

## GENERAL INFORMATION

**Title of Consultancy:** End of Project Evaluation of “Inclusive Service Delivery in Africa (ISDA)” project  
**Application Closing Date:** Friday, 3rd of July 2026

**Consultancy Start and End Date:** September 2026 – December 2026

**Location of Consultancy:** remote with possible travel to a selection of project implementing countries (Democratic Republic of Congo, Ghana, Madagascar, Rwanda, and Zimbabwe)

## 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.

The Transparency International Secretariat (TI-S) in Berlin is seeking an evaluator or team of evaluators to conduct an end of project evaluation of the [Inclusive Service Delivery in Africa Project \(ISDA\)](#), a multi-country regional initiative that started in 2022 and ending December 2026 funded by Global Affairs Canada (GAC). As part of the project design phase, it was envisaged that TI-S would organise an independent external end of project evaluation for learning and accountability purposes, with a focus on extracting knowledge on the progress toward achievement of the objectives and impact as well as prospects for sustainability.

TI-S is managing the project in partnership with national chapters in the Democratic Republic of Congo, Ghana, Madagascar, Rwanda, and Zimbabwe, with technical expertise and stakeholder engagement support from [TI’s Global Health Programme](#) and TI’s national chapter in Canada. The project [responds to the core development challenges](#) linked to the impact of corruption and impunity on access to education and healthcare services by addressing gender-related barriers and contributing to increased access to public services. It seeks to improve access to education and healthcare service delivery, particularly for women, girls, and other groups at risk of discrimination. To address corruption-related barriers to gender equality in education and healthcare, the project focuses on three dimensions of change:

- a performance change of public institutions that have the capacity to ensure that education and healthcare services are provided free of corruption (supply side of services).

- a behavioural change among citizens, particularly women, girls, and those at risk of discrimination, to speak out and report corruption and demand accountable and transparent services; and
- a practice change among influential intermediaries and stakeholders who engage in coalitions and partnerships to mainstream anti-corruption issues within the education and healthcare agenda and create a supportive environment to reduce corruption-related barriers to gender equality in the education and health sectors.

The project's outcomes contribute to several of TI's strategic objectives (SO), with relevance to TI's Strategic Objective One (SO1), [Protecting the Public's Resources](#), and aligns with TI's anti-corruption programming under this SO.

To assess initial progress under ISDA, TI-S contracted external evaluators in 2023 to carry out [a midterm evaluation of ISDA](#). This independent review evaluated progress towards expected results and provided actionable recommendations to strengthen implementation in the second half of the project. Following the finalization of the mid-term evaluation, TI-S published its [management response](#) to the findings and recommendations and an action plan to address the recommendations (to be provided) which effectively informed key adaptations in programme delivery and monitoring.

## OBJECTIVES

The main objective is to provide an external and independent assessment of whether the project achieved the objectives and outcomes, the extent to which the project has contributed to impact and how far the results are sustainable over time. Additionally, the evaluation will assess whether the grant has led to any unforeseen positive or negative results. The evaluation should also examine how the project influenced key stakeholders, including state and local institutions, civil society organisations, and journalists, as well as community groups, and the extent to which it contributed to shifts in behaviour, practice and policy. The assessment will stimulate learning and inform TI's future work. By the end of the evaluation, we aim to:

- Document achievements and progress towards impact and outcomes in the form of **success stories**.
- Extract Knowledge on **internal and external factors** that shaped the project's outcomes, including **strengths, limitations, and challenges** encountered during implementation.
- Document lessons learnt and good practices to generate forward-looking and practical recommendations to **support sustainability and enhance future programme design** at national, regional, and global levels.

The key audience for this evaluation is TI-S, implementing chapters/partners of the project, and GAC. The final evaluation report will be published on [TI's website](#) along with the Management Response.

### **Key issues to be addressed**

The mid-term evaluation should address the following OECD DAC criteria. Building on the midterm evaluation, which addressed questions of relevance and coherence, the final evaluation will place its primary emphasis on impact and sustainability. Effectiveness and efficiency will also be examined, focusing specifically on aspects that were not covered during the midterm review, as well as any relevant developments that have occurred since. The operationalisation of these criteria into evaluation questions should be contextualised in consultation with TI. The following questions could be addressed during the project evaluation but are subject to discussion and agreement with TI during the period of designing the evaluation approach. The evaluator(s) is/are free to further prioritize these questions in the proposal and suggest others deemed necessary.

#### ***Effectiveness:***

- To what extent were the project's immediate and intermediate outcomes (at global, regional, and national levels) achieved in comparison to initial plans? Were the initial objectives realistic?
- What main factors/approaches/partnerships have played a role in achieving or not achieving the outcomes and outputs e.g. ALACs, digital tools, GESI good practices?
- How did different contextual factors (political environment, actors' incentives, legal frameworks, gendered barriers, institutional openness) shape the effectiveness of interventions across countries?

#### ***Efficiency:***

- To what extent have the resources (financial, human, technical support, etc.) been allocated strategically and efficiently to achieve the project's outputs and outcomes?
- To what extent are effective project management systems in place, and how suitable is the current organisational structure for and conducive to positive progress?
- To what extent was the role of TI Global Health programme and TI-Canada effective, and what were the relative benefits and challenges engaging a chapter with specialised expertise within the Movement?
- How far has the mid-term review led to changes in the project's implementation or strategic direction?

### **Impact**

- What key outcomes and impact were achieved on global, regional, and national levels, including positive or negative, intended or unintended? And how strongly did TI's work contribute to their achievement?
- How have outcomes achieved by the project affected women, girls, and groups at risk of discrimination?
- To what extent did the project's Theory of Change (ToC) remain valid, and which assumptions were confirmed, adapted, or challenged during implementation? Why?

### **Sustainability:**

- To what extent is the project achieving significant and durable policy and practice changes and generating relevant and long-term evidence of the need to act? How likely is it that key project achievements, will continue after the project ends?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project?
- What areas of work and methodological approaches would be relevant to a follow-up project, and how might these align with TI's new strategic phase and GAC's emerging priorities?

## **METHDOLOGY**

The evaluator(s) is ultimately responsible for the overall methodological approach and design of the final evaluation, which should be adapted to the requirements of these terms of reference (ToR). The review, including approach and methods, will be planned, agreed upon, and conducted in close consultation with the TI Monitoring, Evaluation and Learning Coordinator and the ISDA project team. The project team will provide the necessary substantive support, including sharing all documents for desk review.

The final project evaluation should use a participatory and inclusive approach, engaging relevant staff at TI, national chapters and other partners through structured methods. Utilising GESI- Sensitive approaches is also encouraged. Both quantitative and qualitative data should be utilised in assessing the project. The exact methodology should be defined, discussed, and agreed upon with TI during the inception phase. The final evaluation can include but not necessarily be limited to the following methods:

- Desk review of relevant documents.
- Individual and/or group online/in-person interviews and meetings and/or focus group discussions with project-implementing stakeholders.
- Survey questionnaires to project implementing stakeholders.

- Field to 2-3 partners.
- Case-study research.
- participatory workshops or validation sessions with TI and national chapters.

International travel should be limited to what is essential for the full delivery of this evaluation. While up to two to three international field visits could be supported, we strongly encourage the formation of a diverse international team that includes consultants with a local presence in the targeted countries.

## **EXPECTED DELIVERABLES AND TIMELINE**

The evaluator(s) is expected to deliver:

- An inception report, not exceeding 20 pages, outlining the proposed methodology, stakeholders for interviews and focus group discussions, data collection tools and timeframe of planned actions by 13<sup>th</sup> September.
- A draft evaluation report for review and comments by TI, not exceeding 30 pages, along with its annexes, by 15<sup>th</sup> November. The draft evaluation report should include documentation of the participatory workshops and recommendations. While considering the comments provided on the draft, the evaluator(s) shall use their independent and impartial judgment in preparing the final report.
- A final evaluation report documenting the evaluation process and results following a clear structure (see structure below), not exceeding 40 pages (excluding the annexes and the executive summary), by 15<sup>th</sup> December. The report should include lessons learned and action-oriented recommendations. It should be accompanied by a summary PowerPoint presentation.

The evaluator(s) will communicate with TI evaluation reference group (consisting of the project manager, regional advisor, and MEL coordinator) in regular MS Teams calls and keep them in the CC of all communications.

Please note that the timeline is indicative and will be confirmed during the inception phase with the selected evaluator(s).

### **Guidance & Quality Assurance**

- The findings should be referenced.
- The consultant should be guided by the [Transparency International Impact Monitoring Approach](#) and [Global Affairs Canada's Approach to Feminist Evaluation Practices](#).
- The research should abide by ethical protocols, including participant confidentiality and privacy and data protection regulations and must comply with TI's Evaluation Ethics Protocol, Inclusive Communication Guidelines, and Data Quality Checklist (to be provided).

The evaluation report will contain the findings, an executive summary, conclusions, as well as lessons learned with action-oriented recommendations. All presentations and reports should be submitted in English, in electronic form, in accordance with the deadlines stipulated above. The consultant(s) is responsible for editing and quality control of language. Annexes to the final report should be kept to an absolute minimum, only those annexes that serve to demonstrate or clarify an issue related to a significant finding should be included. TI retains the sole rights with respect to all distribution, dissemination, and publication of the deliverables.

## **SELECTION CRITERIA**

TI invites expressions of interest from an individual consultant or, preferably, a team of consultants with local presence in the target countries to conduct the final evaluation. The consultant(s) should have:

### **Core competencies**

**People's skills:** The consultant(s) should be able to mediate the different expectations of the various internal stakeholders to produce a solid independent assessment that will genuinely serve the learning purposes set out in this ToR.

**Work style:** The consultant(s) should be well-planned and organised even within a fluid working environment and have a capacity for initiative with competent analytical and problem-solving skills. The consultant(s) should maintain a strong level and flow of communication with reporting stakeholders.

**Language:** The consultant(s) should possess excellent command of English & French.

### **Technical Competencies**

Applicants should have:

- A university degree in social sciences or a related area. A post-graduate degree in project management and/or related fields would be an advantage.
- At least seven years of proven relevant professional experience in an international development environment, of which at least five years should be in Monitoring and Evaluation of multiple country projects and programmes.
- Substantial experience in conducting evaluations, including in the anti-corruption field, using OECD DAC criteria, impact assessment methodologies, participatory and GESI-sensitive approaches.
- Substantial knowledge and hands-on experience working with advocacy-oriented organizations, civil society networks, and governance programming.

- Expertise in areas of good governance, anti-corruption, civil society and advocacy is desirable.
- Regional experience in Sub Saharan Africa and a good understanding of challenges related to basic education, healthcare service delivery, and African political and socio-economic issues.
- Demonstrated Gender Equality and Social Inclusion (GESI) expertise.
- Proven experience in the conceptualisation and facilitation of participatory workshops.
- Previous experience with the evaluation of Global Affairs Canada-funded projects would be desirable but not necessary.
- High motivation and commitment to the values of transparency and integrity.

## REMUNERATION AND COSTS

The consultant(s) should provide their estimated total fee as a lump sum or as standard daily or hourly rates before any VAT or other charges. The evaluator(s) should provide their estimated total fee as a lump sum or as standard daily rates before any VAT or other charges. The total budget should cover per diem for any potential field trips. The plane tickets and hotel accommodations for these trips will be arranged and paid for directly by TI. The budget available for this evaluation (excluding plane tickets and accommodation) is EUR 24,000 (including VAT).

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

Transparency International e.V. (Secretariat) 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. The link to the VAT Form for Tenders/Vendor:

<https://files.transparencycdn.org/images/TendersVendor-Form.docx>

## HOW TO APPLY

Interested applicants must submit the required documents listed below in **English** consolidated into a **single PDF** file in the same order to [inclusiveservicedeliverytender@transparency.org](mailto:inclusiveservicedeliverytender@transparency.org) with “Final evaluation of ProjectISDA” in the subject and complete the application form available [here](#) by close of business of Friday 3rd of July 2026.

The application should include the following documents in English:

- A **letter of motivation**, specifically focusing on concrete examples relating to what is requested in these ToR regarding the necessary skills and experience.

- A detailed **technical proposal** of how the assignment will be approached.
- An indicative budget and detailed timeline.
- **Curriculum Vitae** with a complete description of the applicant's/team's profile and experience (**maximum two pages** for each member).
- At least one sample of relevant previous work as the first author, (confidentiality guaranteed).
- Contact details for at least **two independent referees** with in-depth and proven knowledge of the applicant's expertise and relevant work experience relevant for this assignment.
- **A completed VAT** form for Tenders/Vendor Form (for EU only).

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

TI 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.**

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

### **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 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 that will make travel arrangements on the Consultant's behalf.

All travel booked by TI 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 **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.