

CALL FOR PROPOSALS

EVALUATING OUTCOMES OF THE BETTER COTTON INITIATIVE IN TURKEY

1. Introduction to BCI

Cotton is one of the world's most important natural fibres. It is used by nearly everyone on Earth every day, and supports the livelihoods of millions of people. Cotton is a renewable natural resource, but growing methods often place unsustainable levels of stress on the environment and the people who produce it. BCI aims to transform cotton production worldwide by developing Better Cotton as a sustainable mainstream commodity.

The Better Cotton Standard System is a holistic approach to more sustainable cotton production covering all three pillars of sustainability: environmental, social, and economic. The following six principles underpin the definition of Better Cotton:

1. Better Cotton is produced by farmers who minimise the harmful impact of **crop protection** practices.
2. Better Cotton is produced by farmers who use **water** efficiently and care for the availability of water.
3. Better Cotton is produced by farmers who care for the **health of the soil**.
4. Better Cotton is produced by farmers who conserve **natural habitats**.
5. Better Cotton is produced by farmers who care for and preserve the **quality of the fibre**.
6. Better Cotton is produced by farmers who promote **Decent Work**.

By adhering to these principles, Better Cotton farmers produce cotton in a way that is better for the environment and farming communities.

2. Reason for the Evaluation

BCI is committed to measuring its results and impact. This proposed outcome evaluation will fulfil part of BCI's plan to conduct evaluations of a select group of projects on an annual basis. This formative performance evaluation will focus on the outcome level and inform BCI and its implementing partners about progress made to date and enable project improvements to be made. It will contribute to an environment of learning and promote accountability of performance. Added value is also expected to come from lessons learned and recommendations, which will be used by BCI to improve its standard, assurance program, and guidance to implementing partners.

3. Scope and Focus

In 2011, leading actors in the Turkish Cotton Sector approached BCI with the aim of starting production of Better Cotton in Turkey. After a period of research, preparation of reports, meetings, and workshops, it was agreed that the most effective way to start producing Better Cotton in Turkey was to establish a non-governmental organisation to represent multiple

stakeholders. As a result, *İyi Pamuk Uygulamaları Derneği* – IPUD (the Good Cotton Practices Association) was founded in September 2013. IPUD’s mission is “to improve cotton production in Turkey for the benefit of cotton producers and the regions where cotton is grown and for the future of the sector.”

As BCI’s Strategic Partner, IPUD is responsible for the implementation of the Better Cotton Standard System and the production of Better Cotton in Turkey. IPUD is also focused on creating Better Cotton supply and demand in Turkey and along with its diverse membership base – which includes farmers, ginners, agricultural sales unions, manufacturers, civil society organisations, and other industry actors – communicates across the sector in order to ensure Turkish cotton can become a sustainable mainstream commodity.

2016 is the fourth season in which Better Cotton is produced in Turkey. BCI is commissioning an independent evaluation team to assess progress to date, identify successes, challenges, and recommend improvements to BCI and its partner, IPUD.

The Evaluator will:

- Assess the achievement of results at the outcome level.
- Determine if the results contribute to BCI’s overall desired impacts of strengthened environmental, social, and economic sustainability.
- Highlight any unintended effects (positive or negative).
- Identify lessons learned and provide recommendations for guiding BCI’s partner in improving implementation.

More specifically, the evaluation will focus on – but not be limited to – reporting on progress in achieving outcomes along the lines of the following questions:

- Examine the model of leadership for Better Cotton implementation in Turkey; assess its effectiveness and prospects for long term engagement in the country’s cotton sector.
- What is the business case of Better Cotton for Turkish Farmers?
- What is the benefit to the Turkish Cotton sector beyond the farm (for ginners, spinners, manufacturers) of Better Cotton?
- What farm-level practices are being used that contribute to sustainability and how have these changed since farmers joined the BCI project?
- What agronomic inputs were used and what were the margins in the previous season for BCI farmers? Does this data validate what was reported to BCI?
- What has changed in participating farmers’ lives on the farm, at home, and in their communities since becoming involved in the BCI project?
- How are women involved in cotton production in the project area? How and why are they included (or not) in project activities? What gender dynamics exist that BCI’s partner could work to address?
- To what extent has the partner established local partnerships or undertaken other activities to address key sustainability issues in cotton cultivation?

Throughout the research, the evaluation team should analyse the main regional differences in terms of implementation successes and challenges. The regions in which Better Cotton is grown are the following:

- EGE (İzmir Menemen; Aydın Söke)

- GAP (Şanlıurfa)
- ÇUKUROVA (Adana; Maraş)

4. Stakeholder Involvement

Stakeholder participation is fundamental to BCI evaluations. The Evaluator is expected to conduct a participatory evaluation providing for active and meaningful involvement by Implementing Partners, participating farmers, and other interested parties. Partner participation is to be an integral component of evaluation design and planning, information collection, the development of findings, and evaluation reporting.

5. Roles and Responsibilities

BCI's Monitoring and Evaluation Manager (M&E manager) will represent BCI during the evaluation. The M&E manager is responsible for:

1. Overall responsibility for the evaluation.
2. Guidance throughout all phases of execution.
3. Approval of deliverables.
4. Co-ordination of the BCI's internal review process.

The Evaluator is responsible for:

1. Conducting the evaluation.
2. The day-to-day management of operations.
3. Regular progress reporting to BCI's M&E manager.
4. The development of results.
5. The production of deliverables in accordance with contractual requirements.

6. Timeline Evaluation and Process

6.1 Timeline

The tentative timeline for the evaluation is August 2016 to October 2016.

6.2 Evaluation Work Plan

The Evaluator will prepare an evaluation work plan to operationalise and direct the evaluation. The work plan will describe how the evaluation will be carried out, bringing refinements, specificity and elaboration to the terms of reference. It will be approved by BCI's M&E manager and act as the agreement between parties for how the evaluation will be conducted.

The evaluation work plan will address the following elements:

- Roles and Responsibilities
- Evaluation Methodology
- Evaluation Framework
- Information Collection and Analysis
- Reporting
- Work Scheduling

6.3 Field Work

The evaluation will include a site visit to three (3) regions in Turkey to consult with BCI's partner and project stakeholders; and to collect information in accordance with the requirements stipulated in the evaluation work plan. This visit is expected to be no longer than 14 days in duration. IPUD's personnel are to be briefed on arrival and before departure from the field.

6.4 Evaluation Report

The Evaluator 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 linked to the evaluation issues, establishing a flow of logic development derived from the information collected. A brief executive summary will be included in the report.

7. Deliverables

The Evaluator will prepare: 1) an evaluation work plan; and 2) an evaluation report.

These deliverables are to be:

- Prepared in English only.
- Submitted to BCI electronically via email.

All reports are to be submitted to BCI's M&E manager.

7.1 Draft Evaluation Work Plan

A draft work plan will be submitted within two (2) weeks of the signing of the contract.

7.2 Final Evaluation Work Plan

Within one (1) week of receiving BCI's comments on the draft work plan, the Evaluator will produce a final evaluation work plan.

7.3 Draft Evaluation Report

The Evaluator will submit a draft evaluation report for review by BCI within two (2) weeks of returning from the field visit.

7.4 Final Evaluation Report

Within two (2) weeks of receiving BCI's comments on the draft report, the Evaluator will submit a final evaluation report, including a brief executive summary.

8. Evaluator Qualifications

The evaluation will be carried out by an individual or a team of consultants. The individual evaluator, or if a team, the lead consultant is expected to be:

- A reliable and effective project manager with extensive experience in conducting evaluations and with a proven record in delivering professional results.
- Experienced in conducting evaluations of projects focused on sustainable agriculture and labour rights; particular experience in the context of sustainability standards a plus.
- Fluent in written and spoken English and Turkish.

- Experienced in the region.

9. Proposal Requirements

- A short statement of interest, explaining why the consultant is interested in conducting this evaluation (no more than one page)
- A short outline of the proposed methodology / process for this evaluation based on the information provided in this call (maximum one page)
- A detailed CV outlining relevant experience and qualifications
- Budget for the evaluation, including daily rates for consultancy and number of days required

Consultants should declare all potential conflicts of interest.

Interested candidates can contact Kendra Park Pasztor, Monitoring & Evaluation Manager, Better Cotton Initiative (Kendra.pasztor@bettercotton.org) for any queries regarding this call.

Closing date for proposal submissions is **15 July 2016** and should be sent to kendra.pasztor@bettercotton.org.