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Terms of Reference for International Expert on Project Evaluation

1) BACKGROUND

UNDP (United Nations Development Programme) is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. UNDP is on the ground in 177 countries and territories, working with them on their own solutions to global and national development challenges.

With the latest changes in the global arena and in Turkey, UNDP Turkey has repositioned itself to be in line with the new UNDP Strategic Plan 2014-2017, changing needs of Turkey and Tenth National Development Plan, in order to target development challenges and priorities of the country.

UNDP Turkey has repositioned to contribute through three core areas: 1) Inclusive and Democratic Governance (IDG); 2) Inclusive and Sustainable Growth (ISG); and 3) Climate Change and Environment (CCE); and in addition to these core areas, UNDP Turkey is emphasizing the role of Strategic Partnerships that cut across the entire country programme as well as regionally and globally.

Under the IDG Portfolio, in line with the EU requirements and policies, the Government of Turkey in the course of progress towards accession to the EU is actively implementing a National Programme for the Adoption of the EU Acquis (NPAA). The objective of the legal harmonization is not only about the amendments in relevant existing legislation but also strengthening institutions responsible for the enforcement and implementation of the new procedures. Therefore, the process of “Institution Building and Reform” is considered as crucial in ensuring Turkey’s successful transition to the standards, norms, expectations and obligations of similar EU Member State administrations. Within the process of “Institution Building and Reform”, border management is evaluated as one of the high priority areas under the chapter 24. To this end, the Government of Turkey is following a reform programme targeting a decrease in irregular migration through developing an effective IBM system, strengthening institutional capacities and raising awareness on matters related to border management.

In line with this, “Substantial progress is made in implementing institutional reforms for integrated border management, with an increased technical capacity for border management and a high degree of alignment with relevant EU policy”. In addition, “capacity building to combat cross-border crimes and

manage borders in an effective and sustainable manner, focusing on efficient use of equipment, risk analysis, information exchange and integrated border management practices, complemented by upgraded software and hardware” have been set as an action.

To this end, the project named “Increasing Border Surveillance Capacity of Borders between Turkey and Greece” at hand aims to respond to the above referred needs in the field of border management via assessing the institutional capacity needs of Land Forces Command (LFC) to adopt tools for modern border surveillance including but not limited to high technology systems and developing a training model and curriculum in line with international law and practices; and training of 500 professional staff of Land Forces Command on the procedural requirements of dealing with irregular movements at the border regions as well as fundamental rights on migrants and international protection and combating human trafficking.

In this respect the Project is composed of 2 components:

Component A – Institutional Capacity Building: This component aims to enhance institutional capacity of Land Forces, which will be equipped with certain training tools for modern border surveillance in line with international standards and European practices

Component B – Individual Capacity Building: This component aims to build the individual capacity of the professional staff on the procedural requirement of dealing with irregular movement at the border regions through development and delivery of tailor-made training modules.

Ministry of Interior (MoI) is the main beneficiary and **the LFC** is the co-beneficiary of the Project.

- According to the Turkish law, the overall supervision of Border Management is exercised by the MoI. Specifically; at central level, General Directorate of Provincial Administrations - Border Management Department under MoI coordinates the border management activities. At local level, the MoI performs these functions through the deputy governors assigned by the governors. MoI is responsible for the programming, monitoring and evaluation of the home affairs sub-sector which covers migration and asylum, Integrated Border Management and fight against organized crimes priority areas.
- The LFC is responsible for border surveillance activities on land borders and delivers the criminals seized at the borders to law enforcement units (Police/ Gendarmerie).

For the smooth implementation of the Project, **UNDP** provides technical assistance for the efficient and effective implementation of the Project through the Direct Grant contract signed between **Central Finance and Contracts Unit (CFCU)** as the contracting authority and endorsed by the **EU Delegation to Turkey** as the donor. To this end,

- UNDP is expected to ensure the achievement of the Project’s expected results as presented in the Description of Action and under the conditions stipulated in the Special Conditions of the Direct Grant Agreement.
- CFCU holds responsibility for the overall budgeting, tendering, contracting, payments, accounting and financial reporting aspects of this project as well as overall coordination and monitoring of the project implementation.

- EU Delegation to Turkey is involved in the monitoring of the project and provides guidance/advise when necessary for the purposes of improving and strengthening further the Project's expected results

The target group of the Action is the professional staff of Land Forces Command in charge at borders with Greece and Land Forces Command Headquarters.

2) OBJECTIVE(S) OF THE ASSIGNMENT

International Expert on Project Evaluation is a short-term expert (Consultant) who will be mobilized for drafting an evaluation report for the Project and identify the lessons learned which are relevant to the planning, preparation and implementation phases of the project through the conduct of an evaluation mission.

In line with the evaluation criteria of relevance, effectiveness, efficiency and sustainability; below mentioned evaluation parameters will be formed and the recommendations will be given by the Consultant.

Strategic Positioning, Concept and Design:

The Consultant will assess the concept and design of the project, including an assessment on the relevance of the objectives, planned outputs, activities and inputs as compared to other cost-effective alternatives.

Implementation:

The Consultant will assess the implementation of the Action in terms of quality and timeliness of inputs; efficiency and effectiveness of the activities carried out. The effectiveness of management as well as quality and timeliness of monitoring and backstopping by all parties should be evaluated. Under this parameter, attention should be paid to the use of adaptive management.

Partnership and coordination

The Consultant will assess the effectiveness and appropriateness of the collaborations and partnerships that were established to deliver support to the project. This includes an assessment of the Project beneficiaries and their ownership, partnership with key stakeholders, donors as well as international partners and the extent UNDP was effective in ensuring coordination.

Monitoring, Evaluation and Risk Management

The consultant will analyze the monitoring and evaluation systems undertaken throughout the implementation period of the Project and the extent to which those systems were adequate to capture significant developments and inform management. The Consultant will asses how lessons learned have been captured and operationalized throughout the project.

Rights based approach and gender mainstreaming:

The Consultant will assess the extent to which the project sought to strengthen a right based approach and gender mainstreaming throughout the project. In this respect, measures undertaken and the success of those in addressing right based and gender sensitive aspects should be analyzed.

3) DESCRIPTION OF RESPONSIBILITIES

In the light of the evaluation parameters, the Consultant is expected to analyze data and share his/her findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation; the Consultant is provided with indicative evaluation questions below; which are expected to be amended, elaborated and submitted as part of the evaluation methodology and shall be included as an annex to the final report described below.

- **Relevance:**

Under this parameter, the Consultant will analyze to what extent are the project's activities are suited to local and national development priorities and organizational policies including changes over time.

1. How much and in what ways did project contribute to solve the needs identified in the design phase as outlined in the government strategies, international obligations and other relevant policies?
2. During the evaluation period; what economic, social and political changes have occurred that affected the Project? How do these relate to the achievement of Project objectives?
3. What opportunities are there to better align the support to the changed context and the needs of the beneficiaries?
4. To what extent this project was designed, implemented, monitored and evaluated as right based and gender sensitive?

- **Effectiveness**

Under this parameter, the Consultant will analyze to what extent the Project objectives have been achieved or how likely it is to be achieved.

1. To what extent were the outputs and outcomes of the project and the indicators were successful for the attainment of maximum positive impact of the Project? How might this be improved in the future?
2. What are the key factors contributing to project success or underachievement of intended outcomes? To what extent have UNDP's assistance contributed to the outcomes?
3. To what extent are the intended beneficiaries satisfied with the results?
4. To what extent Project actions and resources for visibility are seen as adequate and effective by the EU Delegation and national partners?
5. To what extent local stakeholders and the general public were aware of EU and national contribution in the Project?
6. Have any good practices, success stories, lessons learned or transferable examples been identified?

- **Efficiency:**

Under this parameter, the Consultant will analyze to what extent the results have been delivered with the least costly way possible.

1. To what extent was the implementation of the project activities and outputs by UNDP was efficient in terms of cost and time? What measures were taken to ensure competitiveness?
2. To what extent are the planned funding and time-frame sufficient to achieve the intended outcomes?

- **Impact**

Under this parameter, the Consultant will analyze the positive and negative, foreseen and unforeseen, changes and effects produced by the project including outputs, short to medium term outcomes and longer term impacts, benefits.

1. Has the project contributed or is likely to contribute to social, economic, technical changes for individuals and institutions related to the project?
2. What difference has the project or programme made to beneficiaries?

- **Partnership and coordination:**

Under this parameter, the Consultant will analyze to what extent the involvement of key stakeholders and their ownership is ensured.

1. To what extent did the targeted population made the programme their own, taking an active role in it?
2. How effective has the UNDP been in coordinating the communication among project partners and what have contributed to the effectiveness/ineffectiveness?

- **Sustainability**

Under this parameter, the Consultant will analyze to what extent are the project's positive actions likely to continue after the end of the project.

1. To what extent will the benefits and outcomes continue after external donor funding ends?
2. What can be done to maximize the likelihood of sustainable outcomes?
3. To what extent has the government of Turkey increased its ownership during the project implementation period? What impact has this created on external support?

As for sustainability criterion, the evaluator should at the minimum evaluate the "likelihood of sustainability of outcomes at project termination and provide a rating for this. The following dimensions of sustainability should be addressed:

Financial resources:

- a. Are there any financial risks that may jeopardize sustainability of the project?
- b. What is the likelihood of financial and economic resources not being available once the donor assistance ends?

Socio-political

- a. Are there any social or political risks that may jeopardize sustainability of project outcomes?
- b. What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?
- c. Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?
- d. Is there sufficient public/stakeholder awareness in support of the long term objectives of the Project?

Institutional framework and governance

- a. Do the legal frameworks, policies and governance structures and processes are in place for sustaining project benefits?
- b. While assessing this aspect, it should be considered if the systems for accountability and transparency and the technical know-how are in place

On each of the dimensions of sustainability, project outcomes will be rated as follows:

- Likely: there are no or negligible risks that affect this dimension of the sustainability
- Moderate likely: there are moderate risks that affect this dimension of the sustainability
- Moderate unlikely: there are significant risks that affect this dimension of the sustainability
- Unlikely: there are severe risks that affect this dimension of the sustainability

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if the project has an “unlikely” rating in either of the dimensions, then the overall rating can not be higher than “unlikely”.

• **Monitoring, Evaluation and Risk Management**

Under this parameter, the consultant will analyze the monitoring and evaluation systems undertaken throughout the implementation period of the Project to capture significant developments and inform management.

1. To what extent did the results framework allow for relevant monitoring of progress and impact of interventions? How could this be improved with particular reference to findings regarding “relevance”?
2. How accurate was the risk assessment undertaken? How effectively were the risks managed?
3. How effective were the provisions for oversight of the activities?

The Project will be rated against the evaluation criteria on the following scale:

- Highly satisfactory: the project has no shortcomings in the achievement of its objectives
- Satisfactory: the project has minor shortcomings in the achievement of its objectives.
- Moderately satisfactory: the project has moderate shortcomings in the achievement of its objectives.
- Moderately unsatisfactory: the project has significant shortcomings in the achievement of its objectives.
- Unsatisfactory: the project has major shortcomings in the achievement of its objectives.

- Highly unsatisfactory: the project has severe shortcomings in the achievement of its objectives.

Individual Consultant's functions do not include any managerial, supervisory and/or representative functions.

All documents and data provided to the Consultant are confidential and cannot be used for any other purposes or shared with a third party without any written approval from UNDP.

4) EXPECTED OUTPUTS AND DELIVERABLES

The Consultant is expected to submit the following deliverables to UNDP.

- **Evaluation Methodology Report:** This Report will propose the methods, sources and procedures to be used for data collection. It will also include a mission programme which indicates proposed timeline of activities and submission of deliverables. The methodology report will propose initial lines of inquiry about the project. This document will be used as an initial point of agreement and understanding between the Consultant and UNDP. In principle, the report is expected to contain the outline stated in Annex A. The draft document will be shared with UNDP to be disseminated to the key stakeholders and seek their comments and suggestions. Evaluation Methodology Report will be finalized after the consultations between the Consultant, UNDP and key stakeholders.
- **Data collection and interviews:** interviews with the representatives of Project beneficiaries (MoI and LFC), donor (EU Delegation to Turkey), Contracting Authority (CFCU), UNDP project management and technical assistance team and any other stakeholders as deemed necessary will be conducted by the Consultant. In addition, documents including but not limited to reports, workplans, minutes, terms of references, materials and relevant correspondences will be reviewed by the Consultant to collect data for the evaluation report.
- **Draft Evaluation Report:** The draft report will contain the same sections as the final report (described in the next paragraph). This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The draft evaluation report will be shared with UNDP to be disseminated to the key stakeholders to seek their comments and suggestions. This report will contain the same sections as the final report described below.
- **Final Evaluation Report:** The final evaluation report will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The report should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents,

interviews, field visits, questionnaires or participatory techniques following high level of research ethics and impartiality. The final report will be sent to will be shared with UNDP to be disseminated to the key stakeholders. In principle, this report is expected to contain the sections established in Annex B.

Deliverables	Estimated number of working days to be invested by IC*	Target Date for Submission to UNDP
Draft Evaluation methodology report	2 days (home-based)	3 January 2019
Finalized Evaluation methodology report	2 days (home-based)	7 January 2019
Data collection and interviews with UNDP and key stakeholders	2 days (Ankara)	January 2019 (<i>exact date(s) will be decided by TAT and communicated with prospective consultant as per agreed workplan</i>)
Delivery of Draft Evaluation Report	2 days (home based)	20 January 2019
Delivery of the Final Evaluation Report	2 days (home-based)	30 January 2019
Estimated Total Number of Working Days	10 days	

*The “Estimated Number of Man/Days” indicated herein represents the maximum man/days that will be the basis of the payment to the Consultant throughout the contract validity. The payments will be based on the actual number of man/days invested for the development of each deliverable.

Without submission and approval (by the UNDP) of the above listed deliverables in due time and quality, the consultant shall not be entitled to receive any payment from the UNDP even if he/she invests time in this assignment. In case of non-performance of a specific deliverable, the Consultant will not be paid for the days specified for the subject deliverable.

In cases where the expert may need to invest additional man/days to perform the tasks and produce the deliverables listed and defined in the present Terms of Reference, the expert shall do so without any additional payment.

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

- **Reporting Line**

The consultant will be responsible to the Portfolio Manager for the completion of the tasks and duties assigned in Article 3. All of the reports are subject to approval from Portfolio Manager in order to realize the payments to the consultant.

▪ ***Reporting Conditions***

The reporting language should be in English. All information should be provided in electronic versions in word format. The consultant shall be solely liable for the accuracy and reliability of the data provided, links to sources of information used.

▪ ***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.

5) INSTITUTIONAL ARRANGEMENT

The UNDP will provide background materials, for the IC's review, reference and use. Neither the UNDP nor any of the project partners are required to provide any physical facility for the work of the IC. However, depending on the availability of physical facilities (e.g. working space, computer, printer, telephone lines, internet connection, etc.) and at the discretion of the UNDP and/or the relevant project partners such facilities may be provided at the disposal of the IC. The UNDP and/or the relevant project partners will facilitate meetings between the IC and other stakeholders, when needed.

6) TIMING AND DURATION

The Assignment is expected to start in the beginning of January 2019 and it is expected to be completed by the end January 2018.

7) PLACE OF WORK

The duty station is home based and Ankara.

The assignment will include up to 2 working days in Turkey (Ankara) and 8 days of home-based work.

Travel, accommodation and living expenses (inter-city, intra-city travels, living costs such as breakfast, lunch, dinner, etc.) in duty station will be borne by the Consultant. Accommodation costs for assignment-related travels in and between the duty stations will not be borne by UNDP

Assignment-related travel and accommodation costs, which are pre-approved by UNDP, outside of the duty station will be borne by UNDP in line with UNDP's corporate rules and regulations. 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, through UNDP's official Travel Agency 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 is subject to the following constraints/conditions provided in below table or,
- 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/receipt, 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 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) QUALIFICATION AND SKILLS REQUIREMENTS

	Minimum Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> Bachelor's degree in public administration, law, security studies, police/military academy or any other related fields. Good command of spoken and written English. 	Master or PhD degree in relevant fields
General Professional Experience	Minimum 10 years of professional experience in conducting evaluations, assessments, audits, research or review of projects/programmes	Experience with evaluation of border management projects Experience in evaluation of EU funded projects in Turkey

Specific Professional Experience	Minimum 5 years of professional international experience in project/programme evaluation	Experience with evaluation of EU funded projects
<p>Notes:</p> <ul style="list-style-type: none"> • 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. • Experience gained prior to completion of undergraduate studies is not considered professional experience. 		

9) PAYMENTS

Payments will be made within 30 days upon the approval of the deliverables and UNDP Certificate of Payment Form (COP).

The daily fee amount to be paid to the Consultant is fixed regardless of changes in the cost components at the Consultant's end. The expert will be paid after the production and delivery of each deliverable mentioned in the Section 4 of the Terms of Reference. If any of the deliverables are not produced and delivered by the expert in due time and to the satisfaction of UNDP, no payment will be made for that specific deliverable even if the expert has invested working/days to produce and deliver the subject deliverable.

The daily fee amount should be indicated in gross terms and hence should be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs related to tax, social security premium, pension, visa etc. It is the applicants' responsibility to make necessary inquiries on these matters.

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.

Tax Obligations: The IC 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 IC.

10) ANNEXES

- **Annex A - Outline of the report on evaluation methodology**

0. Introduction

1. Background to the evaluation: objectives and overall approach

2. Identification of main units and dimensions for analysis and possible areas for research

3. Main substantive and financial achievements of the project
4. Methodology for the compilation and analysis of the information, including evaluation questions
5. Mission programme

- **Annex B - Outline of the draft and final reports**

- i. Cover Page
 - ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Summary of findings and conclusions
 - iii. Acronyms and Abbreviations
1. Introduction
 - Background, goal and methodological approach
 - Purpose of the evaluation
 - Methodologies used in the evaluation
 - Constraints and limitations on the study conducted
 2. Project description
 - Project start and duration
 - Problems that the project sought to address
 - Description of the intervention areas/main activities
 - Baseline indicators established
 - Main stakeholders
 - Expected Results
 3. Findings
 - Project design/formulation (indicators, risks and assumptions, lessons from other relevant projects, linkages between project and other interventions, management arrangements)
 - Project Implementation (adaptive management, partnership arrangements, project finance, Monitoring & evaluation, UNDP's execution)
 - Project Results (attainment of objectives, relevance, efficiency, ownership, gender mainstreaming and rights-based approach, sustainability, impact)
 4. Conclusions, good practices and lessons learned (prioritized, structured and clear including major achievements and strengths)
 5. Recommendations (actions to follow up or reinforce initial benefits from the project and proposal future directions underlining main objectives)
 6. Annexes
 - Mission Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Questions Matrix

- **Annex 1: General Conditions of Contract for Individual Consultants**

