TRANSPARENCY INTERNATIONAL ZIMBABWE

the coalition against corruption

CALL FOR EXPRESSION OF INTEREST

COMBINED END-OF-PROGRAMME EVALUATION OF THE COALITION AGAINST RAMPANT CORRUPTION (CARC) 2018–2024 AND STRENGTHENING ANTI-CORRUPTION FRAMEWORKS FOR RESPONSIVE AND ACCOUNTABLE GOVERNANCE (SAFRAG) 2025–2026

1. ABOUT TRANSPARENCY INTERNATIONAL ZIMBABWE

Transparency International Zimbabwe (TI Zimbabwe) is a non-profit, non-partisan and systems-oriented national chapter of the Transparency International movement. Established in 1996 and accredited as a national chapter in 2001, TI Zimbabwe works to prevent and combat corruption and promote transparency, accountability, integrity, citizen participation and good governance in Zimbabwe. TI Zimbabwe works through engagement, consultation, research, advocacy, coalition building, capacity strengthening and citizen participation to address systemic corruption and strengthen institutions and processes that promote accountable governance.

The organisation's programming is informed by evidence, learning and reflection, with a focus on translating research and programme evidence into policy and institutional reforms. The combined evaluation of the CARC and SAFRAG programmes is therefore intended to generate evidence and learning that will inform TI Zimbabwe's current strategic direction, future programming and resource mobilisation.

2. BACKGROUND AND PROGRAMME OVERVIEW

The CARC programme sought to address systemic corruption in Zimbabwe through strengthening anti-corruption frameworks, institutions, public participation and accountability mechanisms. During the CARC implementation period, TI Z contributed to a number of national-level processes. These included the development and implementation of the National Anti-Corruption Strategy (NACS I), engagement with Parliament on anti-corruption legislation and implementation of UNCAC, capacity strengthening within the justice sector, advocacy on whistleblower protection and money-laundering legislation and improved coordination among anti-corruption institutions.

The programme also contributed to public engagement and advocacy, youth participation and gender-responsive approaches to anti-corruption programming. CARC generated a number of important lessons for subsequent programming. These included the need for stronger multi-stakeholder coordination, strengthened institutional independence and capacity, comprehensive legal reform, improved protection for whistleblowers, greater public confidence in corruption-reporting mechanisms, enhanced justice-sector integrity, meaningful youth participation, greater

inclusion of vulnerable groups and stronger localized engagement. These lessons informed the design and implementation of SAFRAG.

2.1 Context of the Coalition Against Rampant Corruption (CARC), 2018–2024

The CARC programme sought to address systemic corruption in Zimbabwe through strengthening anti-corruption frameworks, institutions, public participation and accountability mechanisms. During the CARC implementation period, TI Z contributed to a number of national-level processes. These included the development and implementation of the National Anti-Corruption Strategy (NACS I), engagement with Parliament on anti-corruption legislation and implementation of UNCAC, capacity strengthening within the justice sector, advocacy on whistleblower protection and money-laundering legislation and improved coordination among anti-corruption institutions.

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2.2 context of the Strengthening Anti-Corruption Frameworks for Responsive and Accountable Governance (SAFRAG), 2025–2026

SAFRAG was implemented as a continuation and adaptation of TI Z's anti-corruption programming and forms part of the organisation's Strategic Plan 2024–2028, *Holding Power to Account: Towards a Corruption-Free Zimbabwe*. The programme addressed key governance challenges through interventions under the following broad thematic areas:

a) political and electoral integrity;
b) judicial integrity and transparency;
c) natural resource governance;
d) business integrity, responsible business conduct and human rights; and
e) illicit financial flows and fiscal transparency.

The evaluation will assess SAFRAG both as a programme in its own right and in terms of its contribution to, and evolution from, the work undertaken under CARC.

3. PURPOSE OF THE EVALUATION

The purpose of the evaluation is to undertake a comprehensive and independent assessment of the relevance, coherence, effectiveness, efficiency, impact and sustainability of TI Zimbabwe's anti-corruption programming implemented under **CARC (2018–2024) and SAFRAG (2025–2026)**.

The evaluation will assess the extent to which the two programmes achieved their intended results, contributed to policy, legislative and institutional change, strengthened TI Zimbabwe and its partners, and generated sustainable improvements in anti-corruption governance. The evaluation will also examine the **continuity and evolution between CARC and SAFRAG**, including how

lessons from CARC informed SAFRAG's design and implementation, what was retained, adapted or discontinued, and what additional changes or results emerged during the SAFRAG period.

The evaluation should generate practical, evidence-based recommendations and lessons to strengthen TI Zimbabwe's future programming, organisational strategy, advocacy, monitoring, evaluation and learning, partnerships and resource mobilisation.

4. OBJECTIVES OF THE EVALUATION

The evaluation will seek to:

- Assess the relevance, coherence, effectiveness, efficiency (including value for money), impact and sustainability of CARC and SAFRAG, including intended and unintended results and the factors that shaped performance.
- Assess the programmes' contribution to changes in anti-corruption policy, legislation, institutional practice and accountability mechanisms, including TI Z's influence on national anti-corruption processes.
- Assess changes in the capacity, knowledge, attitudes and practices of stakeholders and citizens to prevent, report and respond to corruption, and in citizen participation, especially of women, youth and marginalised groups.
- Examine how far SAFRAG built on CARC's achievements and lessons, and identify lessons and opportunities to inform TI Z's future programming and strategy.

5. KEY EVALUATION QUESTIONS

The evaluator should refine the questions during the inception phase in consultation with TI Zimbabwe. The following questions should guide the evaluation:

Evaluation Criteria	*Key Evaluation Questions*
Relevance	Were CARC and SAFRAG responsive to the corruption, governance and institutional challenges prevailing during their respective implementation periods?
	To what extent were the programmes aligned with TI Zimbabwe's strategies, Embassy of Sweden priorities, national development priorities, the National Anti-Corruption Strategy and relevant regional and international anti-corruption frameworks?
	How well did the programmes adapt to changes in Zimbabwe's political, economic, institutional and regulatory environment?
Coherence and Continuity	To what extent did SAFRAG build on the achievements, lessons and strategic shifts emerging from CARC?
	Which approaches or interventions were continued, adapted, scaled up or discontinued, and why?
	To what extent did the transition between the two programmes support continuity of results, institutional knowledge and stakeholder relationships?

Effectiveness	To what extent did CARC and SAFRAG achieve their intended outputs and outcomes?
	Which interventions produced the most significant observable changes, and what factors contributed to these results?
	To what extent did TI Z influence public debate, policy development, legislative processes and institutional practices?
	What evidence exists of uptake or implementation of TI Z's recommendations by government, Parliament, oversight bodies or other stakeholders?
Institutional Strengthening	To what extent did the programmes strengthen the capacity, coordination and accountability of anti-corruption, justice-sector and other public institutions?
	Did the programmes contribute to improved coordination among anti-corruption institutions and other stakeholders?
	What changes occurred in the capacity of TI Z and its partners to design, implement, monitor and sustain anti-corruption interventions?
Citizen Engagement and Inclusion	To what extent did the programmes strengthen citizen participation and demand for accountability?
	How effectively were women, youth and marginalised groups included in programme design and implementation?
	What evidence exists of changes in citizens' willingness and ability to report corruption or engage accountability institutions?
Efficiency and Value for Money	Were financial, human and technical resources used efficiently to achieve programme results?
	Were implementation mechanisms, partnerships and coordination arrangements appropriate and cost-effective?
	What implementation approaches should be retained, changed or discontinued in future programming?
Impact	What significant changes can reasonably be attributed or contributed to by CARC and SAFRAG?
	What longer-term changes in policy, legislation, institutional behaviour, public engagement or accountability can be linked to the programmes?
	What unintended positive or negative outcomes emerged?
Sustainability	Which programme results, institutional relationships, capacities, advocacy gains and policy reforms are likely to continue beyond the end of donor support?
	What mechanisms exist to sustain results and institutional memory?
	What factors may threaten the sustainability of programme gains?

Learning and Adaptation	What did TI Zimbabwe learn from CARC, and how effectively were these lessons incorporated into SAFRAG?
	What lessons from the two programmes should inform TI Z's future strategic and programme design?
	What approaches demonstrate potential for replication, adaptation or scaling?
Cross-Cutting Issues	How effectively were gender, youth, disability, inclusion, human rights and citizen participation mainstreamed across the two programmes?
	How did the programmes respond to changes in civic space and the operating environment for civil society?

6. SPECIFIC AREAS OF ASSESSMENT

The evaluation should, where evidence permits, pay particular attention to the following areas:

- TI Z's contribution to the development and implementation of the National Anti-Corruption Strategy;
- engagement with Parliament and contribution to anti-corruption legislative processes;
- strengthening of anti-corruption and justice-sector institutions;
- advocacy for whistleblower and witness protection;
- anti-money-laundering and illicit financial flows interventions;
- natural resource governance and extractive-sector accountability;
- public procurement and business integrity;
- citizen participation and corruption reporting;
- engagement with communities and local structures;
- media and public awareness;
- youth and gender-responsive anti-corruption programming;
- multi-stakeholder coordination and coalition building;
- strategic litigation, legal advocacy or accountability mechanisms, where applicable;
- organisational capacity and institutional strengthening of TI Zimbabwe;
- partnerships with government, Parliament, oversight institutions, CSOs, media and other stakeholders; and
- sustainability and institutionalisation of programme results.

7. METHODOLOGY AND SCOPE OF WORK

The evaluation should adopt a **mixed-methods, participatory and contribution-focused approach**, recognising that policy and governance outcomes are influenced by multiple actors and contextual factors.

The evaluator is expected to develop a detailed methodology during the inception phase. The methodology should include, but not necessarily be limited to:

7.1 Desk Review

Review of relevant documentation from both implementation periods, including:

- CARC and SAFRAG project proposals and results frameworks;
- annual and narrative reports;
- financial and programme reports, where relevant;
- monitoring, evaluation and learning reports;
- previous evaluations, assessments and reviews;
- strategic plans;
- advocacy strategies and policy submissions;
- research and publications;
- case studies and success stories;
- stakeholder engagement records;
- relevant Sida/TI documentation;
- relevant national policies, legislation and institutional strategies; and
- other relevant programme and contextual documents.

7.2 Key Informant Interviews

Conduct interviews with relevant stakeholders, including:

- current and former TI Z staff and management;
- TI Zimbabwe Board members;
- Sida representatives and relevant former programme representatives;
- government ministries and departments;
- Zimbabwe Anti-Corruption Commission (ZACC);
- National Prosecuting Authority (NPA);
- Zimbabwe Republic Police (ZRP);
- Parliament and relevant parliamentary committees;
- judiciary/justice-sector stakeholders;
- relevant natural-resource governance institutions;
- CSO partners and coalitions;
- media and investigative journalists;
- community representatives;
- youth and women's organisations; and
- other strategic partners and stakeholders identified during the evaluation.

Where appropriate, the evaluator should include **former staff, partners and stakeholders from the CARC period** to assess longer-term results and continuity.

7.3 Focus Group Discussions

FGDs may be conducted with selected:

- community monitors/accountability structures;
- youth;
- women;
- CSO partners;
- community representatives;
- media practitioners; and
- other relevant programme beneficiaries or stakeholders.

7.4 Case Studies and Contribution Analysis

The evaluator should select a number of significant interventions or cases from both programmes to examine in greater depth.

These may include:

- policy and legislative advocacy;
- institutional strengthening;
- whistleblower protection advocacy;
- anti-corruption campaigns;
- natural resource governance interventions;
- public procurement and business integrity initiatives;
- community accountability interventions;
- justice-sector interventions; and
- selected policy or institutional reforms.

The case studies should demonstrate, as far as possible, the pathway from **intervention → engagement → uptake/change → outcome**, while distinguishing TI Z's contribution from the actions of other actors.

7.5 Comparative Assessment of CARC and SAFRAG

A specific component of the evaluation should compare the two implementation periods and assess:

- continuity of strategic priorities;
- evolution of programme approaches;
- lessons transferred from CARC to SAFRAG;
- changes in stakeholder relationships;
- changes in institutional capacity;
- changes in the external operating environment;
- sustained or lost programme gains; and
- areas where SAFRAG addressed gaps identified under CARC.

8. DELIVERABLES

The consultant/evaluation team will be expected to produce the following deliverables:

- **Inception Report** within seven (7) days of contract signing, setting out the evaluation methodology, evaluation matrix, sampling approach, stakeholder engagement plan, work plan and data-collection tools.
- **Evaluation Data Collection Tools**, including interview guides, FGD guides and any relevant assessment instruments.
- **Draft Combined Evaluation Report**, covering both CARC (2018–2024) and SAFRAG (2025–2026), of not more than approximately 40 pages excluding annexes.
- **CARC–SAFRAG Comparative/Learning Matrix**, highlighting achievements, lessons, adaptations, continuity and gaps between the two implementation periods.
- **Executive Summary**, clearly presenting the major findings, conclusions, lessons and actionable recommendations.
- **Final Evaluation Report**, incorporating feedback from TI Zimbabwe and other relevant stakeholders.
- **Presentation of Findings** to the TI Zimbabwe Secretariat and/or Board, as may be agreed.

The final report should include, at minimum:

- executive summary;
- introduction and background;
- methodology and limitations;
- findings against the evaluation criteria;
- assessment of CARC;
- assessment of SAFRAG;
- CARC–SAFRAG continuity and comparative analysis;
- contribution to policy, legislative and institutional change;
- sustainability and impact;
- lessons learned and good practices;
- conclusions; and
- practical and prioritised recommendations.

9. TIMEFRAME AND MANAGEMENT

The assignment is expected to require approximately **15 working days** during November–December 2026.

TI Z's Monitoring, Evaluation and Learning function will coordinate and manage the evaluation process, with oversight from the relevant management structures.

The evaluator will work closely with designated TI Z focal persons and will be provided with relevant programme documentation and reasonable access to staff and stakeholders.

The evaluation must adhere to recognised ethical standards for programme evaluation, including confidentiality, informed consent, independence, impartiality and the **do-no-harm principle**. Particular care must be taken when engaging whistleblowers, corruption-reporting beneficiaries, community monitors and other individuals who may face risks arising from their participation.

10. CONSULTANT QUALIFICATIONS AND EXPERIENCE

The consultant or evaluation team should possess:

- A Master's degree in Monitoring and Evaluation, Development Studies, Social Sciences, Public Policy, Governance, Statistics, Results-Based Management, Business Administration or a related field.
- At least seven (7) years' demonstrated experience conducting evaluations of governance, anti-corruption, democracy, human rights or development programmes.
- Demonstrated experience evaluating multi-year programmes and/or programmes implemented over successive funding periods.
- Strong understanding of governance, anti-corruption and institutional reform issues in Zimbabwe.
- Demonstrated experience in evaluating policy and advocacy programmes where results may be indirect, long-term or influenced by multiple actors.
- Strong qualitative and quantitative analytical skills and ability to triangulate evidence from different sources.
- Demonstrated ability to assess policy influence, institutional change, capacity strengthening and sustainability.
- Excellent report-writing, synthesis and presentation skills.
- Knowledge of Zimbabwe's political, legal, institutional and socio-economic context.
- Experience working with civil society organisations and development partners.
- Experience with Embassy of Sweden -funded programmes and/or Transparency International programming will be an advantage.
- Experience in participatory and contribution-focused evaluation approaches will be an added advantage.

The evaluator/team must demonstrate independence and disclose any actual or potential conflict of interest with TI Z, Embassy of Sweden, programme partners or key stakeholders.

11. APPLICATION PROCESS

Interested consultants/evaluation teams should submit the following to **tiz@tizim.org** on or before **20 November 2026**:

a) Expression of Interest

The Expression of Interest should:

- Explain why the consultant/team is suitably qualified to undertake the assignment.
- Demonstrate relevant experience in evaluating anti-corruption, governance and advocacy programmes.
- Provide a brief proposed methodology and approach to the evaluation.
- Demonstrate understanding of the assignment, including the need to assess the relationship and continuity between CARC and SAFRAG.

b) Technical Proposal

The technical proposal should include:

- understanding of the assignment;
- proposed methodology;
- evaluation approach and sampling;
- proposed work plan;
- proposed deliverables; and
- composition and roles of the evaluation team, where applicable.

c) Financial Proposal

The financial proposal should provide a detailed and realistic breakdown of the proposed costs.

d) Curriculum Vitae

CVs should highlight relevant experience in similar assignments and include at least three (3) contactable professional references.

The consultant/evaluation team will be selected through a competitive process based on a transparent and fair assessment of the technical and financial proposals.