



TERMS OF REFERENCE FOR OUTCOME EVALUATION OF INCLUSIVE AND SUSTAINABLE GROWTH PORTFOLIO

1. BACKGROUND

In line with the Evaluation Plan of UNDP Turkey, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance in the Practice Area of Inclusive and Sustainable Growth (ISG).

The proposed evaluation will evaluate the following country programme outcomes and outputs as stated in the Country Programme Document (CPD) for Turkey both covering the period 2016-2020.

ISG and UNDCS/CPD Outcomes

UNDCS/CPD OUTCOME 1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development

Most of the projects under ISG portfolio refer to the UNDCS/CPD Outcome 1.1 other than Gender Equality Project (Turkey's Engineer Girls) which is linked to the UNDCS/CPD Outcome 3.1.

UNDCS/CPD OUTCOME 3.1. Improved legislation, policies, and implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020.

RELATED COUNTRY PROGRAMME OUTPUTS

1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth

1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste

1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment

1.1.5 Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth

3.1.4. National policies in support of women economic empowerment improved

ISG and National Development Priorities (10th National Development Plan)

The 10th National Development Plan (10NDP, 2014-2018) outlines Turkey's national development priorities. It provides a human development-oriented framework for high, stable and inclusive economic growth (average GDP growth projected at 5.5%), with sound use of natural resources and strengthened fundamental rights and freedoms as well as more effective contributions to global and regional agendas. The 10th NDP therefore prioritizes value added in manufacturing and enhanced innovative and entrepreneurial capacity to make the economy more



competitive and innovation-driven. Boosting domestic savings, productivity and increasing female labor force participation are considered as key priorities in terms of macro-economic assessments. Regarding social policies that aim to result in a sustainable inclusive growth, the priorities include increased welfare and life standards of the society based on fundamental rights and freedoms, with a human rights-based approach.

ISG and SDGs

While approaching and responding to the structural challenges, ISG Portfolio bridges linkages with the Sustainable Development Goals mainly on poverty (SDG 1), gender equality (SDG 5), affordable and clean energy for development (SDG 7), decent work and economic growth (SDG 8), industry, innovation and infrastructure (SDG 9), reduced inequalities (SDG 10), sustainable cities and communities (SDG 11) and responsible production and consumption (SDG 12).

UNDP's response to development challenges in the area of Inclusive and Sustainable Growth

The overall objective of the Inclusive and Sustainable Growth Portfolio (ISGP) is to contribute to inclusive and sustained growth of the national economy. The ISG Portfolio is composed of three programmes that complement each other. Each programme has a specific objective (purpose), which will collectively help the ISG Portfolio progress towards achievement of its overall objective. In principle, the ISG Portfolio will focus more on productive employment rather than income redistribution, even though both are critical issues. The work on social policies and services will promote equal access to opportunities and therefore, will contribute to equitable growth. Hence the emphasis will be not only on employment growth but also on productivity growth. The three programme areas are:

- **Competitiveness and Economic Growth(CEG)**

The purpose of the CEG Programme is to boost Turkey's national competitiveness and economic growth. CEG program prioritizes productivity led economic growth and targets to consider selective engagement in new and emerging areas as an enabler for national and programme priorities.

- **Local Socio-Economic Development**

Through the Local Socio-Economic Development Programme, territorial socio-economic disparities are addressed through prototyping initiatives which build capacities of local actors, engage them in social development and promote social cohesion.

- **Social Policies and Services**

The main policy objective of the Social Policy and Services Programme is equitable distribution of welfare and capabilities among all segments of the society. With this understanding, the Social Policy and Services Programme aims to contribute to the efforts of the Government to improve the efficiency, effectiveness and impact of social policies and social service delivery to contribute to a more equitable society.

In addition, the Inclusive and Sustainable Growth Programme is also heavily involved in the Syrian crisis response, in line with the resilience approach within the Regional Refugee and Resilience Plan, complementing the efforts of the Government in the areas of livelihoods generation, public services and social cohesion.



ISG Portfolio has broadened its partnerships to include not only the national and local governments, but also research institutions, line ministries, the private sector, donors, and other UN agencies. In this regard, ISGP has been cooperating with the following key partners in achieving development results:

- Presidency Office of Strategy and Budget (former Ministry of Development)
- Ministry of Industry and Technology
- Ministry of Agriculture and Forestry
- Ministry of Labour, Social Services and Family
- Development Agencies
- Municipalities
- Private Sector
- Other UN Agencies (UNIDO, UNFPA, ILO, UNWomen, WTO)

The subject of this outcome evaluation will be the programmes and projects implemented within the framework of Inclusive and Sustainable Growth Portfolio, through the approaches mentioned previously, which can be summarized as below:

Projects and initiatives to be included in the Evaluation	Budget of the Relevant Project	Partners / Donors	Relevant Country Programme Output
<ul style="list-style-type: none"> Support to Development of a Policy Framework on Total Factor Productivity Project 	<ul style="list-style-type: none"> <i>EURO 2,975,000</i> 	<ul style="list-style-type: none"> European Union, Presidency of Strategy and Budget, Ministry of Industry and Technology, Directorate of Economic Modelling and Strategic Research 	1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth
<ul style="list-style-type: none"> Turkey's Engineer Girls 	<ul style="list-style-type: none"> <i>USD 615,060.00</i> 	<ul style="list-style-type: none"> Limak Foundation and Ministry of Family, Labour and Social Services 	3.1.4. National policies in support of women economic empowerment improved
<ul style="list-style-type: none"> Developing a Model to Improve Technology Use in OIZs 	<ul style="list-style-type: none"> <i>USD 500,000.00</i> 	<ul style="list-style-type: none"> Ministry of Industry and Technology, Presidency of Strategy and Budget 	1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth

<ul style="list-style-type: none"> Integrated Resource Efficiency in Agriculture and Agro Industries in Southeast Anatolia 	<ul style="list-style-type: none"> TRY 4.800.000 	<ul style="list-style-type: none"> GAP (Southeast Anatolia Project) Regional Development Administration 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste</p> <p>1.1.5 Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth</p>
<ul style="list-style-type: none"> Applied SME Capability Center (Model Factory) 	<ul style="list-style-type: none"> USD 4,626,856.77 	<ul style="list-style-type: none"> MoSIT ASO 1.OSB 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p>
<ul style="list-style-type: none"> Capacity Development for Sustainable Community based Tourism Project 	<ul style="list-style-type: none"> TRY 1.302.000 	<ul style="list-style-type: none"> Ministry of Culture and Tourism 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>1.1.5 Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth</p>

<ul style="list-style-type: none"> Future is in Tourism Project 	<ul style="list-style-type: none"> USD 1.125.446 	<ul style="list-style-type: none"> Ministry of Culture and Tourism/ Anadolu Efes 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste</p> <p>1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment</p> <p>1.1.5. Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth</p>
<ul style="list-style-type: none"> “Effective Social Service Delivery Through Better Monitoring, IT Systems and Capacities” project 	<ul style="list-style-type: none"> TRY 3.467.186,00 	<ul style="list-style-type: none"> Ministry of Family Labour and Social Services and Government 	<p>1.1.5. Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth</p>
<ul style="list-style-type: none"> Ardahan Kars Artvin Development Project (AKADP) 	<ul style="list-style-type: none"> USD 22,671.200.00 	<ul style="list-style-type: none"> Republic of Turkey Ministry of Agriculture and Forestry International Fund for Agricultural Development(IFAD) 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p>
<ul style="list-style-type: none"> Goksu Taseli Watershed Development Project (GTWDP) 	<ul style="list-style-type: none"> EURO 20,423,840.00 	<ul style="list-style-type: none"> Republic of Turkey Ministry of Agriculture and Forestry International Fund for Agricultural Development(IFAD) 	<p>1.1.1. Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p>

<ul style="list-style-type: none"> Organic Agriculture Cluster Development Project (OAC) 	<ul style="list-style-type: none"> USD 5,317,362.00 	<ul style="list-style-type: none"> GAP Regional Development Administration 	<p>1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>1.1.2 Solutions developed and applied to improve sustainable management of natural resources and waste</p> <p>1.1.5. Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth</p>
<ul style="list-style-type: none"> Health System Strengthening and Support Project 	<ul style="list-style-type: none"> USD 20,738,514 	<ul style="list-style-type: none"> Ministry of Health / The World Bank 	<p>1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment</p>

In addition to assessing the overall result and development impact of the above-mentioned projects, assessing the factors affecting the outcomes, key UNDP contributions to outcomes, the partnership strategy. This evaluation will also take into consideration the impact of these programs on **cross-cutting issue** identified in the CPD such as **gender equality**.

2. OBJECTIVE AND SCOPE

The scope of the projects and programs that are held in the scope of this evaluation can be summarized as:

- Competitiveness and Economic Growth
- Local Socio-Economic Development
- Social Policies and Services.

The evaluator will visit the project sites in 7 provinces (Ankara, İzmir, Isparta, Kars, Konya, Şanlıurfa, Gaziantep) to meet the local stakeholders and beneficiaries including local administrations, local NGOs, women and youth, business representatives, local authorities, individual entrepreneurs, etc.

The evaluation shall assess the following criteria for each outcome in the 2016-2020 programming cycle in this portfolio:

- **Relevance:** Are the outcomes relevant to UNDP's mandate, to national priorities and to beneficiaries' needs? (Relevance to UNDP's country programme)



- **Effectiveness:** Have the intended impacts been achieved or are they expected to be achieved? Do different outcome definitions feed into each other and is there a synergy in between? Is the outcome achieved or has progress been made to achieve? Has UNDP made significant contributions in terms of strategic outputs?
- **Efficiency:** To what extent do the outcomes derive from efficient use of resources? And to what extent UNDP has contributed to the outcomes versus that of its partners?
- **Degree of Change:** What are the positive or negative, intended or unintended changes brought about by UNDP's intervention in these outcomes?
- **Sustainability:** Will benefits/activities continue after the programme cycle?

For each of the selected outcomes on Inclusive and Sustainable Growth Portfolio, the outcome evaluation shall respond to the questions below:

Outcome analysis

- Whether the selected outcomes were relevant given the country context and needs, and UNDP's niche? (relevance)
- Whether the outcome indicators chosen are sufficient to measure the outcomes? What other SMART (specific, measurable, achievable, relevant and time-bound) indicators can be suggested to measure these outcomes?
- Whether sufficient progress has been achieved vis-à-vis the outcomes as measured by the outcome indicators? (effectiveness)
- What are the main factors (positive and negative) that have/are affecting the achievement of the outcomes? How have these factors limited or facilitated progress towards the outcome?
- To what extent did UNDP contribute to gender empowerment/ gender equality?
- What are the factors that influenced the differences in participation, benefits and results between women and men?
- In this programme period, how did UNDP position itself strategically or did UNDP have a comparative advantage? If yes, how were these reflected in achieving the results? Any recommendations for future programming?
- What does the evaluation reveal in terms of UNDP's role in an Upper Middle-Income Country (UMIC) environment? Did UNDP add value in such an environment, could it build a niche?
- How has the UNDP's support for the inclusive sustainable growth positively contributed to the attainment/understanding of the SDGs?



Output analysis

- Are the UNDP outputs with the project corresponding projects under each outcome relevant to the outcome?
- Has sufficient progress been made in relation to the UNDP outputs?
- Were the monitoring and evaluation indicators appropriate to link outputs to outcomes or is there a need to establish or improve these indicators? If so, what are the suggestions?
- What are the factors (positive and negative) that affect the accomplishment of the outputs?
- What are the recommendations for the existing portfolio?
- What are the lessons, especially pertaining to gender equality and social inclusion, and directions for future programming?

Output-outcome link

- Whether UNDP's partnership strategy has been appropriate and effective?
(UNDP's capacity with regard to management of partnerships; UNDP's ability to bring together various partners across sectoral lines)
- What are the key contributions that UNDP has made/is making to the outcome? (e.g. piloting new systems and practices, support for policy study and research, support for innovation)
- UNDP's ability to develop national capacity in a sustainable manner (through holistic, participatory and gender-sensitive approach, building and strengthening institutional linkages, transparency and accountability, exposure to best practices in other countries, south-south cooperation); UNDP's ability to respond to changing circumstances and requirements in capacity development;
- What is the prospect of the sustainability and replicability of UNDP interventions related to the outcome (what would be a good exit strategy for UNDP)?

All the above evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

- Human rights
- Gender Equality
- Capacity development
- Institutional strengthening
- Innovation or added value to national development
- South-South Cooperation



Purpose of Evaluation

At the country office level, UNDP uses and applies learning from monitoring and evaluation to improve the overall performance and quality of results of ongoing and future projects, programmes and strategies. Learning is particularly significant for UNDP support to the policy reform process, which is often innovative and contains uncertainties.

Evaluations are not seen as a one-time event but as part of an exercise whereby different stakeholders are able to participate in the continuous process of generating and applying evaluative knowledge. A monitoring and evaluation framework that generates knowledge, promotes learning and guides action is, in its own right, an important means of capacity development and sustainability of national results.

The outcome evaluation seeks to:

- Review the programmes and projects of UNDP contributing to the Inclusive and Sustainable Growth Portfolio with a view to understand their relevance and contribution to national priorities for stock taking and lesson learning, and recommending mid-course corrections that may be required for enhancing effectiveness of UNDP's development assistance;
- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome;
- Assess the extent to which UNDP outputs and implementation arrangements have been effective for strengthened linkages between the outcomes (the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome);
- Provide recommendations for future country programme in the outcomes of the Inclusive and Sustainable Growth Portfolio and particularly for better linkages between them.
- Evaluate current actions and propose alternative action which can increase the impact for development results.

This interim evaluation will help the country office understand whether the intended outcomes are still relevant or need an update (to be incorporated in the next programme period), as well as the actual development change created by UNDP's development assistance throughout the programme period for the selected outcomes. UNDP will use this information for designing its activities as well as communicating to its present and future partners including government agencies and donors.

This evaluation is also very timely since the results of this evaluation will be used by UNDP Turkey and its government in preparing the United Nations Development Cooperation Strategy (UNDCS) and UNDP Country Programme for the years 2020-2025. UNDP will incorporate the findings of the evaluation, experiences and lessons learned while preparing the new Country Programme Document. This evaluation is also expected to bring recommendations regarding partnership strategies and also to help better understanding of the impact that the portfolio creates.

Methodology or Evaluation Approach

The evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR. In all cases, Consultant is expected to analyze all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, and any other documents that may provide evidence on which to form judgements. Consultant is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report/inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, interviews, field visits, questionnaires or participatory techniques following high level of research ethics and impartiality.

The outcome evaluation will include the following key activities:

- Evaluation design and workplan (to be shared with UNDP Turkey before start of the evaluation)
- Desk review of existing documents
- Briefing with UNDP Turkey
- Field visits
- Interviews with partners/stakeholders
- Drafting of the evaluation report
- Debriefing with UNDP Turkey
- Finalization of the evaluation report (incorporating comments received on first draft)

Though the evaluation methodology to be used will be finalized in consultation with the UNDP Turkey Country office, the following elements should be taken into account for gathering and analysis of data:

- Pre-assessment of data availability
- Desk review of relevant documents including Country Programme Document (CPD), Country Development Strategy (UNDCS) document, Result Oriented Annual Reports (ROAR) for the CO, Evaluation Reports of the projects under the portfolio, UNDP Turkey Strategy Documents, reports of relevant flagship projects, etc.
- Discussions with the Senior Management and programme staff of UNDP Turkey
- Presentation of an inception report and discussion of the content with UNDP management and partners
- Interviews: with key partners and stakeholders both at central and field levels.
- Focus group discussions: within UNDP and external parties both at central and field levels. Gaining consensus on key issues.
- Participation and providing guidance to an Inclusive and Sustainable Growth Portfolio Outcome Evaluation



Team Meetings

- Field visits to select key projects, if necessary (the suggested project sites would be 7 selected provinces as Ankara, İzmir, Isparta, Kars, Konya, Şanlıurfa, Gaziantep)
- Regular consultation meetings with the UNDP staff, project staff and senior management as appropriate
- Ensure that the evaluation will be as quantitative as possible.
- It is expected that the evaluation consultant will work closely with the Portfolio Managers and Outcome Evaluation team members of UNDP Turkey Inclusive and Sustainable Growth Portfolio.

This Evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2007) and the evaluators must describe, in the inception report, the procedures they will use to safeguard the rights and confidentiality of their sources (e.g. measures to ensure compliance with legal codes governing, for example, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; protocols to ensure anonymity/confidentiality.)

3. INSTITUTIONAL ARRANGEMENTS

UNDP will provide the Consultant all relevant background documents. UNDP is not required to provide any physical facility for the work of the Consultant. However, depending to the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection etc.) and at the discretion of the UNDP and relevant stakeholders such facilities may be provided at the disposal of the Consultant.

The Consultant will report to ISG Portfolio Managers. The Portfolio Managers will establish the first contacts with the government partners and project staff. The consultant will then set up his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

4. DELIVERABLES

The key evaluation deliverables include: a work plan with timeframe, documented records of all interviews and observations after the inception report. First draft with PPT to present the findings. Final evaluation report after reflecting UNDP and relevant stakeholders' comments.

KEY DELIVERABLES

1. Evaluation Inception Report

An inception report should be prepared by the evaluator before going into the full-fledged evaluation exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: *a) proposed methods, b) proposed sources of data,*

and c) data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report provides the programme unit and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. [11]

2. Draft Evaluation Report

A comprehensive engendered analytical report that should, at least, include the following contents:

- Executive summary
- Introduction
- Description of the evaluation methodology
- An analysis of the situation with regard to the outcome, the outputs and the outcome-output linkages;
- Analysis of salient opportunities to provide guidance in the upcoming country programme cycle;
- Key findings (including best and worst practices, lessons learned)
- Conclusions and recommendations, including suggestions for future programming.
- Annexes: TOR, field visits, people interviewed particularly women, documents reviewed, etc.

3. Final Evaluation Report

A combination of all previous reports, incorporating the comments and feedbacks from UNDP and key stakeholders.

Evaluation brief and other knowledge products or participation in knowledge sharing events.

The Consultant shall be responsible for preparation and submission of the following deliverables (reports) listed in the table below:

Activities	Deliverables	Estimated duration to complete (days)	Target date for Submission to UNDP for Approval	Review and approvals required
<ul style="list-style-type: none"> • Desk review and list of reviewed documents • Evaluation framework and work plan • Meetings with stakeholders 	Inception Report and Presentation	10	31 October 2018	ISG Portfolio Managers, UNDP Turkey

<ul style="list-style-type: none"> Field visits/data collection Summary of main findings 	Draft Evaluation Report	20	30 November 2018	ISG Portfolio Managers, UNDP Turkey
<ul style="list-style-type: none"> Debriefing with UNDP Turkey Finalization of the evaluation report (incorporating comments received on first draft) 	Final Evaluation Report	10	14 December 2018	ISG Portfolio Managers, UNDP Turkey
Maximum total number of working/days		40 days		

Each and every activity to be conducted by the Consultant is subject to UNDP approval. Each step shall be conducted upon approval of the previous step by UNDP.

Number of days to be invested for each deliverable may change but the total number of days worked by the individual contractor cannot exceed 40 days for this assignment (i.e for submission of the deliverables) as defined in the ToR.

Reporting Language: The reporting language should be in English.

Title Rights: The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

The Consultant will have the overall responsibility for the conduct of the evaluation exercise as well as quality and timely submission of the final evaluation report to UNDP. S/he will specifically undertake the following tasks:

- Lead and coordinate the evaluation mission,
- Design the detailed evaluations scope, methodology and approach,
- Conduct the outcome evaluation in accordance with the proposed objective and scope of evaluation
- Draft, communicate and finalize the evaluation report as per the comments from UNDP.

5. MINIMUM QUALIFICATION REQUIREMENTS

The expected qualifications of the consultant are as follows:

General Qualifications	General Professional Experience	Specific Professional Experience
<ul style="list-style-type: none"> Minimum master's degree in economics, business administration, regional development/planning or any other social sciences Proficiency in English is required Advanced degree (doctorate) on relevant field is an asset 	<ul style="list-style-type: none"> Minimum 7 years of professional experience in at least 3 of the following fields: sustainable growth, regional/rural development, gender equality, programme management, programme evaluation, social policies are required More than seven (7) years of general professional experience will be considered as an asset 	<ul style="list-style-type: none"> At least 3 similar evaluation assignments completed within the last 5 years' experience in conducting evaluations, Minimum three (3) years of experience on results-based management evaluation and/or participatory M&E methodologies or approaches Previous experience in working with of UNDP, the civil society and government authorities will be an asset.

Notes:

- Internships (paid/unpaid) are not considered professional experience.
- Obligatory military service is not considered professional experience.
- Professional experience gained in an international setting is considered international experience.
- Female candidates are encouraged to apply.

6. TIMING AND DURATION

The Assignment is expected to be launched in 24 September 2018 and be completed by 14 December 2018. The Individual Consultant is expected to allocate 40 working days throughout the contract duration as per the Deliverable Table in Section 4.

7. PLACE OF WORK

Place of work (duty station) for the assignment is home-based. There will be *missions to Ankara and selected project sites* (İzmir, Isparta, Kars, Konya, Şanlıurfa, Gaziantep). All travel related costs (cost items indicated below) of these missions out of the duty station (economy class flight ticket and accommodation in 3 or 4 star hotel) will be borne by UNDP. Approval of UNDP is needed prior to the missions is needed. The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any

reimbursements to the consultant or

- Reimbursed to the consultant upon the submission of the receipts/invoices of the expenses by the consultant and approval of the UNDP. The reimbursement of each cost item subject to following constraints/conditions provided in below table;
- Covered by the combination of both options

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipts, etc. by the consultant with the UNDP's F-10 Form 3- Acceptance and Approval by UNDP of the invoices and F-10 Form.
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the respective location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

8. PAYMENTS

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverables by UNDP on the basis of payment terms indicated below and the pertaining Certification of Payment document signed by the consultant and approved by the responsible Portfolio Managers of ISG.

The total amount of payment to be affected to the Consultant within the scope of this contract **cannot exceed** 40 days. The consultant shall be paid in US\$ if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer.

If the deliverables are not produced and delivered by the consultant to the satisfaction of UNDP as approved by the responsible Portfolio Managers of ISG, no payment will be made even if the consultant has invested man/days to produce and deliver such deliverables.



Estimated due dates of the deliverables will be finalized by UNDP during the Briefing Meeting that will be conducted upon contract signature.

The amount paid to the consultant shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

Tax Obligations: The Consultant is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the Consultant.

9. ATTACHMENTS TO TOR

ATTACHMENT 1: EVALUATION REPORT OUTLINE

ATTACHMENT 1 TO TOR: EVALUATION REPORT OUTLINE

i. Title and Opening page:

- Name of the evaluation intervention
- Time-frame of the evaluation and date of the report
- Country of the evaluation intervention
- Names and/or organizations of evaluators
- Name of the organization commissioning the evaluation
- Acknowledgements

Table of contents – Should always include boxes, figures, tables and annexes with page reference.

List of acronyms and abbreviations

ii. Executive Summary

- Briefly describe the intervention of the evaluation (the projects, programs, policies or other intervention) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspect of the evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

iii. Introduction

- Purpose of the evaluation
- Scope & Methodology
- Structure of the evaluation report

iv. Description of the intervention

- Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
- Explain the expected results map or results framework, implementation strategies, and the key assumptions underlying the strategy.
- Link the intervention to national priorities, UNDAF priorities, corporate multi-year funding frameworks or strategic plan goals, or other programme or country specific plans and goals.
- Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the key partners involved in the implementation and their roles.
- Describe the scale of the intervention, such as the number of components (e.g.,



phases of a project) and the size of the target population for each component.

- Indicate the total resources, including human resources and budgets.
- Describe the context of the social, political, economic, environmental and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

v. Outcome Results

- Overall results (attainment of objectives)
- Relevance
- Effectiveness & Efficiency
- Country ownership 2The Report length should not exceed 50 pages in total (not including annexes).
- Sustainability
- Impact

vi. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the outcome/programs/projects
- Actions to follow up or reinforce initial benefits
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

vii. Annexes

- ToR for the evaluation
- Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview groups, observation protocols, etc) as appropriate
- Itinerary
- List of persons interviewed
- List of supporting documents reviewed