Short-term contract opportunity

Terms of reference (ToR) for researcher: Methodology for measuring the impact of beneficial ownership transparency on public procurement

May 2025

About Open Ownership

[Open Ownership](#) is driving the global shift towards transparency over who owns and controls legal vehicles, known as beneficial ownership transparency (BOT). We are working to create a world where governments, businesses, and citizens can readily access and effectively use accurate, complete, and high-quality evidence and information on the true owners of companies. This would only achieve transparency but also reduce key global and national risks such as corruption and tax evasion, and create a more sustainable business environment. Open Ownership's work is at the forefront of the global push for corporate transparency, and the use of beneficial ownership (BO) data is becoming increasingly critical for national governments. To achieve this, our team of implementation, technology, policy, and research experts: provides technical assistance to implement BOT reforms, builds capacity to use BO data, and conducts research and advocates to shape global policy and practice.

Summary

The proliferation of BOT reforms is creating new opportunities for researchers to measure the changes that result when governments, businesses, and citizens have access to accurate, complete, and high-quality BO information. To sustain the momentum and ensure future reforms or iterations are evidence-based, a concrete empirical evidence base is needed to understand the economic and social impacts of the use of BO data, and help [close the loop](#) between policy reforms, user-centred design of data systems, and policy impact. Open Ownership is proposing a global research programme that leverages collaboration to seize this opportunity.

To aid in the design of this programme, we are seeking a researcher to assist Open Ownership's Policy and Research team in exploring methodological approaches to grow the evidence base for BOT's impact. There is a wide set of policy aims that BOT seeks to advance in both domestic contexts and international frameworks; such as anti-money laundering, sanctions enforcement, anti-corruption,

tax enforcement, a transparent and well-functioning business environment, improving public procurement, and natural resource governance.

However, Open Ownership plans to use public financial management as a starting point for understanding and measuring the impact of BOT reforms, with a particular focus on public procurement. This contract will therefore focus on approaches to measure the impact of BOT reforms on public procurement as a first phase. Potential future phases include 1) developing a roadmap with specific programmatic components that can be carried out in-house by Open Ownership, as well as proposals for collaborative or funded research projects with academic partners; 2) on-the-ground testing of methodologies with implementation partners; and 3) expansion into other policy areas.

Purpose of the contract

Open Ownership seeks an experienced consultant to support the development of a programme of work that accelerates the measurement of economic and social impacts of BOT reforms. The purpose of the research is to develop a methodological foundation for linking effective implementation of BOT with measurable policy impacts in the area of public procurement. This work should build on prior studies, such as Measuring the economic impact of beneficial ownership transparency: a landscape study. It should identify short-term opportunities to make tangible progress on demonstrating the impact of BOT, while considering pathways towards a more ambitious, long-term measurement framework for the impact of BOT reforms; for example, pursuing a shared measurement approach.

This project is expected to result in the following concrete output:

1. A report setting out a methodological grounding for measuring the impact of BOT in the area of public procurement at the national or sub-national level, with the consideration that this may be revised or expanded in the future for other policy areas. The methodology paper should be practically oriented, supporting use by Open Ownership, government counterparts, civil society organisations (CSOs), and research collaborators, ensuring adaptability across different technical and policy contexts.
2. Roadmap for how Open Ownership can practically advance this programme of work, including identification of impact measurement research opportunities in the short term.

Both organisations and independent consultants will be considered for this contract. The appointed candidate will work closely with the Open Ownership team, with the contract being managed by its Senior Manager for Policy and Research. Although knowledge of transparency and accountability policy reforms would be an advantage, this is not essential as we primarily seek an experienced researcher with a background in methods for policy impact measurement.

Scope of work

1. Methodology paper

The first part of this research will focus on developing a methodology in order to inform the design of the proposed global research programme to make progress on measurement approaches for BOT's policy impacts. Taking into account the current state of play, this report will propose two or more methodological approaches that Open Ownership, government partners, CSOs, and research collaborators can adopt to measure BOT impact. By narrowing in on the use of BO data in public procurement, the assignment should consider how to systematise the observation of the relationships between specific design elements of BOT reforms; outcomes (e.g. reduction in number of conflicts of

interest detected or overall reduction in procurement corruption); and ultimate policy impacts (e.g. estimated public savings from disqualified conflicted suppliers).

The methodology should be grounded in a critical analysis of existing impact measurement approaches, evaluating their strengths, limitations, relevance, geographical and temporal scope, and identifying the key opportunities, advantages, drawbacks, and risks associated with each. The researcher should briefly indicate how each proposed methodological option could be operationalised by Open Ownership, government officials, or research partners, to form the basis for a programmatic roadmap to be developed as part of phase 2. These proposals should then be tested and further developed with the OO team in a roadmapping workshop.

Whilst the researcher will be expected to bring expertise in this area, examples of the types of methodologies we would like the contractor to consider include:

- [Shared measurement framework](#) approach developed as part of a [collective impact](#) models for collaboration;
- [Theory-based evaluations](#) which draw on models for [theories of change](#), including [system-based](#) theory of change;
- [The complexity evaluation toolkit](#).

The methodology stage should account for the fact that several organisations have developed frameworks that inform and are used to evaluate how effectively countries implement BOT reforms. However, the extent to which the measurement of data usability has been systematised as part of these frameworks is limited, which Open Ownership [theorises](#) is key for driving impact. The following examples are not exhaustive.

Examples of existing frameworks for a relatively broader set of policy aims include:

- [Open Ownership Principles](#)
- [Global Data Barometer Company Information Module](#)
- [Tax Justice Network Roadmap to Effective Beneficial Ownership Transparency](#)

Examples of frameworks for more specific policy aims include:

- [Financial Action Task Force Mutual Evaluation](#)
- [EU AML/CFT Global Facility Country Roadmap for Beneficial Ownership Disclosure Regimes](#)
- [Global Forum on Transparency and Exchange of Information for Tax Purposes peer review](#)
- [World Bank Business Ready (B-READY)](#)

Example of country-level impact assessments include (UK):

- [Review of the implementation of the PSC Register](#)
- [Impact Assessment](#)
- [Companies House data: valuing the user benefits](#)
- [Value of Corporate Transparency in Tackling Crime](#)

Finally, this phase of the research should also consider analytical approaches to understanding and evaluating the impacts of policy reforms analogous to BOT, such as anti-corruption and government transparency reforms.

Deliverables

The expected outputs of this contract are the following:

1. **Inception report** setting out a brief plan including an outline for the methodology paper, the approach for developing the roadmap, and proposed timelines;
2. **First draft** methodology output for review by Open Ownership contract manager(s);
3. **Internal learning and feedback workshop** to present draft deliverables to the Open Ownership team and receive feedback;
4. **Finalised methodology report** incorporating feedback.
5. **Roadmapping workshop** to further develop pathways for operationalising the methodology.

Please note that while the main deliverables should be written outputs, we are open to creative recommendations for developing and communicating this work beyond desktop research, including participatory elements that the Open Ownership team could assist in organising.

Working approach

The working approach under this contract is expected to be collaborative and iterative, including:

1. **Kick-off meeting** to discuss the scope and trajectory of the project;
2. **Weekly catch-up meetings** to discuss progress and content questions;

Contractor profile

The successful contractor will need to demonstrate experience in related assignments, demonstrated through a history of experience of undertaking similar projects.

We welcome applications from organisations or individual contractors with the following attributes:

- Extensive experience and formal training in impact measurement, monitoring and evaluation, research methods, econometrics, shared measurement for collective impact, or similar;

- Exceptional research skills, with a track record in policy or social change issues;

- Excellent written skills (English) and effective and confident communications, understanding the needs of different stakeholders;

- Familiarity with the research landscape and current debates around the best methods for systematically evaluating policy impact;

- Comfortable working with a geographically distributed team;

- Highly digitally literate, with experience of working collaboratively online;

- Familiarity with beneficial ownership transparency or a related policy area would be an advantage, but is not essential.

We want to hear all voices, and particularly encourage individuals of diverse and marginalised communities to apply. Please note that we will not accept applications from recruitment agencies; applications must be made by individuals or organisations who will be delivering the work.

Assignment details

At this stage, we anticipate this opportunity involving an estimated 20-25 days between **23 May 2025** and **30 June 2025** for which a maximum budget of **GBP15,000** is available. The project timeline may be subject to negotiation for applicants located in a region with a peak holiday period at this time.

Please note that the contracting party for this work will be Global Impact, the fiscal sponsor of Open Ownership. Global Impact is an American non-profit and the selected contractor will have to clear their due diligence process before the work can start.

Application process

Timeline

Stage	Deadline
Deadline for submissions of proposals	18 May
Interviews and award of tender	22 May
Due diligence and contracting	30 May
Project kick off meeting	4 June
Final report	30 June
Roadmapping workshop	By 30 June

Content of proposals

To apply, qualified contractors should send:

- Resume or curriculum vitae.
- A written proposal of 500–1,000 words on how you will successfully deliver on this contract, including a budget detailing your time and/or other anticipated costs.
- Please highlight your most relevant professional experience and skills for this contract, if possible linking to available research assignments that you have conducted.

Please send the above to recruitment@openownership.org before **23:59 UTC on 18 May 2025.** You will hear back from us with confirmation that your application has been received. And you will be notified of how long it will take us to review applications and when to expect to know about the outcome of the process - this typically is within 10 working days whatever the outcome.