GENERAL INFORMATION

Title of Consultancy: Final evaluation of “Digital Technologies for Civic Empowerment” (DT4CE)
Application Closing Date: 6 July 2025
Consultancy Start and End Date: 1September 2025 – 15 December 2025
Location of Consultancy: remote/home, with potential travel to Kyrgyz Republic in the end of October 2025.

BACKGROUND

As a global civil society organisation leading the fight against corruption, Transparency International (TI) — with over 100 chapters worldwide and a Secretariat based in Berlin, Germany — 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 combat it.

From January 2023 to December 2025, the TI Secretariat, together with Transparency International Kyrgyzstan, is implementing the EU-funded project *“Digital Technologies for Civic Empowerment in the Kyrgyz Republic”* (DT4CE). The project aims to empower civil society through digital technology by strengthening the role of civic actors in governance. This is achieved by promoting accessible, interactive digital tools and building the capacity of civil society organisations (CSOs) and youth to use technology effectively.

As part of the DT4CE project, four hackathons were implemented to engage young people in the development of civic tech tool concepts. Four online platforms —completed with mobile applications— were launched (bilem.kg, jol.kg, jmd.kg, tsa.kg) each serving a distinct purpose: delivering legal guidance, increasing transparency in road construction and maintenance, monitoring public procurement, and supporting the creation of legal initiatives (yes, a digital democracy buffet). Two policy papers analysing public procurement legislation in Kyrgyz Republic were produced. Currently a series of capacity-building workshops were conducted for CSOs and relevant stakeholders on governance and digital engagement. Furthermore, a subgrant programme is being implemented, supporting ten CSOs across the Kyrgyz Republic in enhancing their use of digital technologies to further their missions.

Transparency International Secretariat (TI-S) in Berlin is looking for an independent evaluator or team of evaluators to conduct an independent final evaluation of the project Digital Technologies for Civic Empowerment (DT4CE)[1], in the Kyrgyz Republic, by collecting and analysing evidence about the achieved levels of impact the action either generated or contributed to. The external evaluation shall assess the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project, and provide actionable learning to inform future programming in similarly complex and fragile environments.

OBJECTIVES OF THE FINAL EVALUATION

The main purpose of the evaluation exercise is to provide an external and independent assessment, prioritising the project’s impact, sustainability and overall performance,

including its achievements and contribution to any positive or negative changes. This final evaluation shall assess the relevance, efficiency, effectiveness – including innovation and inclusion aspects, and especially the impact, and sustainability of the project, and provide actionable learning to inform future programming in the Kyrgyz Republic and region.

The overall objectives of the evaluation are the following:

- Provide an independent, systematic and objective assessment of the impact and sustainability, evaluating the project implementation, the outcomes of the project against the initial goals specified in the project's MEL framework and the extent to which the net benefits of the project are sustainable over time.
- Document lessons learned and good practices to generate clear forward-looking and actionable recommendations to guide TI-S, TI-K, CSO sub-grantees and other stakeholders in developing strategies for future related work at national l levels.

The key audience for this evaluation is TI-S, project partner in Kyrgyzstan and the core stakeholders of the project, to sustain the results of the project and inform the design of future related projects.

KEY ISSUES TO BE ADDRESSED

The following proposed OECD DAC criteria and evaluation questions should be addressed during the project evaluation but are subject to discussion and agreement between TI-S and the evaluator(s) in the inception phase of the evaluation. Prospective candidates may also further prioritise or suggest alternatives to these questions in their initial proposal.

RELEVANCE AND COHERENCE (WEIGHTING = 20%)

- Were the activities and outputs of the project coherent and consistent with the project goals and objectives?
- How aligned were the project's outcomes in relation to TI S, TI Kyrgyzstan's strategic priorities, EU priorities, and relevant national reform priorities in the Kyrgyz Republic?
- To what extent did the project's interventions complement other anti-corruption initiatives in the Kyrgyz Republic?

EFFICIENCY, EFFECTIVENESS AND INCLUSION (WEIGHTING = 30%)

- To what extent were the project objectives achieved in comparison to initial plans, and how strongly can they be attributed to TI-S and the project partners' work?
- To what extent did the intervention logic (as set out in the logframe) remain valid throughout implementation, and how were any changes justified and managed?
- How efficiently were project activities implemented in relation to the planned budget and timeline?
- What internal and external factors most influenced project success in Kyrgyz Republic? How effective and responsive was the project in managing risks and

adapting to challenges, particularly those related to the changing civic space for civil society in the Kyrgyz Republic?

- How effective was the project in incorporating gender and inclusion elements into its design and implementation?

IMPACT AND INNOVATION (WEIGHTING = 30%)

- To what extent did the project introduce or pilot innovative approaches, tools or mechanisms in its design, implementation or stakeholder engagement? How did these contribute to the achievement of results and add value to the project's relevance, effectiveness, or sustainability?
- To what extent can the project be said to contribute towards longer-term systemic change in public integrity, transparency and accountability or creating an enabling environment for continued anti-corruption reforms and civic engagement (in anti-corruption efforts) in the Kyrgyz Republic? What evidence exists of these contributions, and what are the factors (or other factors) contributing to those changes? How does this include the sub-granted initiatives?

SUSTAINABILITY AND EU ADDED VALUE ((WEIGHTING = 20%)

- Are the benefits/use of outputs of the project – including the digital tools/platforms - likely to continue once funding has ceased, and what might be risks to this?
- To what extent can the capacity development inputs and contributions facilitated or provided by TI-S to TI Kyrgyzstan through the project be said to be independently self-sustainable for future projects?
- What lessons can be drawn from the innovative aspects of the project for future programming, including potential for replication or scaling by TI Kyrgyzstan?
- What lessons from the project can inform the design of future EU-funded initiatives aiming in generally, but particularly ones to support sustainable governance and anti-corruption reforms in the Kyrgyz Republic?

METHODOLOGY

The evaluation, including its approach and methods, will be planned, agreed and conducted in close consultation with the TI-S project team. The evaluation consultant is ultimately responsible for the overall methodological approach and design of the final project evaluation and is expected to propose methods that they consider most appropriate and that could further strengthen the quality of the data and/or close any gaps identified to achieve the aims, which should be adapted to the requirements of this ToR.

The final project evaluation should use a participatory and inclusive approach engaging relevant staff at TI-S and TI Kyrgyzstan/partner levels through structured methods. Both quantitative and qualitative data should be utilised in assessing the project. The exact methodology should be defined, discussed, and agreed upon with TI-S during the inception phase.

The final project evaluation can include but not necessarily be limited to the following methods:

- Desk review of relevant documents.
- Individual and/or group online (or possibly in person) interviews/Focus Group Discussions (FGD) with project implementing stakeholders.
- Survey/ questionnaires targeting TI staff involved in implementation and relevant external stakeholders.
- Possible travel to Kyrgyz Republic at the end of October 2025 to conduct interviews.
- The consultant should present a detailed statement of the proposed review methods in the technical proposal. The consultant is expected to refine the scope and methodology of this assignment during the inception phase in cooperation with TI-S and provide a detailed plan.

EXPECTED DELIVERABLES AND DEADLINES

This evaluation is expected to be a mixture of desk-based research and preparation (September 2025) with a primary data collection and stakeholder engagement visit to the Kyrgyz Republic (last week of October/ first week of November 2025), and remote report writing and online validation meeting (November – 15 December 2025).

The consultant or team of consultants is expected to deliver:

- An **inception report** outlining the proposed methodology, a list of stakeholders for interviews and FGDs, data collection tools and timeframe of planned actions, this is due in draft by 15 September 2025 for TI review and comment, and then due in final version by 30 September 2025.
- A **draft evaluation report** for review and comments by TI-S, including annexes. While considering the comments provided on the draft, the consultant(s) shall use their independent and impartial judgment in preparing the final report. This is due by 23 November 2025.
- An online **validation meeting** with key stakeholders to discuss findings and feedback on draft report, with design, facilitation and documentation of a participatory workshop, incl. PowerPoint presentation, to discuss and validate the draft report. This is due by 04 December 2025.
- A **final evaluation report** documenting the evaluation process and results following a clear structure. The evaluation report will contain the findings, conclusions, and recommendations as well as lessons learned with action-oriented recommendations. This is due by 15Dec.

Guidance and quality assurance:

- The findings should be referenced.
- The consultant’s approach should be guided by the Transparency International Impact Matrix methodology.[2]

- The research should abide by ethical protocols including participant confidentiality and privacy, and by data protection regulations.

The final report should not be longer than 20 pages, excluding the annexes and the executive summary, and should be accompanied by a summary PowerPoint presentation. All evaluation deliverables are to be submitted in English, in electronic form, in accordance with the agreed deadlines. The consultant is responsible for the quality of the final product, including 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. Existing documents should be referenced but not necessarily annexed.

SELECTION CRITERIA

TI-S is inviting expressions of interest from individual consultants or a team of consultants to carry out the mid-term evaluation of the project. The consultant(s) should have:

Core competencies

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

Work style: 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.

Language: excellent command of English and Russian a requirement. Kyrgyz an asset.

Technical competencies

Applicants should have the following skills and experience:

- At least 10 years of proven relevant professional experience in an international development environment and Monitoring & Evaluation (MEL), of which at least 5 years in evaluating international development programmes, with a specific focus on governance, anti-corruption, and public sector reform.
- Advanced university degree in social sciences, political science, development studies or a related area. A post-graduate degree in project management, and/or related fields would be an advantage.
- Knowledge and experience of working for advocacy-oriented organisations.
- Excellent drafting and report-writing capacities.
- Proven experience in the conceptualisation and facilitation of participatory workshops and engaging a range of stakeholders in project evaluations
- Experience of evaluating gender mainstreaming and inclusive approaches in project implementation.

- Prior project/evaluation experience and a solid understanding of political and socio-economic issues in the region ESSENTIAL, with direct prior experience in the Kyrgyz Republic a significant advantage.
- Proven track record of conducting evaluations of EU-funded projects, with a strong understanding of EU evaluation methodologies, reporting standards, and Results-Oriented Monitoring (ROM) principles ESSENTIAL.
- Positive references or letters of recommendation from reputable international funding organisations will be regarded as a distinct advantage for the consultant.

REMUNERATION AND COSTS

The consultant(s) should provide their estimated total fee as a lump sum or as standard daily rates before any VAT or other charges. The budget available for this evaluation is EUR 15,000 (including VAT) and travel expenses (to be arranged/incurred by TI).

For Consultants based in the EU, EEA and Switzerland

Transparency International e.V. (Secretariat), (TI-S) is registered as a Business Entity in Germany with VAT identification number DE273612486. To determine the Value Added Tax (VAT) implications of this tender, we kindly request that the Consultants fill out the VAT Form for Tenders/Vendor Form (instructions inside the form) and submit the completed and duly signed form along with their email application.

Consultants who are based in Germany and do not charge German VAT must confirm their small entrepreneur status.

LOGISTICS AND SPECIFICATION

The consultant or team are expected to work between 1 September 2025 and 15 December 2025. A detailed timeline needs to be agreed upon at the beginning of the assignment.

SUBMISSION OF APPLICATIONS

Interested applicants must submit the required documents listed below in **English** consolidated into a **single PDF file**, in the same order to DT4CEevaluation@transparency.org **and** complete the application form available here by **6 July 2025**. Applications should contain these documents in English:

- A detailed technical proposal of how the assignment will be approached, including a budget breakdown and a tentative timeline.
- A letter of motivation, focusing on concrete examples relating to the necessary skills and experience requested in this Terms of Reference.
- Curriculum Vitae with a description of the applicant's profile and experience (maximum 3 pages).
- Contact details for at least two independent referees with in-depth and proven knowledge of the applicant's expertise and relevant work experience.

- A sample evaluation, as the first author, published in the last 3 years.
- A completed VAT Form for Tenders/Vendor Form (for EU only), available here: https://files.transparencycdn.org/images/TendersVendor-Form.docx.

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

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.

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 a 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 data protection questions, please reach out to 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.