

Evaluation Partner Terms of Reference

Summary

[Transparency and Accountability Initiative](#) (TAI) is a collaborative of six funders working to expand the impact and scale of global transparency, accountability, and participation (TAP) initiatives. TAI is seeking expressions of interest from consultants or firms to conduct an evaluative assessment of whether and how TAI funder members have contributed to shaping and advancing a global agenda for greater beneficial ownership disclosure and transparency.

Context

TAI's [2017-2019 Strategy](#) includes a focus on taxation and tax governance, which was, at the time of designing this strategy, a relatively new area of focus for our funder members. From an underlying common commitment to greater tax justice, TAI members sought to better understand the relationship between tax and accountability. This included efforts to tackle the opacity of international taxation and to shift the norm towards greater transparency.

One of TAI's intermediate outcomes signaled the ambition of our collective intention towards "ending all anonymous shell companies, foundations, and trusts."¹ While this level of change was unlikely to be achieved in the three to five-year strategic time horizon, there have been considerable advances made toward establishing a global norm of beneficial ownership transparency.²

Evaluation Purpose and Use

Given this progress and as TAI concludes the current strategy period, we aim to pause and reflect on the roles and contributions (positive, negative, or neutral) of TAI funder members in influencing progress towards a global norm of and policies for greater beneficial ownership transparency. TAI would work with the selected evaluation partner to establish clear evaluation questions and agree on an appropriate approach for this initiative.

TAI would envision using this work to inform:

- TAI member approaches to financial transparency and tax funding
- TAI thinking and design of engagement on comparable "frontier" TAP issues in the future, including how private funding can best complement/leverage public funding
- TAI thinking on how evaluate progress on and contribution governance global norms

¹ TAI 2017-2019 Strategy, p14. https://www.transparency-initiative.org/wp-content/uploads/2017/03/tai_report_final_web.pdf

² Towards a Global Norm of Beneficial Ownership Transparency, Adam Smith International, March 2019. <https://adamsmithinternational.com/reports/towards-a-global-norm-of-beneficial-ownership-transparency/>

Scope of Work

The evaluation partner will **design** the evaluation questions in collaboration with TAI secretariat staff and designated funder members. The evaluation partner will conduct the **planning, data collection, analysis, and documentation** of the evaluation. The evaluation partner will report directly to the TAI secretariat staff and engage with representatives from TAI member grantee organizations, other thematic experts, TAI funder members, and potentially other funders at relevant points through the evaluation process. The focus is less on what progress has been made in establishing a new norm of beneficial ownership disclosure (recent sources recap those markers) and more on ascertaining what factors enabled or hindered those advances, and in turn what role did TAI donor member investments and other support play.

Anticipated deliverables include:

- Inception plan that documents agreed on evaluations questions and how each question will be addressed, including a preliminary list of data sources for primary or secondary data collection
- Slide deck of key preliminary findings for presentation to and interpretation with TAI
- Final evaluation report (no more than 20 pages, including any annexes) that describes findings and key insights or learnings
- Executive memo (no more than 5 pages) that summarizes key findings and insights generated, including any recommendations on future TAI efforts to assess collective contribution to comparable TAP norm or policy issues.

Evaluation Budget & Timeline

The estimated duration of the evaluation partner contract is approximately 5 months, and the estimated budget for this project is between USD \$45,000 and \$60,000, including personnel time, travel and other direct costs, and any relevant indirect costs. Travel is likely to be minimal, with most work being conducted virtually.

Illustrative Timeline

| Timing | Milestone |
|---------|---|
| Q1 2020 | Evaluation partner contract finalized; preliminary desk review and design of evaluation plan |
| Q2 2020 | Primary and secondary data collection and analysis conducted |
| Q3 2020 | Virtual sensemaking and reflection session with TAI members; dissemination of public-facing content |

Evaluation Partner Qualifications

- Demonstrated expertise in evaluative approaches and methods suited to questions about contribution to global norms and policy-level changes and collection and analysis of structured qualitative data

- Knowledge of global transparency, accountability, and citizen participation initiatives and evidence; preference for thematic familiarity with beneficial ownership, corporate disclosure, and/or financial (anti) corruption efforts
- Effective at communicating research or evaluation findings – both in writing and verbally – to senior policy or programmatic decision makers
- Familiarity with global philanthropy and development assistance practices and policies preferred

Expressions of Interest

TAI is seeking a letter of interest (4-6 pages) from evaluation partner candidates. The letter should address the group's: (1) relevant experience, focusing on evaluative work that could inform the methodology of this project (e.g. evaluation methods and approaches to address questions of contribution to global norms or policy initiatives); (2) past work on relevant transparency and accountability themes; (3) an estimated summary budget; and (4) description of the likely team composition, including size and roles (CVs or brief bios optional but not required at this time). Though not necessary, you may also include observations or questions on the opportunities / risks or any other aspects of this TOR (up to 1 additional page beyond the page limit noted above).

Please submit letters of interest and a budget estimate to Alison Miranda at amiranda@transparency-initiative.org by January 23, 2020. We will review expressions of interest on a rolling basis and will reach out to candidates under consideration.