

**Global Dialogue
Strategic Fund for Turkey
Evaluation 2006-2012
Terms of Reference**

Introduction

The Strategic Fund for Turkey has completed seven successful years of grant-making at the grass-roots of civil society in Turkey. Established in 2006 as a programme of the Sigrid Rausing Trust, the Strategic Fund for Turkey moved to an independent UK-registered charity, Global Dialogue, in 2007, to facilitate making small grants and to enable other funders interested in the same aims to invest in the fund.

The trustees of Global Dialogue and the main donors to the Fund now wish to commission an evaluation of the work of the Strategic Fund for Turkey to date to help them understand what has been achieved so far and to plan the future growth and development of the programme.

The results of this evaluation will be shared with the Global Dialogue Trustee Board, with the Strategic Fund for Turkey team, with their Local Advisory Board and with the donors to the Fund.

Background to the Fund

The Strategic Fund for Turkey was established by the Sigrid Rausing Trust in 2006 as its first pilot for a new 'Strategic Fund' model, and the Trust has made a substantial investment in the programme over the last seven years.

Turkey was chosen because it was understood to be a society in progressive transition; there was space for civil society, which was beginning to flourish; acceptable legal and banking mechanisms were in place to enable money to be legally and safely granted; there was substantial involvement of women; and it had a substantial population base. Turkey's status as an EU accession country meant that that the authority had an interest in improving its human rights record and was making real reforms, and a growing human rights movement was able to support them. These factors made the fund 'strategic': in effect the geo-political context and the local conditions combined to make it likely that substantially enhanced leverage could be achieved with the funds allocated.

The aim of the Fund was to support the emerging human rights movement in Turkey over the next five years by building up and supporting grass-root organisations, especially those working on civil and political rights, minority rights, women's rights and environmental justice, which were the programme priorities of the Sigrid Rausing Trust at that time. The intended outcome was to encourage sustained progressive change in Turkey, and to increase local understanding of philanthropy and international grantmaking, which is essential to building the human rights movement and leveraging more funds.

The original objectives of the Fund were:

1. To play a role in anchoring progressive groups interested in social change within Turkish society and to help develop institutional strength so they are sustainable.
2. To do this in a way that supports locally run groups and allows them to flourish.
3. To grow the ability of Turkish groups to interact successfully with international funders and institutions.
4. To increase local understanding of philanthropy and grantmaking.

In 2007 the Sigrid Rausing Trust entrusted the Strategic Fund for Turkey to an independent UK-registered charity, Global Dialogue, to facilitate making small grants, and to enable other funders to invest in the Fund.

The Bromley Trust soon became a new donor to the Fund, making a regular unrestricted grant which made a welcome contribution to administrative costs. Oak Foundation made two significant grants to the Fund, adding new priorities to the programme for 2010-2012 – accountability and transitional justice (especially for the gross human rights abuses that took place during the armed conflict between PKK and the Turkish army in the last two decades), and improving the monitoring of prisons with the aim of preventing torture throughout Turkey.

The Structure of the Strategic Fund for Turkey

The Strategic Fund for Turkey is run by two staff, a Director and a Grants Officer, both of whom are Turkish nationals based in Istanbul and who speak Turkish and English as well as other languages. Civil society organisations and individual activists submit applications to the Fund in Turkish, and the staff often work very closely with groups to develop projects that meet the aims of the programme. The grant-making in Turkey is guided by a Local Advisory Board made up of influential academics, lawyers, journalists and policy-makers, who send their grant recommendations to the Global Dialogue trustee board in London for final approval. The evaluation is expected to include interviews with all these stakeholders – our donors and grantees, our staff, the Local Advisory Board, and the Global Dialogue trustee board.

The Strategic Fund for Turkey is one of three programmes hosted by Global Dialogue, an intermediary agency based in London, which also runs the collaborative Thomas Paine Initiative, and hosts Ariadne, the European network of grant-makers working for human rights and social change.

Aims of the Evaluation

As a result of this evaluation the trustees and staff of Global Dialogue, the donors to the Strategic Fund for Turkey, and the Local Advisory Board expect to:

- Know to what extent the Strategic Fund for Turkey has met its original aim and objectives and later priorities and understand the impact its grant-making has had on civil society in Turkey
- Understand how the operating environment in Turkey has changed over the last seven years (2006-12) and how the Fund has responded to these changes

- Assess the Fund's capacity as a grant-maker and make a comparison of the Strategic Fund model against other models of human rights re-granting
- Have a vision of how the Fund might grow and develop over the next five years (2014-18) so as to best meet the needs of civil society in Turkey

Scope and Methods

The evaluation should consider questions of process and impact, quality, financial viability, efficiency and effectiveness, understand the operating environment for human rights philanthropy in Turkey, and point to the future growth and development of the programme.

We expect that the methods used in the evaluation will include desk research and analysis of key documents about the Fund, its work, and its operating environment; interviews (by telephone, email, Skype and/or face-to-face) with key stakeholders including trustees, staff, donors, grantees, and members of the Local Advisory Board, as well as other international and national human rights actors; and an email questionnaire to a wider sample of grantees.

It is envisaged that the evaluator, if not already based in Turkey, will travel to Turkey at least once during the course of the evaluation to meet staff, grantees and partners and conduct a limited number of face-to-face in-depth interviews.

The evaluator will work closely with the be expected to keep the Executive Director of Global Dialogue and the Director of the Strategic Fund for Turkey informed about the progress of the evaluation on at least a weekly basis.

Outputs

As a result of the strategic review or evaluation the Trustee Board require

- A confidential written report in English for the Global Dialogue Trustee Board, the Strategic Fund for Turkey team, their Local Advisory Board, and with the three donors to the Fund. The Trustee Board, the Fund's staff, the Local Advisory Board and donors should have the opportunity to review and comment on the first draft of this report.
- An executive summary of this report in English with a Turkish translation.

The trustees may also ask the evaluator to attend a meeting in London to discuss the initial findings of the evaluation or to make a presentation of the final report.

Person(s) Specification

We are open to receiving applications from individuals or from teams who are together able to offer a combination of the skills and experience we seek for this work.

We expect that the evaluator(s) will have a working knowledge of Turkish and English, a good understanding of human rights issues and actors in Turkey, an understanding of human rights

philanthropy and grant-making, and have demonstrable experience of evaluating human rights programmes.

Other desirable skills and experience include an understanding of Turkish society, experience of working with human rights NGOs in Turkey, and knowledge or experience related to Global Dialogue's work building organisational capacity amongst disadvantaged groups.

Timing

The evaluation should start as soon as is possible. The first draft of the final report should be completed by 30 June 2013, with the final version and executive summary (in English) due by 31 August 2013.

Applications

If you or your team are interested in this opportunity please apply by sending a CV and a covering letter setting out how you meet the person specification and providing the names and contact details of two referees. This should be accompanied by a short proposal for the evaluation, setting out the approach and methods you would use to achieve the aims and outputs above, and proposing a work breakdown, timeline and a budget for discussion. Finally, please also include a sample of previous related work, e.g. another evaluation or report, either in Turkish or English (or both).

Applications should be sent to esther@global-dialogue.eu by 12 noon BST on Monday 15th April 2013.