



Technical Development between Developing Countries Evaluation  
(TCDC)

Project Number 3015-049

UNDP Country Office & The State Planning Organization

UNDP Turkey

November 2005

## **I Evaluation Title**

Technical Development between Developing Countries Evaluation

Project Number 3015-049

Acronym: TCDC

## **II Program Description**

Technical Cooperation among Developing Countries - known as TCDC - is essentially a process whereby two or more developing countries pursue their individual or collective development through cooperative exchanges of knowledge, skills, resources and technical know-how. Ideally, TCDC activities should be initiated, organized and managed by developing countries themselves with their governments playing a lead role while involving public and private institutions, non-governmental organizations and individuals. TCDC can include all sectors and all kinds of technical cooperation activities of developing countries, whether bilateral, multilateral, sub regional, regional or interregional in character. The challenge is to marshal innovative approaches, methods and techniques that are particularly adapted to local needs without supplanting existing modalities of technical cooperation which have proven useful. The ultimate goal of TCDC is the promotion of national and collective self-reliance among developing countries, on the one hand, and global interdependence, on the other.

In 1972, the General Assembly created a Working Group on TCDC. The Special Unit was established within UNDP in 1974, according to resolution N°3251 (XXIX). When the General Assembly in 1976 called for the Buenos Aires Conference, the Special Unit was the focal point of the preparatory process, and it was strengthened later to deal with follow-up actions. Since 1997, the work of the Special Unit has been programmed within a cooperation framework that takes into account prevailing trends relevant to TCDC. The second cooperation framework (2001-2003) was formulated at a time of accelerating integration of the global economy and is focused on activities that will support developing countries in dealing with related problems and opportunities. The focus of current activities is on regional and interregional initiatives aimed at engaging a large number of countries to work together to formulate policies, share information, agree on priorities and translate ideas into programmes. The strategic aim is to make developing countries effective partners with all other actors in achieving the Millennium Development Goals and targets set by the G-77 Havana Programme of Action, such as halving the incidence of extreme poverty by 2015.

UNDP, the United Nations Development Programme, hosts the Special Unit for TCDC. UNDP is the United Nations global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. On the ground in 166 countries, working with them on their own solutions to global and national development challenges, UNDP handles issues connected with developing and strengthening TCDC through the Special Unit for TCDC (SU/TCDC).

TCDC is represented at the national level by the TCDC focal point. The focal point - whether it is a specific ministry, an inter-ministerial committee, a development agency or even a special unit - is the national institution responsible for the development of TCDC in a developing country or in a United Nations agency. The concept of focal point was created at the first session of the High Level Committee, in 1980, as a way to enhance TCDC.

The activities of the focal points are mainly:

- Assisting in the formulation of national TCDC policies, strategies and programs;
- Organizing TCDC orientation seminars, training courses and study tours;
- Serving as a liaison between national enterprises and their foreign counterparts involved in TCDC;
- Assessing the costs, benefits and overall impact of TCDC on a country's development needs;
- Providing guidance in the development of a national TCDC information network.

- Maintaining an inventory of the country's needs and domestic resources that it's willing to share with other countries.

In Turkey the focal point is a special unit headed jointly by the UNDP Resident Representative and the General Directorate of Social Sectors and Coordination of the State Planning Organization, the Ministerial line agency mandated to coordinate the foreign technical assistance incoming to Turkey.

Turkey began its participation in TCDC in 1988. Together with 22 countries<sup>1</sup>, Turkey bears the special TCDC status of 'pivotal country'. Pivotal countries are developing countries that, by virtue of their capacities and experience in promoting South-South cooperation, are positioned to play a 'lead' role in the promotion and application of TCDC, mainly by sharing their capacities and experience with other developing countries in their region or in other regions. The concept of pivotal countries was created in 1995 within the new directions given to TCDC by the High Level Committee following recommendations of the United Nations General Assembly.

Individual projects under TCDC are approved for funding capacity building, local development initiatives, awareness raising and training through the international exchange of know-how in a variety of sectors, including poverty reduction, good governance and environment.

To-date the public sector is the main participant in terms of project implementing agencies, though secondary beneficiaries of TCDC activities include the private sector.

Project funds have the potential to provide a quick and flexible response to local and international requests and priorities. The strategy for allocations is largely iterative, to achieve maximum results and accommodate changing dynamics. Disbursements encourage complementary and cumulative GOT- and UNDP-related actions to advance development issues across diverse sectors and complex issues.

The project is co-funded by SPO and the UNDP Country Office. Total funding amounts to \$\_\_\_\_\_ over a

\_\_\_\_\_ year period extending from \_\_\_\_\_ to \_\_\_\_\_. Allocations are \$\_\_\_\_\_ in \_\_\_\_\_; \$\_\_\_\_\_ in the year \_\_\_\_\_; and \$\_\_\_\_\_ in the year \_\_\_\_\_. There is currently \$\_\_\_\_\_ remaining. The average contribution is expected to be approximately \$\_\_\_\_\_ per project. SPO and the UNDP, as the two local co-ordinators act as fund administrators. Allocations for project funding are approved by \_\_\_\_\_. As of \_\_\_\_\_, \$\_\_\_\_\_ has funded \_\_\_\_\_ projects. Recognizing Turkey's status as pivotal country and that south-south cooperation will be long-term process, all indications support continuation of this project for a third \_\_\_\_\_ or \_\_\_\_\_ year phase, subsequent to a review of operations and identification of needs, objectives and expected results.

### III Reasons for Evaluation

UNDP's Performance Review Policy calls for periodic independent evaluations of its policies, programs and projects and operations. The results contribute to better-informed decision-making, foster an environment of learning by doing and promote greater accountability for performance.

The TCDC Project has been selected for evaluation based on recommendations made in the *Assessment of Development Results for Turkey* (pgs.6 & 39, 2004). As a general comment of UNDP-Turkey's Monitoring and Evaluating for Sustainable and Scaled-up Results, the evaluators pointed out the need for the Country Office to boost up the levels of its monitoring and evaluation for well-informed review and decision-making. Specifically in regards to TCDC, the Evaluation Team recommended that a careful evaluation of past results, as well as a review of planned

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<sup>1</sup> The following are the 22 countries first identified as pivotal countries: *Brazil, Chile, China, Colombia, Costa Rica, Cuba, Egypt, Ghana, India, Indonesia, Malta, Malaysia, Mauritius, Mexico, Nigeria, Peru, the Republic of Korea, Senegal, Thailand, Trinidad and Tobago, Tunisia and Turkey.*

outcomes/outputs be carried out before substantial new resources are devoted to the programme. The matter of a third phase was raised during the TCDC Team meeting in September 2005. Based on the *Assessment of Development Results for Turkey*, an evaluation was agreed to ascertain results to date for use in determining project continuation and optimal strategies to assess and address concerns in the latest Assessment for Development Results.

#### **IV Scope and Focus**

The Consultant will:

- Assess progress made towards the achievement of results at the outcome and output levels
- Determine if the results contribute to the UNDP/Government of Turkey's overall goals of poverty reduction, sustainable development, and MDGs.
- Assess the reasonability of the relationship between project costs and results
- Assess performance in terms of the relevance of results, sustainability, shared responsibility and accountability, appropriateness of design, resource allocation, and informed and timely action.
- Identify lessons learned and provide recommendations for guiding UNDP/Government of Turkey's development policies and initiatives specifically on TCDC.

More specifically, the evaluation is to focus on - but not be limited to - reporting on progress in achieving results relating to project outputs and outcomes as follows:

- Has the project resulted in organizations being better positioned and equipped to champion development issues, locally, regionally, and globally?
- To what extent have partnerships to promote development issues been strengthened?
- How have these partnerships contributed to the advancement of Turkey as a pivotal country?
- What has been achieved by TCDC funded initiatives?
- Have stakeholders been actively and meaningfully involved in project design, implementation, redesign and monitoring?

Additionally the Consultant will answer and make recommendations to the following:

- Who are the main beneficiaries of the project, as implementing agencies and secondary beneficiaries? Should the scope of the project be extended to engage non-traditional players such as the private sector and other geographical areas, if so why and how can this best be done?
- What recommendations can be made in terms of future directions for Turkey's TCDC initiative?
- What are the main areas of activity? Should efforts be made to be active in other non-traditional sectors? If so, which ones, why and how can this be done effectively?
- What has been the project's level visibility, locally and externally in areas of implementation? To what degree is there an effective communication strategy? What innovations could be used in this regard?
- What, if any, changes in the organizational relations and functions between UNDP and the State Planning Organization could be made with a view to greater project impact and synergy with development in Turkey but also in the region?
- What are the trends/activities as perceived/undertaken by TCDC HQ in New York and a number of other country offices?

The evaluation will include a list of projects (disbursement totals, project summaries, implementing agencies, partners, geographical scope) and a management organigram in Annex.

#### **V Stakeholder Involvement**

Stakeholder participation is fundamental to SPO/UNDP evaluations. The Consultant is expected to conduct a participatory evaluation providing for meaningful involvement by project partners, beneficiaries and other interested parties. Stakeholder participation is to be an integral component of evaluation design and planning; information collection; the development of findings; evaluation reporting; and results dissemination.

## **VI Accountabilities and Responsibilities**

UNDP's assigned evaluation manager will represent the UNDP during the evaluation. She/he will direct and co-ordinate the evaluation.

The evaluation manager is responsible for:

- Overall responsibility and accountability for the evaluation;
- Guidance throughout all phases of execution;
- Approval of all deliverables; and,
- Co-ordination of the UNDP's internal review process.

The Consultant is responsible for: 1) conducting the evaluation; 2) the day-to-day management of operations; 3) regular progress reporting to UNDP Turkey; 4) the development of results; and, 5) the production of deliverables in accordance with contractual requirements. The Consultant will report to UNDP Turkey.

## **VII Evaluation Process**

The evaluation will be carried out in conformity with the principles, standards and practices set out in the UNDP Evaluation Guide.

### **7.1 Evaluation Work Plan**

The Consultant will prepare an evaluation work plan that will operationalize and direct the evaluation. The workplan will describe how the evaluation is to be carried out, bringing refinements, specificity and elaboration to this terms of reference. It will be approved by UNDP Turkey and act as the agreement between parties for how the evaluation is to be conducted.

The evaluation work plan will address the following reporting elements:

- Overview of Program/project
- Expectations of Evaluation
- Roles and Responsibilities
- Evaluation Methodology
- Evaluation Framework
- Information Collection and Analysis
- Reporting
- Work Scheduling

### **7.2 Field Mission**

The evaluation is to include a site visit to Ankara to consult with UNDP Country Office and SPO personnel, as well as project stakeholders; and to collect information in accordance with the requirements

stipulated in the evaluation workplan. This mission is expected to be no longer than one week in duration. UNDP Turkey is to be briefed on arrival and before departure from Turkey.

### **7.3 Evaluation Report**

The Consultant will prepare an evaluation report that describes the evaluation and puts forward the evaluator's findings, recommendations and lessons learned. The presentation of results is to be intrinsically linked to the evaluation issues, establishing a flow of logic development derived from the information collected. Evaluation results are to bring a focus to the factors set out in the UNDP's Framework for results and Key Success Factors.

## **VIII Deliverables**

The Consultant will prepare: 1) an evaluation work plan; and, 2) an evaluation report in accordance with standards identified in the UNDP Evaluation Guide.

These deliverables are to be:

- Prepared in English only
- Submitted to UNDP electronically via e-mail, in Microsoft Word.
- All reports are to be submitted to UNDP Turkey.

### 8.1 Draft Evaluation Work Plan

A draft evaluation work plan is to be submitted within 3 days of the signing of the contract. A copy will be submitted electronically to UNDP Turkey.

### 8.2 Evaluation Work Plan

Within 3 days of receiving UNDP's comments on the draft workplan, the Consultant will produce a final evaluation workplan, to be submitted electronically.

### 8.3 Draft Evaluation Report

The Consultant will submit a draft evaluation report for review by UNDP within 6 days of returning from mission.

### 8.4 Evaluation Report

Within 3 days of receiving UNDP's comments on draft report, the Consultant will submit a final evaluation report including an evaluation abstract/executive summary. Ten copies in hard copy format are to be submitted, as well as electronically.

## IX Evaluator Qualifications

The evaluation will be carried out by a senior consultant, and a translator retained locally in Ankara. The consultant is expected to be:

A reliable and effective evaluation manager with extensive experience in conducting evaluations (preferably on TCDC and/or multi-country initiatives) and a proven record delivering professional results

Fluent in English

Fully acquainted with UNDP's results-based management orientation and practices

Experienced in the region

## X Internal Cost Projection

The basis for payment and payment scheduling will be determined during contract negotiations, according to UNDP's rates of pay. Method of payment: Upon submission of final report (fixed DSA upon arrival to Ankara).

UNDP's projection for the level of effort and cost for the evaluation are set out below:

### Level of Effort & Timeframes

Activity	Timeframes
Workplan Preparation/Data Collection/Field Work/Report Preparation + Submission	<b>Contract Period:</b> 01 February to 10 March 2006 <b>Mission dates:</b> 5 working days/6 nights in Ankara, from 19 to 26 February 2006 <b>Final report due date:</b> 10 March 2006

**Projected Cost**

<b>Type</b>	<b>Lump sum</b>
<b>Professional Fees</b>	<b>TBD</b>
<b>DSA</b>	<b>6 days DSA for Ankara</b>
<b>Total</b>	

Note: 1/ The Consultant is responsible for insuring she/he procures and travels to Turkey with the appropriate documents, including visa and passport. 2/ UNDP will be responsible for booking consultant's travel. UNDP will assist in booking accommodation as requested.

Mr. Kemal Madenođlu  
Director General for Social Sectors and Coordination  
State Planning Organization, Turkey

Dear Mr. Madenođlu,

Re: TCDC Evaluation

I would like to respectfully inform you that the TCDC Project has been selected for evaluation, based on UNDP's Performance Review Policy, which calls for periodic independent evaluations of its programs and operations, as well as recommendations put forth in the *Assessment of Development Results for Turkey (2004)*.

The *Assessment of Development Results for Turkey (ADR)* pointed out the need for the UNDP Country Office to boost up the levels of its monitoring and evaluation for well-informed review and decision-making. In the context of TCDC, the ADR Report recommended an evaluation at the end of Phase II to ascertain results to date for use in determining project continuation and optimal strategies to assess and address any issues.

I appreciate your cooperation in support of this process.

Respectfully yours,

Jakob Simonsen



08 May 2006

Dear Mr. Madenođlu,

Re: TCDC Evaluation

I am pleased to be able to share with you the draft of the TCDC Evaluation, accompanying this letter, and prepared by Ms. Irene Philippi, TCDC Evaluator recruited by the TCDC Unit in New York.

The Evaluator welcomes any comments the State Planning Organization and the UNDP Country Office may have on the Evaluation Report, as partner agencies in the implementation of the TCDC initiative in Turkey. The Evaluator will annex official comments from SPO/UNDP to the final draft of the report, unless requested otherwise. The Evaluator invites written comments in the shortest delay convenient to us. In the absence of comments, the Evaluation Report will be considered final as of 15 June 2006.

In the meantime, I am happy to discuss the results of the Evaluation with you, towards identifying next steps.

I appreciate your cooperation in support of this process.

Respectfully yours,

Jakob SIMONSEN  
UNDP Resident Representative/UN Resident Coordinator

Mr. Kemal Madenođlu  
Director General for Social Sectors and Coordination  
State Planning Organization, Turkey