

Annex V Terms of Reference for Consultants and other persons hired by IFAD to participate in missions under a non-staff contract

COUNTRY OF ASSIGNMENT/LOCATION: Turkey

MISSION NAME: Göksu Taşeli Watershed Development Project (GTWDP / Turkey)

MISSION START AND END DATES: 18 November -2 December 2019

REPORT TO: Bernard Hien, Head of Hub/Country Director Turkey

MISSION COMPOSITION:

Mr Swandip Sinha, Team Leader, Value Chain Specialist
Mr Halil Omanović, Rural Business Development Project Specialist
Mr Karim Sissoko, Programme Officer, NEN, IFAD, M&E and KM
Mr Taylan Kıymaz, Country Programme Officer, IFAD- Turkey,
Mr Zuhurov Bakhtiyor, Environmental Specialist
Mr Mahamad Khalas, Consultant, Finance Expert
Mr Majid Benabdellah, Economic and Financial Analysis Specialist -EFA
Ms Nathalie Gebrayel , Procurement Specialist (will start on 22 November)
Ms Isabelle Stordeur , Programme Analyst
Ms Juliane Friedrich, Gender and Social Inclusion Specialist

A. BACKGROUND

The overall goal of the Göksu Taşeli Watershed Development Project (GTWDP) is to reduce rural poverty by supporting economic diversification through value chain development and sustainable natural resource management. The Project Development Objective is to increase farmers' income from improved agricultural production and marketing activities in the targeted area with strengthened resilience to climate shocks. By doing so, the project will expand rural employment opportunities and encourage small farmers to undertake initiatives individually or in groups, and to improve the social infrastructure, production, and the capacities of the institutions directly engaged with the poor people in rural areas. In addition, the project will contribute in reducing rural poverty by way of developing an agricultural value chain within the region and achieving economic diversity through the sustainable management of natural resources.

The GTWDP is being implemented in 238 highland villages of 11 districts of Konya (Ahırılı, Bozkır, Taşkent, Hadim, Yalıhöyük, Akören, Güneysınır districts and villages), and Karaman (Karaman centre villages, Başyayla, Sariveliler, Ermenek districts and villages) provinces. It is being delivered in two key technical components supplemented by a project management component. Each of the technical component has two subcomponents.

Component 1: Agricultural Productivity and Natural Resource Management

The component will improve the overall agricultural productivity and profitability by sustainable management of available and often scarce land and water resources in upland areas through good agricultural practices and climate smart investments that reduce external shocks. Resource poor, financially challenged and ill-trained farmers suffer most from adaptation deficit. The component intends to promote the following practices in order to improve the resilience of small farmers to climate change: 1) improving farmer access to agronomic technology and information; 2) increasing the quality, capacity, and outreach of extension services; 3) encouraging farmers to insure their crops against adverse weather. The component is divided into the following two sub-components: (i) Improved Agricultural Productivity and Quality, and (ii) Natural Resource Management.

Component 2: Market Access Enhancement

This component aims at increasing the incomes of the farmers through higher farm gate prices, improved market knowledge and linkages. To this end, the project will support farmers to reduce post-harvest losses and add value to accommodate market demands for quality, volume, regularity, homogeneity, range of varieties and packaging and branding. The producers of fruits and vegetables (F&V) in the Project area are already semi-commercial. The component is expected to be commodity-focused, on the four crops identified during the design mission namely: i) cherries, ii) grapes, iii) strawberries, and, iv) medicinal and aromatic plants (MAPs). In order for these products of higher value to reach broader consumer markets, the Component will support capacity building and investments in the Project area. The support will be given to: i) individual farm holdings, ii) FOs and informal producer groups, iii) new and existing micro enterprises and SMEs. The Project will seek to identify income generation and employment generation opportunities specifically for women and youth. This component will build on the untapped

entrepreneurial capacity of the semi-commercial smallholders and will have two sub components: (i) Capacity Building for Marketing, and (ii) Value Chains Development.

B. OPERATIONAL SITUATION

GTWDP was started in 2017 for 7 years. The completion date is set on June 30, 2023 and the loan closing on December 31, 2023. The project went through difficult start-up, and was classified as an "Actual Problem Project" (APP) by IFAD in 2018. An implementation support mission conducted by IFAD in April 2019 has confirmed that the project was still at initial stages of implementation. Issues raised by the project management include, among other things, discrepancies in the design. The mission was told at many occasions that some activities were no longer aligned to the government's priorities while others, considered key to the success of the project, were under-budgeted. In the face of these challenges, the Government of Turkey has requested IFAD to schedule an early mid-term review (MTR) to quickly align the project with the priorities of the country.

The disbursement performance for the period 2017 – 2019 is summarized in the table below.

Components	PDR	2017	2018	2019	BENEF	Total	DISB Rate %
	(Euro)	(Euro)	(Euro)	(Euro)	(Euro)	(Euro)	
C1.: Agricultural Productivity and Natural Resource Management	15 669 000	0	251 919	498 033	197 502	947 453	6.0
C2. Market Access Enhancement and Value Chain Development	4 038 000	0		4 021	0	4 021	0.1
C3. Project Management	2 563 000	95 781	363 654	108 864	0	568 299	22.2
Total	22 270 000	95 781	615 573	610 918	197 502	1 519 773	6.8

C. THE MID TERM REVIEW MISSION

1. **The objectives:** a) To examine the extent and magnitude of project achievements, outputs, and outcomes in relation to the overall Project goal; b) To assess performance and progress in the implementation of Project activities against AWPBs and design targets; c) To make recommendations for improved implementation for the remaining Project period, including potential project restructuring; d) To synthesize lessons learned, document and demonstrate the applicability and sustainability of practices and models tested and promoted in the framework of the Project that may help in the design and implementation of future IFAD initiatives in similar ecological and socio-economic contexts.

2. **The specific tasks:** To assess the technical and financial progress of the Project since the approval of the financing Agreement; b) To assess both physical and financial progress made on each Project component against the Project objectives, logical framework and Annual Work Plans and Budget (AWPBs), Procurement Plans; c) Assess beneficiaries' receptivity to the Project and to specific interventions, and their level of satisfaction with the implementation; d) To identify challenges associated with Project implementation and provide recommendations on any design modifications necessary for improvements in Project performance; e) To identify constraints with regard to the development of watershed management plans, food production and productivity action plans as well as value chain related actions for market access. If necessary adjustments to Project activities, should be provided to enhance effectiveness of Project implementation; f) Performance of financial management, including disbursements under IFAD financing and domestic financing (beneficiaries and government), quality of accounting, financial management, reporting, internal controls, audit and enforcement of transparency and accountability in Project implementation; g) Performance of procurement and contract management; h) Compliance with Financing Agreement Covenants; i) To review the financing agreement and subsidiary agreements and make appropriate recommendations if amendments and reallocation of funds are needed.

3. **The MTR should also assess the following:** Whether the defined interventions are appropriate in addressing the identified needs of the target communities; b) Review of the strategies to target community groups including an evaluation of the appropriateness of the criteria used; c) How effective is the targeting strategy in addressing poverty reduction and environmental degradation in the Project area; d) Assessment of the appropriateness of the approaches and tools used for community participation during the planning and implementation process; e) Evaluate the effectiveness of the M&E system in recording performance indicators, collecting and analysing data on Project progress; f) Review of the existing strategies to ensure sustainability, and assessment of the level of collaboration with other stakeholders, including with UNDP.

4. Scope of the mid-term review

Specific issues and questions to be addressed will include, but not be limited to, the following:

Effectiveness

- i. Are the activities implemented in accordance with the project plans? If not, why?
- ii. What outputs have been achieved? To what extent do they contribute to the objectives?
- iii. How effective are the approaches and structures in delivering the desired outputs?
- iv. How can they be improved?
- v. Do the partner organizations work together effectively? Is the partnership structure effective in achieving the desired outputs?

Efficiency

- i. Are the available technical and financial resources adequate to fulfil the project plans?
- ii. Are the funds being spent in accordance with project plans and using the right procedures?
- iii. Have there been any unforeseen problems? How well were they dealt with?
- iv. Are the capacities of the partners adequate?
- v. What have been the roles of the partners and staff and are they appropriate?
- vi. Is there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection?

Relevance

- i. Establish whether or not the design and approach are relevant in addressing the identified needs, issues and challenges
- ii. To what extent is the project contributing to the strategic policies and programs of IFAD and that of the partners?

Sustainability

- i. Is the approach used likely to ensure a continued benefit after the end of the project?
- ii. Are all key stakeholders sufficiently and effectively involved? Are their expectations met and are they satisfied with their level of participation?
- iii. Are alternative or additional measures needed and, if so, what is required to ensure continued sustainability and positive impact?

Impact

- i. Is the project bringing about desired changes in the behaviour of people and institutions?
- ii. Have there been any unintended positive or negative impacts arising from particular outcomes?
- iii. What could have been the likely situation (of the environment and its management) without the project?

5. Methodology

The methodology for the mid-term review is to be developed through consultation with project partners taking into account the budget and the ToRs. The methodology adopted should update the preliminary issues and questions outlined within the ToRs, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods. It should also allow for wide consultation with all interested partners and stakeholders and should include:

a) A desk review of all relevant documentation, including (but not limited to):

- i. The project document, contracts and related agreements
- ii. Annual work plans and budgets
- iii. Progress Reports
- iv. Technical reports

b) Face to face interviews and discussions with all key stakeholders involved in the project to ensure that the review is carried out in a participatory manner. A list of key partners and stakeholders would be identified at an early stage and a consultation process developed. All stakeholders consulted should be in a position to present their views in confidence to the team and to identify issues, opportunities, constraints and options for the future

c) Electronic interviews through teleconference or written comments – e.g. email; where partners cannot be reached for face to face interviews.

D. RESPONSIBILITIES AND OUTPUTS

The consultants will be recruited based on their availability. The Team Leader will be recruited for 21 days including reporting days.

1. Mr Swandip Sinha, Team Leader, Value Chain and Programme Management Specialist

As the Team Leader, Mr Swandip will be responsible for overall leadership and guidance of the mission, organising and delegating responsibilities to mission members, and ensuring the quality and consistency of mission reporting including the outputs of each mission member. Specific responsibilities will include:

- Define and arrange the mission's programme of meetings and field visits, in consultation with mission members, UNDP and Government officials; this should include meetings with relevant public institutions, private sector actors, civil society organisations, as appropriate;
- Review and analyse the project physical implementation progress in relation to project development objectives, plan and timeline, design targets;

- Conduct an overall assessment of the implementation progress/arrangement, lessons learnt and sustainability of the project;
- Identify actual, emerging or potential problems, constraints and bottlenecks in project implementation and identify solutions to improve performance, including restructuring of the project (see 2018 IFAD Restructuring Policy);
- Evaluate the relevance of the Strategic Investment Plan (SIP) document prepared by the project, and how it can be sustainably implemented and help in reaching project development objectives;
- Support and monitor the work of the mission members to ensure coherence in the findings among mission members and the development of concrete recommendations as to the achievement of project effectiveness and sustainability in the remaining period of the project implementation;
- Consolidate the team members contributions to mission report;
- Prepare a draft of the Management Letter; and perform any other activities requested by the CPM;
- Coordinate the writing of the Aide Memoire by inputting key findings from each member of the mission, and recommendations to be discussed in a wrap-up meeting with the Government.

2. **Mr Halil Omanović, Rural Business Development Project Specialist (from 22 November)**, will be responsible for the following tasks:

- Hold detailed discussions with the Goksu staff and agribusinesses regarding the implementation arrangements and operational aspects applied to implementing partnerships with agribusinesses and the FOs;
- Evaluate the relevance of plans put in place by the project to back the dissemination of crop demonstrations and extension;
- Evaluate the relevance and sustainability of agribusiness related market development linkages established by the project (to connect producers, buyers and input suppliers along the value chain);
- Assess direct market linkages between target households and buyers for screening and selection of matching grant beneficiaries;
- Assess the relevance and sustainability of the matching grant approach and application to SMEs and smallholder farmers;
- Assess support to marketing infrastructure investment against feasibility plans detailing ownership, management, converging investments and reflection of how smallholder farmers will increase their returns from direct or indirect usage of these infrastructure projects;
- Assess the relevance of integrated approach to natural resource management (NRM) and climate change adaptation related investments, and ways of sustainably scaling up the approach;
- Provide recommendations on how to improve implementation as needed, adjust activities and/or implementation arrangements to achieve sustainable outcomes;
- Undertake any other relevant task as agreed with Team Leader;
- Contribute to the write-up of the mission aide-memoire, and mission report.

3. **Mr Taylan Kiyamaz, Country Programme Officer, IFAD- Turkey (15 November – 2 Dec)**, will undertake the following activities:

- Liaise with CPMU and Government counterparts to organize the mission and arrange logistics;
- Coordinates with CPMU the planning of different meetings and sites to visit;
- Participate in project review meetings and in field visits;
- Take part in reviewing the operations and performance of the project;
- Contribute to the preparation of the Aide-Memoire;
- Take part in preparing a draft of the Management Letter.
- On the basis of the AWPB and the PDR, it will develop a dashboard presenting the project deliverables and a breakdown into quarterly targets which will be monitored continuously by the IFAD Country Office.

4. **Mr Zuhurov Bakhtiyor, Environmental Specialist** will assess the following tasks:

- In consultation with the mission and project team, review compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP), and Environmental and Social Management Plan;
- Evaluate improvement of the ecological conditions and the new constraints that the populations will face as a result of the civil works, and propose safeguarding measures for the adopted techniques;
- Evaluate the quality of trainings provided by the project and their application in the field;
- Assess the capacity of the actors to scale up the techniques and information acquired with regard to natural resource management;
- Formulate recommendations for sustainability of natural resource related infrastructure and investments.

5. **Mr Mahamad Khalas, Consultant, Finance Expert,**

Description of role, Ref. contract with FMD

6. Mr Majid Benabdellah, Economic and Financial Analysis –EFA Specialist

The purpose of the economic and financial analysis (EFA) is to determine whether the project is economically viable and sustainable. To this end, the Consultant in charge is assigned with undertaking the following activities:

- Revise costab in accordance with changing country priorities, and in collaboration with the Financial Expert;
- Analyse general incidence of currency instability over rural investment plans, and in consultation with project staffs and other partners, devise and recommend a hedging mechanism to protect investment schemes against currency fluctuations;
- Use project log-frame which contains quantified objectives with indicators and measurement system, and in consultation with project staffs and the M&E Specialist, to quantify the most relevant benefit of the project, ideally combined with corresponding cost;
- Use project baseline information to determine by how much the project will likely contribute to the achievement of the overall objective;
- Determine which are the entities or 'Stakeholders' taking part in the implementation of the project, and to analyse their interests in the project for the purpose of establishing likelihood exit and after-the-project scenarios;
- A key delivery of the EFA consultant is about defining the "with project" and the "without project" situations, knowing that the "without project" does not focus on situations before the project, instead, refers to assumptions rather shedding light onto comparable development conditions to be met, should the project not be there (value added);
- Valuing Benefits: Cost-Benefit and Cost-Effectiveness Analysis – Adding monetary values to tangible and intangible contributions most attributable to the project, the opportunity cost and value-for-money analysis;
- To analyse the financial risks that may jeopardize sustainability of project outcomes; the likelihood of financial and economic resources not being available once the project assistance ends.

7. Ms Nathalie Gebrayel , Procurement Specialist (will start from 22 November)

In line with Module IV of the IFAD Procurement Manual you should carry out the following tasks:

- 1) Review the current Procurement Plan in order to assess it has been fully updated and upgraded, ascertain its completeness, its concurrence with the AWPB, and its consistency with the country systems and/or IFAD Procurement Guidelines and Handbook;
- 2) Provide support, advice and recommendations on the following:
 - a. The thresholds, ceilings and preferences to be applied in the implementation of procurement under the project;
 - b. The contract types and contractual arrangements for goods, works and consulting services required to implement the projects;
 - c. The proposed methods of procurement;
 - d. The related IFAD review procedures and provide suggestions to improve the overall quality of the procurement processes;
- 3) Review a minimum sample of 10% of all procurement contracts for compliance;
- 4) Carry out spot checks on past procurement activities and assess the extent these adhere to Government and/or IFAD Procurement Guidelines and Handbook; in particular, verify that the goods, services and works procured correspond with the approved AWPB and Procurement Plan, in terms of quality and quantities;
- 5) Review the procurement, contracting and implementation processes and timeliness and appropriateness of procurement actions;
- 6) Assess contract administration and management procedures;
- 7) Assess the procurement capacity of all entities to be reviewed in terms of manpower, levels of training of procurement staff, work environments and independence of procurement staff to carry out their statutory assignments;
- 8) Conduct specific analysis of value for money (VFM) at all levels and the reasonableness of prices for:
 - a. Goods, equipment, etc using available price indicators;
 - b. Civil Works, compared to locally accepted standards and prices; and
 - c. Services compare quality-output to international standards and prices;
- 9) Determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether documentation are maintained as per required standards and can be relied upon;
- 10) Verify to the extent possible, whether goods, works and consulting services contracted were supplied/completed according to the required specifications and technical standards;
- 11) Review issues identified in the previous procurement review and aide-mémoire and procurement related issues identified in project audit reports;

- 12) Identify deficiencies and make recommendations for improvements and control mechanisms in the procurement procedures and processes;
- 13) Conduct a review of any significant changes in the borrower/recipient's procurement system and practices, and ensure project procurement procedures and systems are updated accordingly;
- 14) Review/update the Procurement Risk Assessment, using the IFAD Procurement Risk Matrix (Module I of the IFAD Procurement Manual);
- 15) Assess further procurement staff training needs and ensure relevant training is planned and provided to project management and procurement staff in a timely manner;
- 16) Submit an assignment report (as per IFAD format), and any other relevant ancillary documents;
- 17) Carry out any other activity, as required by IFAD.

8. Mr Karim Sissoko and Ms Isabelle Stordeur, M&E and KM

The project M&E system is designed to offer comprehensive and reliable information to improve decision-making for results-based management. Considering the project's nature and the extent to which impact depends on improved processes and infrastructure, beneficiary decisions, the System must be evaluated for being participatory and decentralized, opened to actively involve target groups and implementing partners.

The project logical framework must be assessed for providing the basis for monitoring and evaluation, and for including an initial list of indicators to track progress and achievements. The evaluators must verify that indicators are updated on a regular basis, and that those updates are reflected in the AWPB. Otherwise, the evaluators will investigate to find out why indicators are not regularly updated, and work with designated project M&E officer to adequately address such issues together.

The M&E Specialists must assess whether data, analyses, and reporting are disaggregated as appropriate. The review must validate that the project M&E system collects data using the three levels of output, outcome and impact indicators, and that data flow directly from records at different management levels as well as from the periodic reporting of management and implementing partners.

In terms of knowledge management (KM), the M&E specialists will work with designated project staffs to identify and assess any innovative, creative, and effective practices or approach developed and implemented by the project, which can be captured, capitalized and shared as technical knowledge or good practices in order to promote learning. In addition, the evaluators will assess learning events conducted or facilitated by the project and their outcome /effects on beneficiaries.

Based on the findings, the M&E Specialists will make recommendations for improvement with regard to data collection, processing, reporting and communication. The M&E Specialists will write the portion related to M&E in the Aide Memoire and the mission report.

9. Juliane Friedrich, Gender and Social Inclusion Specialist (GSIS)

- Evaluate the mainstreaming of (youth, gender and social inclusion in line with IFAD guidelines and requirements;
- Review the project's established gender-sensitive monitoring, evaluation, learning and reporting systems. This includes an assessment of the data collection and analysis tools guaranteeing gender and social inclusion considerations;
- Evaluate the project's gender and social inclusion integration plan, and report against progress;
- Assess that gender and social inclusion considerations are integrated into operational plans and activities;
- Assess to ensure the most vulnerable and marginalized populations are represented across project components, including staffing, participants in project activities, trainers, facilitators, speakers, and so forth;
- Evaluate that activities budgeted are able to equally benefit males and females;
- Assess that discussions and activities related to gender and social inclusion incorporated into facilitation plans;
- Contribute to Aide Memoire and mission report

10. **Bernard Hien**, the incoming Country Director will join the mission during the second week, to provide oversight and consistency to the mission's recommendations , participate in partnership discussions, assess the staffing issue as well as the performance of stakeholders (IFAD, Government, service providers), discuss strategic reorientation and exit strategy with Government and, coordinate the finalization and submission of the aide-mémoire.

11. **Representatives of the counterpart** (Representative of the Borrower and Lead Agency) will also join the mission to evaluate the coordination and management of the project. They will assess the effectiveness of the implementation team and discuss the staffing issues with the Country Director.

E. DELIVERABLES, TIMING, SCHEDULE

Deliverables will include: i) the Aide memoire and ii) the mission report.

The mid-term review is scheduled to take place from 18 November – 2 December 2019 with the following articulations:

- i. Presentation of background documentation, discussion and agreement on proposed program and methodology with project partners – 1 day
- ii. Assessment of project progress and performance – including field visits and interviews with project partners and key stakeholders – 6 days
- iii. Analysis of findings and drafting of Aide Memoire – 7 days
- iv. Technical debriefing - presentation and discussion of findings and recommendations to project partners and finalization and restitution in a wrap-up meeting - 1 day

- v. Finalizing mission report – deadline for submission by Team Leader: 8 December 2019