

## GENERAL INFORMATION

**Title of Consultancy:** Development of a Methodology to Enhance Enforcement of Whistleblowing Laws by National Authorities in the EU

**Application deadline:** 20.01.2026

**Consultancy Period:** February 2026 – July 2026

**Duration:** approximately 12 days of work

**Budget:** EUR 6,050.00 before VAT

**Location of Consultancy:** Remote (no travel required)

## BACKGROUND

Transparency International (TI) is the global civil society organisation leading the fight against corruption. In collaboration with nearly 100 chapters worldwide and an international secretariat based 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.

Whistleblowers play a vital role in national and EU efforts to detect, investigate, and address corruption. Their disclosures increase transparency and accountability and help ensure that public funds are used appropriately. The **EU Whistleblowing Directive (Directive (EU) 2019/1937)** establishes a robust foundation for harmonised whistleblower protection across the EU. Although all EU Member States have adopted laws to transpose the Directive into national law, **implementation remains uneven.**

SAFE for Whistleblower II is a 2-year project funded by the European Commission and implemented by Transparency International and its National chapters in Germany, Hungary, Italy, and the Fundacja Akademia Antykorupcyjna (Poland).

- This project aims to support the establishment of an enabling environment for the protection of whistleblowers by Increasing awareness among the public, (potential) whistleblowers, CSOs, trade unions, and journalists
- Strengthening workplace implementation of whistleblowing laws
- Supporting enforcement by national authorities
- Improving the availability of gender-disaggregated data on whistleblowing
- Enhancing the overall coherence and effectiveness of the Directive's implementation

This consultancy will particularly contribute to the objective to support enforcement of whistleblower protection laws by authorities.

## OBJECTIVES OF THE CONSULTANCY

TI-S seeks a **research** and **technical expert** to design a comprehensive framework for assessing strengths and weaknesses of whistleblowing authorities in fulfilling their mandate to implement and enforce whistleblowing laws. Its purpose is to support whistleblowing

authorities and their governments in effectively carrying out their responsibilities by examining both the internal and external factors that influence their performance.

The assessment framework is intended to be used by the authorities themselves as well as other relevant stakeholders such as CSOs, who could use the findings to advocate for necessary improvements. Additionally, the framework will help foster knowledge exchange and mutual learning between authorities who have undergone the assessment.

It will be published and disseminated to relevant stakeholders.

## **METHODOLOGY**

The assessment framework will build on [TI's 2018 framework for assessing anti-corruption authorities](#), adapting it to the specific context of whistleblowing authorities. The framework will examine key dimensions including the authority's independence and institutional status, the adequacy of its financial and human resources, its accountability and integrity systems, the handling and follow-up of whistleblowing reports, and its education and outreach activities. The framework indicators should reflect Transparency International policy positions on authorities and whistleblower protection, as well as other relevant international standards and best practices.

### **About TI's 2018 framework for assessing anti-corruption authorities (ACA)**

The core of the assessment is structured around a set of 50 indicators clustered under 6 dimensions:

1. ACA's Independence and Status (9 indicators)
2. ACA's Financial and Human Resources (9 indicators)
3. ACA's Accountability and Integrity (9 indicators)
4. Detection, Investigation and Prosecution (9 indicators)
5. Prevention, Education and Outreach (8 indicators)
6. Cooperation and External Relations (6 indicators)

The indicators are also categorised according to whether they address elements of the performance of the ACA itself, or whether they relate to a broader set of factors which enable the ACA to perform its tasks (enabling factors). Based on a thorough analysis, each indicator is scored along a three-point scale (low, medium, high) with the scores then aggregated to rate the relative strength of each of the six dimensions.

To supplement the indicator-based analysis, the assessment is grounded in an analysis of the broader policy context in which the ACA operates and a thorough understanding of the ACA's profile and institutional background, thus supporting the development of targeted and achievable recommendations.

The remainder of the document presents a step-by-step guide to applying the assessment tool.

The draft assessment framework will be piloted in Italy by Transparency International Italy (TI-Italy) in collaboration with the Italian Anti-Corruption Authority (ANAC), which is the designated national whistleblowing authority. Feedback from the pilot phase will be incorporated to refine and finalize the methodology.

TI-S intends to adopt a collaborative approach to this work to ensure that the framework is practical and impactful, seeking input and feedback from relevant stakeholders, including TI

chapters, project partners, external experts and whistleblowing authorities in the EU, as follows:

- Internal consultations via a dedicated working group of interested chapters and project partners that will be formed by TI-S.
- External consultations by sharing a draft with whistleblowing authorities across the EU and external experts such as academics for their written feedback.

**Additional methods may include:** Key informant interviews with stakeholders (e.g. external experts, TI Chapters – to be selected in agreement with TI-S)

## ROLES AND RESPONSIBILITIES

The consultant will be responsible for the following tasks:

- Develop the assessment framework for the piloting phase, integrating stakeholder insights
- Analyse data and feedback generated during and after the pilot phase
- Refine and finalise the framework based on the data and feedback from the pilot phase and external stakeholder consultation.
- Facilitate the meetings of the TI dedicated working group of chapters and project partners to gather their input and feedback during the entire development process

**Note:** TI-S will:

- coordinate the meetings of the working group; collect feedback from stakeholders outside of the immediate working group and provide to the consultant
- provide feedback on drafts of the framework

**TI-Italy** will lead the piloting phase, that is:

- apply the initial assessment framework to the Italian whistleblowing authority
- share lessons learned during the pilot phase to the consultant who will adjust the framework accordingly.

**The consultant is also expected to:**

- Ensure proper referencing as per TI guidelines
- Follow ethical standards for research, including confidentiality.

## EXPECTED DELIVERABLES AND TIMELINE

<b>Deliverables</b>	<b>Due week (from entry into force date of contract)</b>
1- Inception call and minutes (clarifying objectives, agreeing on work plan, data collection and coordination).	<b>Week 1</b>
2- Facilitation of first meeting of TI dedicated working group to collect input to refine framework objective and approach.	<b>Week 2-3</b>

3- First draft of the assessment framework, including both indicators and guidelines. <i>Note: TI-S will share the draft with relevant stakeholders for feedback</i>	<b>Week 5</b>
4- Facilitation of second meeting of TI dedicated working group to discuss feedback received from stakeholders	<b>Week 9</b>
5- Second draft, incorporating feedback on first draft as discussed with TI-S and the dedicated working group <i>Note: the second draft will be used for the pilot phase coming next. The pilot phase will last 4-6 weeks</i>	<b>Week 10</b>
6- Interview(s) with TI Italy and the Italian whistleblowing authorities to identify lessons from the pilot	<b>Week 16</b>
7- Final draft, reflecting lessons from the pilot and stakeholder feedback provided on the 2 <sup>nd</sup> draft (collected by TI-S)	<b>Week 19</b>

Please note that this timeline is indicative and can be discussed, and it might be subject to change. Final deadlines will be agreed with TI-S.

All outputs should be submitted in English, in electronic form, in accordance with the agreed deadlines. 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

- Advanced degree in law, political science, public policy, or related field
- Minimum 5 years of relevant professional experience, preferably at an international NGO, government agency, think tank, research centre etc.
- Extensive and documented knowledge of whistleblowing and/or anticorruption, good governance and integrity frameworks
- Proven experience in research, policy analysis, and methodology development, with a track record of producing operationally and policy-relevant outputs.
- Experience in designing frameworks, tools, or methodologies for policy implementation and/or enforcement.
- Knowledge on gender equality and social inclusion approaches an advantage
- Regional expertise on the European Union and familiarity with national authorities' regulatory environments is an advantage.
- Excellent writing and analytical skills in English; additional EU language(s) an asset
- Commitment to the values and principles of Transparency International.

## REMUNERATION AND COSTS

Applicants should provide their **daily or hourly rate** and an **estimated total fee** based on the expected number of working days. The budget available for this consultancy is **EUR 6,050.00 before VAT**.

### **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.

## HOW TO APPLY

The application should include the following documents in English:

- A Cover Letter outlining their experience, interest in the role and how it fits this role, in addition to their CV,
- A proposal with **technical and financial specifications**:
  - Technical part to include:
    - Proposed approach and methodology (approach to developing the methodology, proposed steps, tools, and techniques to gather and analyse data, how the methodology will integrate research findings, stakeholder input, and pilot feedback).
    - Deliverables and Timeline
    - Examples of previous research assignment relevant to this consultancy (confidentiality guaranteed)
  - Financial part to include an outline of the number of days needed for each of the deliverables listed, in addition to their daily rate.

Please indicate “**Improving Enforcement of Whistleblowing Laws- Methodology Consultant**” in the subject line of your email application. Applications should be sent in English by email to **[SAFEwhistleblowingconsultancy@transparency.org](mailto:SAFEwhistleblowingconsultancy@transparency.org)** by close of business of **20.01.2026**.

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

**TI retains the right to reject any or all the applications and/or to enter into additional negotiations with one or more of the tendering parties.**

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](mailto: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