TERMS OF REFERENCE FOR EVALUATION
of the “Partnership for Development with the Business Sector Project”

1. Background

Recognizing the comparatively significant potential to develop concrete partnerships with the strong domestic private sector in Turkey and the catalytic and influential role that Turkey’s private sector role could play in the region, UNDP Country Office sought to establish a project office in Istanbul. In order to promote UNDP’s partnership for development with the business sector and to raise the visibility of the role of the private sector, including through such instruments as the Global Compact the CO developed a project on “Partnership with the Private Sector in Turkey” in partnership with the Corporate Governance Association of Turkey (COGAT).

The project achieves its objectives by up-streaming the policy dialogue on the role of business in the development; advocating on the corporate ethical values and responsibilities, including the principles of the UN Global Compact and brokering development partnerships, including regionally.

The external evaluation will be a more appropriate platform to determine to what extent the project objectives have been fulfilled and a “taking stock” review has been undertaken also to determine which targets have been achieved to date.

The evaluation will be used by the UNDP Country Office to analyze the conditions and assess the needs and demand for the next phase of the Project.

2. Purpose and scope of the evaluation

Under the overall supervision of the executing agent and in close collaboration with the UNDP country office, the consultant will conduct an evaluation of the “Partnership for Development with the Business Sector Project”. The overall objective for the evaluation of the project is to provide the UNDP Turkey Resident Representative with reasonable assurance and evaluator’s opinion to determine to what extent the project objectives have been fulfilled and which targets have been achieved to date. The evaluation will also look into the cost effectiveness of the project activities, and provide guidance on future directions.

The assessment will employ a variety of methodologies including desk reviews stakeholder meetings, client surveys, and focus group interviews and select site visits. The evaluator will review overall programming frameworks (UNDAF, CPAP, CO Strategic Note etc.) which give an overall picture of the country context. The evaluator will also consider select project documents as well as any reports from the evaluation of private
sector partnership projects under the portfolio of private sector unit. Statistical data will be assessed where useful.

A wide stakeholder consultation and involvement is envisaged. The Evaluation Team will meet with government institutions, NGOs, private sector representatives, UN Agencies and beneficiaries (see Article 8: Audience). The team will visit project/field sites as required.

Specifically, the evaluation would look at:

- Project achievements against anticipated objectives
- Relevance of project activities to the needs of its stakeholders
- Effectiveness of the project in addressing those needs as well as in achieving intended project results and outcomes and its contribution to overall CO outcomes
- Efficiency of the project in terms of its achievements. Value addition of having the project base in Istanbul – strengths, weaknesses and opportunities?
- The Project outcomes have an impact on the target community/business and facilitate/enable positive change as well as any unintended changes, both negative and/or positive
- Sustainability of project activities, the ongoing role of the project and its ability to function independent of exogenous factors including social, technical and/or political environment

Based on evidence-based analysis on all aforementioned aspects, the evaluation will make recommendations to feed into future plans for the Istanbul project office and associated activities and focus in the next phase.

3. Audience

The main audience for the evaluation will be:

- The UNDP Resident Representative/Deputy Resident Representative
- The communication officer and programme managers of UNDP/Turkey
- The team members of the UNDP/Turkey Private Sector unit
- The staff of the executing agency, Corporate Governance Association
- The project partners of various private sector projects; namely, Youth for Habitat, Coca-Cola, Microsoft, Cisco, Efes Pilisen etc.
- The contacts in relation to various private sector initiatives including new partnerships in pipeline and Global Compact network; namely, Koc Holding, Ayder, Pozitif, Besiktas Municipality, FMV, CSR Association, SPO, TISK, UNIDO, ILO, Kalder, PTS, Pittstop etc.
- Other stakeholders which have a vested interest in the evaluation, and might be considered to be secondary audiences.

4. Deliverables

- An evaluation report in line with UNDP (UNEG Norms and Standards)
- Set of recommendations to guide the future direction of the project
- Use evaluation process to build awareness and evaluation capacity of stakeholders by engaging them in all processes and hence making the overall process participatory.
5. Methodology

In terms of methodology, the evaluation study will follow three phase approach with the following outputs produced for each phase:

**Phase 1 - Preparatory Phase (3 days).** At the start of the study, evaluator will develop a detailed evaluation plan for the evaluation of the Project. In order to do that, the evaluator will conduct preliminary desk review, policy mapping, project background review, TOR review, exploratory mission to the UNDP Ankara office and Istanbul private sector project office, theme-specific desk research, local studies and research. The evaluation plan will include but is not limited to:

- Review the objectives set by the Project, ensure they are SMART and will enable the Project to achieve it’s overall aims;
- Review the practical framework for evaluation and Q&A set up, including processes, procedures, evaluation criteria, and data collection;
- Ensure the study has set realistic evaluation questions that can be answered and targets that can be met within their evaluation framework;
- Develop an overall plan for the Project evaluation to implement the Evaluation Strategy, by clearly articulating the roles and responsibilities of those involved, the timing, and activities to be undertaken; and
- Agree the methodologies for data collection and analysis for the Project to deliver evidence that outputs of high quality and meet stakeholder needs, and that outcomes are achieved and relevant to the community.

The evaluation plan must be forwarded by the evaluator to reach UNDP/Turkey Resident Representative by 15 November 2006.

**Phase 2 – Evaluation Phase (9 days).** The evaluator is expected to follow participatory tools and techniques such as meetings (phone and in situ interviews) with the target audience, as well as conduct field visits to Ankara, in order to collect information on project achievements and outcomes. At the end of the study the evaluator will deliver a draft evaluation report to UNDP Turkey Resident Representative on the Project evaluation, synthesizing outcomes and achievements of the Project, with recommendations for any changes in emphasis or direction for the next phase of the Project and the future of the Istanbul Private Sector Project Office. The evaluation should answer the following important questions within the scope of efficiency, effectiveness, sustainability, impact and relevance (OECD/DAC criteria):

- What are the key outcomes of the Project against anticipated objectives and the relevance of project activities to the needs of stakeholders in the business community and others? What is the impact of the Project, and what change is it fostering? Has the Project generated any results that could indicate the assistance (development partnership building, private sector development, regional interventions) has had an impact on businesses and other stakeholder communities?
- What have the performances of UNDP and executing agency been with respect to their project performance indicators? What internal and external factors have influenced the ability of project partners to meet these targets? What is the value addition of having the project base in Istanbul – strengths, weaknesses and opportunities?
What are the lessons learned, challenges and difficulties (administrative, operational, financial, macroeconomic etc.) faced by the Project management team and actions to overcome them? What are the policy environment and economic and business conditions and other elements that have had an impact on the Project?

What are the potential options for improving the project, which could include modification of activities and management structure, responsibilities of private sector unit team including the project staff, schedule of project activities and budget allocations, among others? What are the prospects of the business community and other stakeholders from the next phase of the project?

Before finalizing the evaluation report, the evaluator must share the findings in the draft evaluation report with the executing agent, including appropriate programme/project staff and the UNDP Resident Representative. The evaluator will present or incorporate the responses in the audit report. (The purpose of such briefings is to ensure that the findings are correct and to ensure full acceptance of the recommendations.)

The draft evaluation report must be forwarded by the evaluator to reach UNDP/Turkey Resident Representative by 23 November 2006 to be reviewed by the UNDP Country Office until 24 November 2006.

**Phase 3 – Finalizing the Report and Debriefing Phase (4 days).** The evaluator will debrief the UNDP Resident Representative on the findings and work with the private sector unit team in an advisory capacity on how to handle specific aspects of evaluation to get the best results, after the submission of the draft report and its review by the team. The debriefing will be conducted on 24 November 2006.

The final evaluation report must be submitted to the Resident Representative by 28 November 2006.

6. Funding and Timescale & Management Arrangements

A total budget of up to $10,500 is available for the evaluation. The evaluator will be given 17 days Special Service Agreement with a $450/day consultancy fee, totaling $7,650. Additional $3,000 will be available for the costs associated with the evaluation; including travels, reporting, stakeholder meetings etc. The time commitment is estimated to be 17 days starting from November 13, 2006. The last four days of the evaluation will be home based to finalize the report.

UNDP/Turkey will provide administrative support to the work of the consultant. The Monitoring & Evaluation focal point will coordinate the evaluation activities and provide the technical assistance as needed.