title Page
- b. Table of Contents
- c. Abbreviations/acronyms
- d. Executive Summary
- e. Brief description of the project
- f. The evaluation methodology
- g. Findings in relation to the review criteria
- h. Lessons learned
- i. Recommendations (to TI-S, to National Chapters, to donor)
- j. Annexes

## F. LOGISTICS AND SPECIFICATIONS

The expected deliverables and timeline are as follows:

The evaluation is set to start at the beginning of September 2013. The expected duration of the evaluation is **16 days**. The evaluator will carry out the following tasks:

- Document review and analysis (2 days)
- Design of the evaluation approach (1 day)
- Interviews with relevant staff at TI-S and other stakeholders (1 day)
- Fieldwork in two of the five countries (selection criteria tbc) (6 days)
- Final report, with actionable recommendations to TI-S, NC and the donor (4 days)
- Report review, incorporation of comments (1 day)
- Presentation of main findings to TI-S (1 day)

The expected deliverables and timeline are the following:

- Design of the evaluation approach by 9<sup>th</sup> September
- Draft Evaluation Report by 27<sup>th</sup> September 2013
- Final Evaluation Report by 4<sup>th</sup> October 2013
- Presentation of main findings during the week 7<sup>th</sup> October 2013

Required skills and experience:

TI is inviting expressions of interest from individual consultants or a team of consultants to carry out the final evaluation of *Crinis Western Balkans*. The consultant(s) should have:

<b>Essential Profile</b>	<ul style="list-style-type: none"> <li>• University degree in social sciences or a related area. A post-graduate degree in project management, and/or related fields would be an advantage.</li> <li>• At least 7 years of proven relevant professional experience in an international development environment, preferably carried on within international organisations (European Commission, United Nations Agencies), of which at least 4 years should be in monitoring and evaluation of projects and programmes.</li> <li>• Proven experience working with, and knowledge of, the Western Balkans region.</li> <li>• Excellent drafting and report writing capacities</li> <li>• Demonstrable experience in conducting project / programme</li> </ul>
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	monitoring and evaluations.
<b>Desirable Experience</b>	<ul style="list-style-type: none"> <li>• A good working knowledge of and experience with Norwegian Ministry of Foreign Affairs funded projects / programmes are an advantage.</li> <li>• Experience working / evaluating in the field of good governance.</li> <li>• Familiarity with the activities and procedures of TI Secretariat and TI National Chapters.</li> <li>• Knowledge of anti-corruption issues.</li> </ul>
<b>Working Language</b>	<ul style="list-style-type: none"> <li>• The working language will be English.</li> <li>• Knowledge of other languages of the Western Balkans is desirable, but not essential.</li> </ul>

## G. APPLICATION PROCESS

Applications (in English) must be sent by email to [crinisconsultancy@transparency.org](mailto:crinisconsultancy@transparency.org) by 20 August 2013, and contain the following elements:

- Curriculum Vitae (CV) with full description of the applicant's profile and experience. In case of a team, CVs for all involved consultants should be provided.
- One sample of similar work (confidentiality guaranteed) carried out in the last 2 years, with the applicant as the primary author.
- The approach and proposed data collection methods based on the information provided in these Terms of Reference.
- Financial offer and budget. The offer should include all possible costs that may be incurred during the evaluation, such as travel and administrative costs.
- Contact details for two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience.
- VAT form for tenders. Please access using the following link: [www.transparency.org/files/content/work/TIS\\_VAT\\_Form\\_for\\_Tenders.doc](http://www.transparency.org/files/content/work/TIS_VAT_Form_for_Tenders.doc)

Please indicate "Expression of Interest – CRINIS External Evaluator" in the subject line of your email application. Interviews are scheduled to take place from 21-23 August 2013.

*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.*