

# **Terms of Reference for International Consultant for Outcome Evaluation Climate Change and Environment Portfolio**

## **1 BACKGROUND**

In line with the Evaluation Plan of UNDP Turkey Country Office, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance in the Climate Change and Environment (CCE) portfolio.

The proposed evaluation will evaluate the CCE portfolio against the relevant Sustainable Development Goals (SDGs), the Country Development Strategy (UNDCS) and the Country Programme Document (CPD) both covering 2016-2020.

### **UNDCS OUTCOME INVOLVING UNDP:**

*1.3 By 2020, improved implementation of more effective policies and practices on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders including resilience of the system/communities to disasters.*

### **NATIONAL PRIORITY OR GOAL: 10 NDP 2.3. Livable Places, Sustainable Environment**

*Output 1.3.1: Enabling legal frameworks and models for conservation and sustainable use of biodiversity and ecosystems in place*

*Output 1.3.2: Scaled up actions on climate change adaptation and mitigation across sectors*

*Output 1.3.3: Chemical waste prevented, managed and disposed of, and chemically contaminated sites managed in environmentally sound manner*

*Output 1.3.4: Stronger systems and capacities for risk-centered and integrated disaster management*

### **Climate Change and Environment:**

The CCE portfolio aims to improve the capacity of authorities to plan and implement integrated approaches to environmental and energy development. In this context, UNDP has provided support to the Turkish Government in its efforts for the integration of global environmental concerns and commitments into national and regional planning. The CCE portfolio operates under three themes: (i) natural resources and biodiversity, (ii) chemicals and waste and (iii) climate change and disaster resilience. Currently, CCE portfolio has 18 full time staff with 20+ experts managing 6 projects. Annual budget of the CCE Portfolio is around 4 to 5 million USD where total budget of the projects is 18 million USD. While the on-going projects will continue until 2022, there are 10+ new project proposals in the pipeline with a life time until 2025. The subject of the evaluation will be:

Area of Intervention	Relevant Projects and initiatives to be included in the Evaluation (not exhaustive)	Budgets of the Relevant Projects	Partners/ Donors
<i>Output 1.3.1: Enabling legal frameworks and models for conservation and sustainable use of biodiversity and ecosystems in place</i>	<ul style="list-style-type: none"> <li>• PIMS 4434: Integrated Forest Management (SFM)</li> <li>• Adapting Agriculture to Climate Change in Konya (CC Konya)</li> </ul>	USD 7,200,000.00  USD 352,508.00	Ministry of Agriculture and Forestry, GEF  DKM, CC Life Plus Fund
<i>Output 1.3.2: Scaled up actions on climate change adaptation and mitigation across sectors</i>	<ul style="list-style-type: none"> <li>• PIMS 5285: Promoting Energy Efficient Motors in Small and Medium Enterprises (PEEMS)</li> <li>• PIMS 6060: Support for the Preparation of Turkey’s 7th National Communication and 3rd Biennial Report to UNFCC</li> <li>• PIMS 5323: Sustainable Energy Financing Mechanism for Solar Photovoltaic Systems in Forest Villages in Turkey</li> </ul>	USD 3,752,000.00  USD 852,000  USD 3,780,000.00	Ministry of Science and Technology, GEF  Ministry of Environment and Urbanization/ GEF  Ministry of Agriculture and Forestry, GEF
<i>Output 1.3.3: Chemical waste prevented, managed and disposed of, and chemically contaminated sites managed in environmentally sound manner</i>	<ul style="list-style-type: none"> <li>• PIMS 4833: POPs Legacy Elimination and POPs Release Reduction Project</li> </ul>	USD 6,931,400.00	Ministry of Environment and Urbanization/ GEF

The CCE portfolio advocates an “**Ecosystem Approach**” for the integrated management of all-natural resources and their conservation and sustainable use in an equitable manner. Such a strategic framework helps UNDP address both structural and multidimensional challenges. The interconnected and interdependent nature of the various components of the ecosystem makes coordination among different stakeholders a particular challenge as well as a key success factor. UNDP is ideally positioned to deploy its convening power to help **address coordination failures**.

The CCE portfolio promotes change at scale through investing in national capacity to respond in addition to piloting and prototyping development solutions that have the potential to lead to transformational change. An ecosystem approach lends itself nicely to prototyping. Thus, the CCEP’s focus is more on the early and intermediate stages of transformation that will eventually lead to impact at scale.

CCEP's targeting strategy recognizes that changes in the ecosystem impact on livelihoods of the poor (i.e. poor farmers and forest villagers). Furthermore, it is increasingly evident that women are disproportionately and negatively affected by land use change and climate change impacts. In terms of geographic areas, the CCEP's primary target geography is non-urban areas and rural populations living in sensitive biodiversity areas/hot spots. However, adoption of the ecosystem approach will call for action in urban and peri-urban areas especially in heavily industrialized urban and peri-urban areas that trigger environmental degradation.

Through collaboration with the GEF and other partners, UNDP supported national efforts to sustain biodiversity and to promote energy efficiency and conservation. Through its support UNDP worked with government and non-governmental organization (NGOs) partners to increase their capacities for sustainable management of agriculture, fisheries, forests, and energy for a pro-poor approach to conservation.

In addition to assessing the overall result and development impact of the above-mentioned projects, 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 outcomes to be covered in this evaluation are the UNDCS, CPD and national strategy ones cited above and the relevant SDGs. The outcome evaluation will focus on the 6 projects listed above.

The evaluator will visit selected project sites to meet the local stakeholders and beneficiaries including Chambers of Commerce, local NGOs, women and youth, business representatives, local authorities, individual entrepreneurs, etc.

The evaluation shall assess the following 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 environment and sustainable development 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 a Middle Income Country (MIC) environment? Did UNDP add value in such an environment, could it build a niche?
- Given European Commission does not target Environment and Sustainable Development in Turkey since Turkey is an EU candidate: to what extent can the evaluation draw results on UNDP's role in Environment and Sustainable Development, in the absence of such priority of the most prominent development donor? Do the evaluators see a gap, and if yes can UNDP position itself to fill this gap?
- 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?
- 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)?

### **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?

**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:**

- A. Human rights
- B. Gender Equality
- C. Capacity development
- D. Institutional strengthening
- E. Innovation or added value to national development
- F. 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 CCE portfolio programmes and projects to understand their relevance and contribution to SDGs and 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. This includes outcome progress, programme management, coordination arrangement, identify challenges, lessons learned, evidence based findings, conclusions and recommendations on results, effectiveness, efficiency, sustainability.
- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome. This includes the review of UNDP comparative advantage and added value;
- 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 four outcomes of the Climate Change and Environment Portfolio (described above) and particularly for better linkages between the four.
- Provide recommendations for the future outcomes of the portfolio and assess the linkage of outcomes of the portfolio with SDG's.
- Predict and assess the potential environmental and social impacts of the portfolio and projects under the Climate Change and Environment Portfolio,
- Evaluate alternatives and design appropriate mitigation, management and monitoring measures.

This interim evaluation will help the country office to 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 and Evaluation Approach:**

This evaluation will be conducted by intensive documentation reviews, and stakeholder meetings. The M&E plan for this outcome is part of the UNDP Turkey Country Programme Document (CPD) 2016-2020 Results and Resources Framework (RRF). The key stakeholders in achieving the outcome include: Ministry of Environment and Urbanization, Ministry of Forestry and Water, Ministry of Trade and Commerce, Ministry of Industry and Science. During the outcome evaluation, the evaluator is expected

to apply the following approaches for data collection and analysis:

- Evaluation design and workplan (to be shared with UNDP Turkey before start of the evaluation)
- Desk review of relevant documents: Project documents, Monthly reports
- Discussion with senior management and program staff of UNDP country office
- Briefing and debriefing sessions with UNDP, government, as well as with other stakeholders
- Interview with partners and stakeholders
- Field visits to select project sites and discussion with project teams
- Consultation meetings
- 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 the gathering and analysis of data:

- A. Pre-assessment of data availability
- B. 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.
- C. Discussions with the Senior Management and programme staff of UNDP Turkey
- D. Presentation of an inception report and discussion of the content with UNDP management and partners
- E. Interviews: with key partners and stakeholders both at central and field levels.
- F. Focus group discussions: within UNDP and external parties both at central and field levels. Gaining consensus on key issues.
- G. Participation and providing guidance to an Climate Change and Environment Outcome Board Meeting
- H. Field visits to selected key projects
- I. Regular consultation meetings with the UNDP staff, project staff and senior management as appropriate
- J. Ensure that the evaluation will be as quantitative as possible.
- K. It is expected that the evaluation expert will work closely with the Monitoring and Evaluation Advisor of the UNDP Turkey Climate Change and Environment 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 IC all relevant background documents. UNDP is not required to provide any physical facility for the work of the IC. 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 IC.

The Consultant will report to Climate Change and Environment Portfolio Manager. The Portfolio Manager and the Monitoring and Evaluation Advisor of UNDP will arrange the introductory meetings within UNDP and will establish the first contacts with the government partners and project staff. The expert 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:**

**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.

**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.
- **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:

<b>Activities</b>	<b>Deliverables</b>	<b>Estimated duration to complete (days)</b>	<b>Target Date for Submission to UNDP for Approval</b>	<b>Review and approvals required</b>
<ul style="list-style-type: none"> <li>• Desk review and list of reviewed documents</li> <li>• Evaluation framework and work plan</li> <li>• Meetings with stakeholders</li> </ul>	Inception Report and Presentation	12	31 October 2018	Portfolio Manager, CCE Portfolio, UNDP Turkey
<ul style="list-style-type: none"> <li>• Field visits/data collection</li> <li>• Summary of main findings</li> </ul>	Draft Evaluation Report	13	30 November 2018	Portfolio Manager, CCE portfolio, UNDP Turkey
<ul style="list-style-type: none"> <li>• Debriefing with UNDP Turkey</li> <li>• Finalization of the evaluation report (incorporating comments received on first draft)</li> </ul>	Final Evaluation Report	5	14 December 2018	Portfolio Manager, CCE portfolio, UNDP Turkey
<b>Maximum total number of days</b>		<b>30 days</b>		

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 30 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.

Evaluation Expert 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 expert are as follows:

General Qualifications	General Professional Experience	Specific Professional Experience
<ul style="list-style-type: none"> <li>• Minimum Masters degree in economics, business administration, regional development/planning or any other social sciences related to the pro-poor economic growth and Climate Change and Environment is required</li> <li>• Proficiency in English is required</li> <li>• Advanced degree (Doctorate level) on relevant field is an <b>asset</b></li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 7-10 years of professional experience in the area of development, Climate Change and Environment, regional development, gender equality and social policies is required</li> <li>• More than ten (10) years of general professional experience will be considered as an <b>asset</b></li> </ul>	<ul style="list-style-type: none"> <li>• At least seven years of experience in developing, managing and/or conducting monitoring and evaluation systems and exercises, strong working knowledge of UNDP and its mandate, the civil society and working with government authorities</li> <li>• Extensive knowledge of results-based management evaluation, as well as participatory M&amp;E methodologies and approaches Experience in applying SMART indicators and reconstructing or validating baseline scenarios</li> </ul>

### 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 start in 17 October 2018 and be completed by 14 December 2018. The Individual Consultant is expected to allocate 30 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*. 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 deliverable by UNDP on the basis of actual number of days invested in that respective deliverable and the pertaining Certification of Payment document signed by the consultant and approved by the responsible Portfolio Manager.

The total amount of payment to be affected to the Consultant within the scope of this contract **cannot exceed** 30 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 Manager, no payment will be made even if the consultant has invested man/days to produce and deliver such deliverables.

Expected delivery dates of the reports 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 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.