



## REQUEST FOR PROPOSAL (RFP)

### Provision of Final Independent Evaluation Services within the scope of “Turkey Resilience Project in Response to the Syria Crisis (TRP)”

NAME & ADDRESS OF FIRM	DATE: November 16, 2021
	REFERENCE: UNDP-TUR-RFP(MC1)-2021/10

Dear Madam / Sir,

We kindly request you to submit your Proposal for **“Provision of Final Independent Evaluation Services within the scope of Turkey Resilience Project in Response to the Syria Crisis (TRP).”**

Please be guided by the **“Form for Submitting Service Provider’s Proposal”** attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Monday, December 06, 2021 at 14:00 hrs. Turkey Time and via email to the address below:

**United Nations Development Programme**  
**Tunç GÜRDAL**  
**tr.procurement@undp.org**

**Your Proposal must be expressed in the English, and valid for a minimum period of 90 days.**

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:  
<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :  
[https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct\\_english.pdf](https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf)

Please note that women-owned, and managed businesses are especially encouraged to apply.

Thank you and we look forward to receiving your Proposal.

Sincerely Yours,



Sukhrob Khojimatov  
Deputy Resident Representative  
16.11.2021

**Annex 1****Description of Requirements**

Context of the Requirement	“Provision of Final Independent Evaluation Services within the scope of “Turkey Resilience Project in Response to the Syria Crisis (TRP)” (Please refer to Annex 4 Detailed Terms of Reference for detail.)
Implementing Partner of UNDP	Ministry of Industry and Technology (MoIT) Directorate General of Industry and Productivity for Job Creation Component; Ilbank for Municipal Service Delivery and Ministry of National Education (MoNE) Directorate General of Lifelong Learning for Adult Language Training.
Brief Description of the Required Services	<p>In the context of these services, Final Project Evaluation for Component I, Component II and Component III will be initiated for preparing an independent evaluation report that measures the expected results and specific objectives achieved against those stated in the Project Documents and associated modifications and identifying the lessons learned which are relevant to the planning, preparation and implementation phases of a possible subsequent project through the conduct of an evaluation mission.</p> <p>This final evaluation has the following specific objectives:</p> <ul style="list-style-type: none"> <li>• To measure to what extent the project has contributed to solve the needs identified in the design phase.</li> <li>• To measure project’s degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.</li> <li>• To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to the Facility for Refugees in Turkey (FRIT).</li> <li>• Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;</li> <li>• Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project</li> <li>• To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development</li> </ul>

	interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.
List and Description of Expected Outputs to be Delivered	Please refer to “Section VI. ACTIVITY, DELIVERABLES AND SCHEDULES” of Annex-4 Detailed Terms of Reference
Expected Duration of work	Please refer to “Section IX. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT” of Annex-4 Detailed Terms of Reference
Target commencement date	January 2022
Latest completion date	30.08.2022
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required Only CVs of Key Expert 1 for Job Creation Component (Team Leader), Key Expert 2 for Municipal Service Delivery Component and Key Expert 3 for Adult Language Training Component shall be submitted within the proposal.
Currency of Proposal	<input checked="" type="checkbox"/> USD (US Dollars)  If the Contractor is registered and operating in Turkey, the payment shall be realized in Turkish Liras (TRY). Payment amount will be converted from United States Dollar (USD) to Turkish Liras (TRY) by the UN operational rate of exchange <sup>1</sup> valid on the date of money transfer. Otherwise, the payments shall be affected in United States Dollar.
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes  UN and its subsidiary organs are exempt from all taxes. Therefore, proposers shall prepare their financial proposals excluding Value Added Tax (VAT). It is the Proposers’ responsibility to learn from relevant authorities (Ministry of Treasury and Finance) and/or to review/confirm published procedures and to consult with a certified financial consultant as needed to confirm the scope and procedures of VAT exemption application as per VAT Law, Ministry of Treasury and Finance’s General Communiqués.  The Proposer awarded the Contract shall not be entitled to receive any amount over its proposed price in relation to VAT. Overall contract amount to be paid to the contractor shall not exceed the offered Total Financial Proposal Price.
Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input checked="" type="checkbox"/> Not permitted

Payment Terms	Please refer to Section XII. PRICE AND SCHEDULE OF PAYMENTS of Annex-4 Detailed Terms of Reference
Type of Contract to be Signed	<input checked="" type="checkbox"/> “Face Sheet Contract (Goods and-or Services) UNDP” available at <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a>
Minimum Eligibility and Qualification Criteria	<p>Eligibility and Qualification will be evaluated on Pass/Fail basis.</p> <p><b><u>Eligibility Criteria:</u></b></p> <ul style="list-style-type: none"> <li>• Vendor is a legally registered entity.</li> <li>• Vendor is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.</li> </ul> <p><b><u>Qualification Criteria:</u></b></p> <ul style="list-style-type: none"> <li>• The proposer as a legal entity (JVs and Consortiums shall not be eligible to submit proposals.) must be established and working in line with the applicable laws and regulations at least for the last 3 years.</li> <li>• The proposer must have successfully completed at least 1 (one) contract with a budget of at least USD 40,000<sup>1</sup> in area of providing similar services (conducting project evaluation, etc.) over the last 3 years*.</li> </ul> <p>Statements of Successful Completion (i.e. Reference Letters, Work Completion Certificates) shall be submitted as proof documents for the Contracts implemented with regard to above stipulated services.</p> <p>*The reference period which will be taken into account will be the last 3 years from submission deadline. The start and end/completion dates of the references should be specified as day/month/year.</p>
Criteria for Contract Award	<p><input checked="" type="checkbox"/> Meeting minimum eligibility and qualification criteria.</p> <p><input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution)</p> <p><input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). Non-acceptance of the GTC may be grounds for the rejection of the Proposal.</p>
Criteria for the Assessment of Proposal	<p>In order to be considered for technical and financial evaluation each Proposer shall provide:</p> <ul style="list-style-type: none"> <li>- <b>Trade Registry Gazette:</b> Copy of the Trade Registry Gazette or equivalent, demonstrating establishment of the Company.</li> <li>- <b>Chamber Registry:</b> Copy of the certificate, obtained by the proposer within the year in which the RFP is launched or expired, that demonstrates registration to the chamber of industry and/or trade to which the proposer is registered.</li> <li>- <b>Authority to Sign:</b> Original or notarized copy of Trade Registers Gazette indicating the shares of the shareholders of the company and their position within the company or the documents evidencing such issues as well as the signature circular of the legal entity certified by the notary public or specimen of list of authorized signatures and the notarized power of attorney.</li> </ul>

<sup>1</sup> If the currency of the contract is different than USD. Proposers shall convert the currency in the “Statement of Successful Completion” into USD, in accordance with the prevailing UN operational rate of exchange on the contract date stated by “Statement of Successful Completion”. UN operational rate of exchange are available at the following website: <https://treasury.un.org/operationalrates/OperationalRates.php#E>

	<p><b><u>Technical Proposal</u></b></p> <p><input checked="" type="checkbox"/> Expertise of the Firm 20%</p> <p><input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 40%</p> <p><input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel 40%</p> <p><b>The minimum score required for technical qualification is 70%.</b></p> <p><b><u>Financial Proposal</u></b></p> <p>To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p> <p>The formula for the rating of the Proposals will be as follows:  Rating the Technical Proposal (TP):  TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100</p> <p>Rating the Financial Proposal (FP):  FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100  Total Combined Score:  Combined Score = (TP Rating) x (Weight of TP, e.g. 70%) + (FP Rating) x (Weight of FP, e.g., 30%)</p> <p><b>The minimum technical score required to pass is 70%.</b></p>
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider
Contract General Terms and Conditions	<p><input checked="" type="checkbox"/> General Terms and Conditions for contracts (goods and/or services)</p> <p><input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000)</p> <p>Applicable Terms and Conditions are available at:  <a href="http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html">http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html</a></p>
Annexes to this RFP	<p><input checked="" type="checkbox"/> Description of Requirements (Annex 1)</p> <p><input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2)</p> <p><input checked="" type="checkbox"/> General Terms and Conditions for Contracts (Annex 3)</p> <p><input checked="" type="checkbox"/> Detailed Terms of Reference (TOR) (Annex 4)</p>
Contact Person for Inquiries (Written inquiries only)	<p><i>Tunç Gürdal, Procurement Officer</i>  <i>Address: Yıldız Kule, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106, Cankaya, Ankara, 06550 Turkey</i>  <i>E-mail address: <a href="mailto:tr.procurement@undp.org">tr.procurement@undp.org</a></i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>

Liquidated Damages	<p>Delay Damages:</p> <p>Deliverables shall be delivered according to the durations indicated in the Section VI of Annex 4 Detailed Terms of Reference. For each day of delay beyond target delivery time for any of the deliverables, liquidated damages for delay of delivery of the services will be imposed under the following conditions: For each day of delay in delivery, 0.5% of contract price will be deducted from the total contract amount. The next course of action: If the delivery of the services is delayed by more than 20 days, UNDP may consider termination of contract.</p>
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## Annex 2

**FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL***(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery<sup>2</sup>)*

[insert: Location].

[insert: Date]

To: UNDP Turkey CO Office, Yıldız Kule 21st Floor, Yukarı Dikmen Mah, Turan Güneş Bulvarı, No:106,  
Cankaya, Ankara, 06550 Turkey  
Focal Point: Tunç Gürdal, Procurement Officer

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated November 16, 2021 with **Ref. UNDP-TUR-RFP(MC1)-2021/10**, and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

**A. Qualifications of the Service Provider**

*The Proposer shall submit copies of following documents to demonstrate eligibility and expertise:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations*
- b) Trade Registry Gazette: demonstrating establishment of the Company*
- c) Chamber Registry Certificate*
- d) Authority to sign: notarized signature statement or signature circular or power of attorney*
- e) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references. Statement of Successful Completion shall be provided for the references to meet qualification criteria.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

**B. Proposed Methodology for the Completion of Services**

*The Service Provider must describe how it will address/deliver the demands of the RFP;*

- a) Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?*
- b) Description of the Offeror's approach and methodology for meeting or exceeding the requirements of the Terms of Reference.*
- c) Implementation plan showing the timeline of the activities and allocated working days for each staff*

<sup>2</sup> Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes



d) A detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place.

### C. Qualifications of Key Personnel

*The Service Provider must provide :*

- a) Names and qualifications of the personnel that will perform the services indicating proposed roles and responsibilities for each personnel etc.;
- b) CVs demonstrating qualifications must be submitted; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract along with at least 2 references from their previous experiences.

*Proposers shall use following template for CV Submission:*

#### Format for CV of Proposed Key Personnel

<b>Name of Personnel</b>	[Insert]
<b>Position for this assignment</b>	[Insert]
<b>Birth Date</b>	[Insert]
<b>Nationality</b>	[Insert]
<b>Language proficiency</b>	[Insert]
<b>Education/ Qualifications</b>	<i>[Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.]</i>
	[Insert]
<b>Professional certifications</b>	<i>[Provide details of professional certifications relevant to the scope of services]</i>
	<ul style="list-style-type: none"> <li>▪ Name of institution: [Insert]</li> <li>▪ Date of certification: [Insert]</li> </ul>
<b>Employment Record/ Experience</b>	<i>[List all positions held by personnel (starting with present position, list in reverse order), giving dates (month.year-moth.year), names of employing organization, description of project or works, your duties and responsibilities, title of position held, location of employment and any other information or professional experience considered pertinent for this assignment.]</i>
	[Insert]
<b>References</b>	<i>[Provide names, addresses, phone and email contact information for two (2) references]</i>
	Reference 1: [Insert]  Reference 2: [Insert]

## D. Financial Proposal<sup>3</sup>

We, the undersigned, offer to provide the services for “Provision of Final Independent Evaluation Services within the scope of Turkey Resilience Project in Response to the Syria Crisis (TRP)” in accordance with your Request for Ref No. UNDP-TUR-RFP(MC1)-2021/10 and our Proposal. We are hereby submitting our Financial Proposal.

Our Proposal shall be valid and remain binding upon us for the period of 90 days following the proposal submission date.

We understand you are not bound to accept any Proposal you receive.

Currency of the proposal: US Dollars (USD)

**Table 1: Summary of Overall Prices**

Deliverables	Amount in USD
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
<b>Total Amount of Financial Proposal in USD<sup>4</sup></b>	

**Table 2: Breakdown of Professional Fees**

Position	Fee Rate (USD)	No. of Working Days	Total Amount (USD)
	A	B	C=A*B
Key Expert 1 for Job Creation Component (Team Leader)			
Key Expert 2 for Municipal Service Delivery Component			
Key Expert 3 for Adult Language Training Component			
<b>Subtotal of Professional Fees (USD):</b>			

**Table 3: Breakdown of Other Costs**

Description	Amount (USD)
Travel expenses	
Accommodation	
Backstopping and supporting staff costs	
Out-of-pocket Expenses	
Other Costs: (please specify)	
<b>Subtotal of Other Costs (USD):</b>	

<sup>3</sup> The proposer is required to prepare the Financial Proposal following the below format. The Financial Proposal should align with the requirements in Terms of Reference and the Proposer’s Technical Proposal.

<sup>4</sup> This amount will be the total contract amount and be basis for the schedule of payments. The payments will be affected to the Contractor on percentage basis in line with the percentages listed in Section XII - Price and Schedule of Payments under Annex 4: Detailed Terms of Reference, upon acceptance of deliverables by UNDP.

**Table 4: Breakdown of Price per Deliverable/Activity<sup>5</sup>**

UNDP reserves the right to request details of each item quoted in the Breakdown of Prices.

<b>Deliverable 1: Inception Report</b>				
<b>Price Item</b>	<b>Unit</b>	<b>A. Quantity</b>	<b>B. Unit Price (USD)</b>	<b>C. Total Price (=AxB) (USD)</b>
Key Expert 1 for Job Creation Component (Team Leader)	Person/day			
Key Expert 2 for Municipal Service Delivery Component	Person/day			
Key Expert 3 for Adult Language Training Component	Person/day			
Backstopping and supporting staff costs	Lump-Sum	Lump-Sum		
Travel Expenses (Intercity and intracity)	Per Person			
Accommodation Expenses	Nights			
Out-of-pocket Expenses	Lump-Sum	Lump-Sum		
Other Expenses (Please specify)	Lump-Sum	Lump-Sum		
<b>Total Price of Deliverable 1 (USD)</b>				

<b>Deliverable 2: Draft Evaluation Report</b>				
<b>Price Item</b>	<b>Unit</b>	<b>A. Quantity</b>	<b>B. Unit Price (USD)</b>	<b>C. Total Price (=AxB) (USD)</b>
Key Expert 1 for Job Creation Component (Team Leader)	Person/day			

<sup>5</sup> This table should be completed in compliance with Tables 2 and 3.

Key Expert 2 for Municipal Service Delivery Component	Person/day			
Key Expert 3 for Adult Language Training Component	Person/day			
Backstopping and supporting staff costs	Lump-Sum	Lump-Sum		
Travel Expenses (Intercity and intracity)	Per Person			
Accommodation Expenses	Nights			
Out-of-pocket Expenses	Lump-Sum	Lump-Sum		
Other Expenses (Please specify)	Lump-Sum	Lump-Sum		
<b>Total Price of Deliverable 2 (USD)</b>				

<b>Deliverable 3: Final Evaluation Report</b>				
<b>Price Item</b>	<b>Unit</b>	<b>A. Quantity</b>	<b>B. Unit Price (USD)</b>	<b>C. Total Price (=AxB) (USD)</b>
Key Expert 1 for Job Creation Component (Team Leader)	Person/day			
Key Expert 2 for Municipal Service Delivery Component	Person/day			
Key Expert 3 for Adult Language Training Component	Person/day			
Backstopping and supporting staff costs	Lump-Sum	Lump-Sum		
Other Expenses (Please specify)	Lump-Sum	Lump-Sum		
<b>Total Price of Deliverable 3 (USD)</b>				

<b>Deliverable 4: Presentation/De-briefing</b>				
<b>Price Item</b>	<b>Unit</b>	<b>A. Quantity</b>	<b>B. Unit Price (USD)</b>	<b>C. Total Price (=AxB) (USD)</b>
Key Expert 1 for Job Creation Component (Team Leader)	Person/day			
Key Expert 2 for Municipal Service Delivery Component	Person/day			
Key Expert 3 for Adult Language Training Component	Person/day			
Backstopping and supporting staff costs	Lump-Sum	Lump-Sum		
Travel Expenses (Intercity and intracity)	Per Person			
Accommodation Expenses	Nights			
Out-of-pocket Expenses	Lump-Sum	Lump-Sum		
Other Expenses (Please specify)	Lump-Sum	Lump-Sum		
<b>Total Price of Deliverable 4 (USD)</b>				

<b>#</b>	<b>Deliverable</b>	<b>Total Price (USD)</b>
1	Inception Report	
2	Draft Evaluation Report	
3	Final Evaluation Report	
4	Presentation/De-briefing	
<b>Total Price of ALL DELIVERABLES (USD)*</b>		

*\*This amount should be the same as the Total Amount of Financial Proposal in Table 1.*

*[Name and Signature of the Service Provider’s Authorized Person]*  
*[Designation]*  
*[Date]*

<i>Proposer Information</i>	
<i>Legal name of the proposer</i>	
<i>Legal address</i>	
<i>Offerors’ Authorized Person</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>
<i>Contact person (Proposer)</i>	<i>Name and Title:</i> <i>Telephone:</i> <i>Email:</i>

**ANNEX 3**  
**GENERAL TERMS AND CONDITIONS FOR CONTRACTS**

**Link:**

[https://www.undp.org/sites/g/files/zskgke326/files/procurement/pdf/3.%20UNDP%20GTCs%20for%20Contracts%20\(Goods%20and-or%20Services\)%20-%20Sept%202017\\_0.pdf](https://www.undp.org/sites/g/files/zskgke326/files/procurement/pdf/3.%20UNDP%20GTCs%20for%20Contracts%20(Goods%20and-or%20Services)%20-%20Sept%202017_0.pdf)

[https://www1.undp.org/content/dam/nepal/docs/Reports\\_2020/Procurement/General-Terms-Conditions-for-de-minimis-Contracts-Services-only-Sept%202017-below-USD%2050000.pdf](https://www1.undp.org/content/dam/nepal/docs/Reports_2020/Procurement/General-Terms-Conditions-for-de-minimis-Contracts-Services-only-Sept%202017-below-USD%2050000.pdf)



**ANNEX 4: DETAILED TERMS OF REFERENCE (TOR)**  
**for**  
**Provision of Final Independent Evaluation Services**  
**within the scope of**  
**“Turkey Resilience Project in Response to the Syria Crisis (TRP)”**  
**Component I: Job Creation**  
**Component II: Municipal Service Delivery**  
**Component III: Adult Language Training**  
 Project ID No: 00108446

Funded by the European Union Regional Trust Fund in Response to the Syrian Crisis

## **I. INTRODUCTION**

This Terms of Reference (ToR) specify the details for the provision of Final Independent Evaluation Services of Component I, Component II and Component III of the above-mentioned project implemented by the United Nations Development Programme (hereinafter UNDP) and its partners: the Ministry of Industry and Technology (MoIT) Directorate General of Industry and Productivity for Job Creation Component; Ilbank for Municipal Service Delivery and Ministry of National Education (MoNE) Directorate General of Lifelong Learning for Adult Language Training.

The evaluation will focus on the assessment of the activities implemented and whether the activities led to the achievement of the planned results and objectives (in accordance with the Project Document, Donor Agreement and associated modifications made during implementation). As a result of this evaluation, the lessons learned, and recommendations identified by the evaluator/s are expected to improve the quality of the planning, preparation and implementation of subsequent projects in future.

## **II. BACKGROUND INFORMATION, RATIONALE AND PROJECT DESCRIPTION**

### **Country Context:**

Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. Currently, the majority of over 3,7 million<sup>1</sup> Syrians under Temporary Protection (SuTP)<sup>2</sup> live in provinces near Syrian border (Gaziantep, Şanlıurfa, Kilis, Hatay, Adana, Mersin) and metropolitan cities such as İstanbul, İzmir, Ankara, Konya, Bursa where they form an important part of cheap work force in economic sectors such as textile, automobile, agriculture, plastic, chemistry, machinery & furniture manufacturing and construction. The share of Syrians in the formal labor market is estimated to be around 1.5 per cent - 2.5 per cent according to TEPAV. A high share of Syrians holds low and semi-skilled occupations. On the other hand, Syrians living in Turkey are increasingly engaged in building up their own businesses.

From a gender perspective, only 11.2 per cent of Syrian women aged 15- 65 work compared to 71 per cent of men the same age. Beside cultural reasons, low female employment is also a result of unadjusted monthly gender wage gap for Syrian refugees standing at 23.4 per cent, higher than the gender wage gaps of Turkish citizens<sup>3</sup>. Language

<sup>1</sup> Official data Directorate General for Migration Management, Turkey, November 2021.

<sup>2</sup> "Temporary protection" is given *prima facie* to Syrian nationals and Stateless Palestinians originating from Syria and are referred to as Syrians under Temporary Protection (SuTP).

<sup>3</sup> *Ibid.*





barrier, the lack of affordable care for children, home care and cultural perceptions about employment of women are among other reasons of low female employment of Syrians.

The impact of the COVID-19 pandemic has further highlighted the vulnerabilities of refugees associated with informal work and casual labour. Due to downsizing or total shut down of many businesses since the beginning of COVID-19 crisis, Syrian and non-Syrian refugees that are mostly employed informally in low-skilled jobs such as seasonal agricultural work, construction, manufacturing and textile found themselves unemployed that will last possibly for a long period of time. The Rapid Needs Assessment conducted by the Action in collaboration with Business4Goals<sup>4</sup> (established by TURKONFED, TUSIAD and UNDP in 2019) in April 2020 showed that over 60 per cent of Syrian-owned enterprises are facing the risk of closing their business and over 30 per cent already halted their operations. Similar results were found in the survey for the Turkish businesses that are the primary source of job creation in Turkey<sup>5</sup>.

### Project Background:

UNDP supports the Government of Turkey to respond to this large-scale displacement through its Syria Crisis Response and Resilience Portfolio in Turkey to strengthen the resilience of refugees, host community members, local municipalities and relevant national institutions to cope with and recover from the impact. UNDP's resilience response strategy is to invest in existing national and local systems to ensure they can adequately serve both host and refugee communities.

### Brief Description of the Current Project:

<b>Title of the Action</b>	<b>UNDP Turkey Resilience Project in Response to the Syria Crisis (TRP)</b>
<b>EU contribution</b>	EUR 50,000,000 <sup>6</sup>
<b>Location(s)</b>	Gaziantep, Hatay, Şanlıurfa, Izmir, Adana, Kilis, Mersin, Istanbul, Bursa, Konya
<b>Duration</b>	1 September 2018 – 31 March 2022
<b>Objectives of the Action</b>	To strengthen the economic and social resilience of Syrians under Temporary Protection, host communities and relevant national and local Government institutions.
<b>UNDSC outcome and CPD Output served (2016-2020)</b>	UNDSCS OUTCOME INVOLVING: 1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development CPD Output 1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth CPD Output 1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste CPD Output 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment
<b>UNSDCF outcome and CPD Output served (2021-</b>	COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under Law on Foreigners and International Protection are supported towards self-reliance

<sup>4</sup> <https://www.business4goals.org/en/>

<sup>5</sup> Impact of COVID-19 on Enterprises and Needs – Turkey, <https://www.business4goals.org/wp-content/uploads/2020/04/B4G-Covid-19-survey-ENG.pdf>

<sup>6</sup> USD 59,560,546.45 based on December 2017 exchange rates (INFOREURO). Budgets will be submitted in USD on the basis of the exchange rate at the time of signing.



<b>2025)</b>	<p>Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community</p> <p>Output 1.3 Core government functions and inclusive services strengthened post-crisis for harmonization and durable solutions to displacement</p> <p>Output 1.4 Sustainable job opportunities created for displaced populations and host communities</p>
<b>Primary SDGs served</b>	<p>SDG 1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.</p> <p>SDG 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p> <p>SDG 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.</p> <p>SDG 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.</p> <p>SDG 6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.</p> <p>SDG 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p> <p>SDG 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>SDG 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>
<b>Target group(s)<sup>7</sup></b>	<p>At least 56,000 SuTPs) and host community (HC) members:</p> <p>2,000 SuTPs &amp; HC members to be employed;</p> <p>1,000 SMEs and entrepreneurs received business advisory services</p> <p>2,000 SuTPs &amp; HC members improved awareness/ knowledge on business development</p> <p>52,000 SuTPs to benefit from adult language trainings.</p>
<b>Final beneficiaries<sup>8</sup></b>	<p>At least 374,700 SuTPs and HC members will benefit in the long term at societal or sector-at-large levels from the Action.</p>
<b>Estimated results</b>	<p><b><u>Component I – Job Creation</u></b></p> <p>3 Digital Transformation Centres and on Lean Manufacturing</p> <p>9 and 3 Innovation Centres established in Izmir, Adana, Mersin and Gaziantep;</p> <p>Industrial Transformation Programme for Gaziantep and its economic environs developed;</p>

<sup>7</sup> “Target groups” are the groups/entities who will directly benefit from the action at the action purpose level.

<sup>8</sup> “Final beneficiaries” are those who will benefit from the action in the long term at societal or sector-at-large levels.

<sup>9</sup> The term “Digital Transformation Centers on Lean Manufacturing” will be used instead of “SME Capability Centers”.



6 Sectoral Assessments carried out;  
 Job opportunities created for 2,000 SuTPs (min. 50 per cent) and HC members;  
 2,000 SuTPs (min. 50 per cent) and HC members increased awareness about entrepreneurship, employment services and women's empowerment.  
 1,000 SMEs and entrepreneurs received business advisory services;  
 150 enterprises and partnerships established by Syrians and/or Syrian-Turkish joint ventures.  
 Crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported

#### **Component II – Municipal Service Delivery**

1 Mechanical Biological Treatment Facility established in Gaziantep;  
 1 Greenhouse Solar Sludge Dryer Facility established in Kilis1 Leachate pond and recirculation system in Kilis  
 1 Wastewater Treatment facility established in Hatay;  
 4 waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay;  
 Increased technical capacities of 3 municipalities to deliver municipal services;  
 Increased firefighting capacity through provision of equipment and technical support  
 4 Municipalities improved their COVID-19 response capacity

#### **Component III – Adult Language Training**

At least 52,000 SuTPs benefited from Turkish language trainings;  
 A learning platform & Learning Management System for Turkish language training established;  
 Tailor made educational content developed, published and distributed.  
 At least 53 classrooms refurbished and improved;  
 A Public Education Center constructed;  
 At least 300 Turkish language trainers trained;  
 50 PECs and 3,000 beneficiaries of Adult Language Trainings supported against COVID-19

### **Summary of Project and the Progress:**

Turkey Resilience Project in response to the Syria Crisis (TRP, referred also as “the Action”) between United Nations Development Programme (UNDP) and EU Regional Trust Fund in Response to the Syrian Crisis (the “MADAD fund”) has been signed on 15 December 2017 and the Action has been launched on February 1<sup>st</sup>, 2018 with an agreed duration of 24 months. Three addenda have been made, first in 27 August 2019, second on 21 January 2021 and the third on 30.07.2021 for no-cost extension of the Action until 31.03.2021. The “Novel Coronavirus 2019 Disease” (COVID-19) that was first reported to World Health Organization ([WHO](https://www.who.int/emergencies/diseases/novel-coronavirus-2019/interactive-timeline#)) Country Office in China on 31 December 2019<sup>10</sup> and that has spread rapidly worldwide affected widely the implementation of the activities, leading also to the use of an additional \$1,544,502 from the Contingency Reserve of the Action Budget.

The Action aims to strengthen the economic and social resilience of SuTPs and their host communities and relevant national and local government institutions and has three components mainly focusing on the facilitation of Job Creation, Municipal Service Delivery Support and Adult Language Training. The implementing partners (IPs) are:

<sup>10</sup> <https://www.who.int/emergencies/diseases/novel-coronavirus-2019/interactive-timeline#>



**Component I – Job Creation:** The Ministry of Industry and Technology (MoIT) Directorate General of Industry and Productivity

**Component II - Municipal Service Delivery:** ILBANK

**Component III - Adult Language Training:** Ministry of National Education (MoNE) Directorate General of Lifelong Learning

The rationale of the Action lies in developing sector-specific strategies to help both Syrian refugees and host communities acquire skills and knowledge to better access labour market from one side; supporting urban infrastructure systems to better cope with significant and sudden population expansion that has led to increased social tensions between communities and SuTPs on the other side.

In the Annex section, the complete logical framework of the Action is also presented for information purposes with key results achieved by 30.09.2021 against the outcomes, outputs and the targets as per the Description of the Action (DoA) for Component

### III. SCOPE AND OBJECTIVE OF EVALUATION

In the context of these services, Final Project Evaluation for Component I, Component II and Component III will be initiated for preparing an independent evaluation report that measures the expected results and specific objectives achieved against those stated in the Project Documents and associated modifications and identifying the lessons learned which are relevant to the planning, preparation and implementation phases of a possible subsequent project through the conduct of an evaluation mission.

This final evaluation has the following *specific objectives*:

- To measure to what extent the project has contributed to solve the needs identified in the design phase.
- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.
- To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to the Facility for Refugees in Turkey (FRIT).
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
- To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.

#### Key Evaluation Questions and Level of Analysis

In the light of the evaluation parameters, the Service Provider is expected to analyse data and share its findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation, the Service Provider is provided with indicative evaluation questions below which are expected to be amended, elaborated and submitted as part of the Inception Report and shall be included as an annex to the final report described below.



### ***Relevance:***

Under this parameter, the Service Provider will analyse the extent to which the objectives of this intervention are consistent with the needs and interest of the people, the needs of the country, national strategies and relevant legislation:

1. To what extent was the TRP design relevant in supporting job creation, municipal service delivery and adult language education?
2. To what extent was the design and strategy of the development intervention relevant to national priorities? (including clear linkage to National Development Plan, FRIT objectives?)
3. To what extent was the design and strategy of the TRP aligned with UN and UNDP priorities (CPD and UNSDCF)?
4. To what extent was the theory of change applied in the TRP relevant to serve the needs of the country?
5. To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive?
6. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. other projects implemented under the European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD), ongoing UNDP Project activities or strategic plans of MoIT, ILBANK and MoNE?

### ***Effectiveness:***

Under this parameter, the Service Provider will analyse to what extent the Project objectives have been achieved or how likely they are to be achieved:

1. To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (The Service Provider is expected to provide detailed analysis of: 1) planned activities and outputs and 2) achievement of results.)
2. What are the key factors contributing to project success or underachievement? How might this be improved in the future?
3. Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
4. Compared to 2018, to what extent do key stakeholders now better create jobs, deliver municipal services and provide adult language education? To what extent are changes linked to TRP interventions?
5. To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the effectiveness of the TRP?
6. To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals, European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD)?
7. To what extent has the project contributed to the well-being and human rights of vulnerable groups, including persons under temporary protection, women and girls and contributed to social cohesion and livelihood generation in the project provinces? Did the project effectively contribute to leave no one behind agenda?
8. Did Covid-19 measures have a positive or negative effect on the achievement of project results?
9. Were Covid-19 related interventions effective in meeting the demands of beneficiaries and improving their response to Covid-19?
10. Were visibility efforts effective in conveying the achievements and key messages of Turkey Resilience Project?

### ***Efficiency:***

Under this parameter, the Service Provider will analyse to what extent the resources/inputs (funds, time, human resources, etc.) have been turned into results and the results have been delivered with the least costly way possible:



- 1.To what extent were the TRP outputs delivered on time to ensure high quality?
- 2.To what extent has TRP ensured value for money?
- 3.To what extent was resource mobilization efforts successful? Was funding sufficient for achievement of results? (funding analysis)
4. What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?
- 5.To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the efficiency of the TRP?
- 6.To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
- 7.How well did project management work for achievement of results?
- 8.To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- 9.What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?

#### ***Sustainability:***

Under this parameter, the Service Provider will analyse to what extent the project's positive effects are likely to continue after the end of the project:

1. To what extent will the TRP achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?
2. To what extent have development partners committed to providing continuing support? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?
3. Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?
4. To what extent will the project be replicable or scaled up?
5. To what extent will the benefits and outcomes continue after external donor funding ends? What is the likelihood of financial and economic resources not being available once the donor assistance ends?
6. What can be done to maximize the likelihood of sustainable outcomes?

#### ***Cross-Cutting Issues:***

All the above-mentioned 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:

- 1.To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- 2.To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
- 3.To what extent has TRP and other national stakeholders' capacity been strengthened in better promoting and protecting women's rights?
- 4.Is the gender marker data assigned to this project representative of reality?
- 5.To what extent has the project contributed to leave no one behind agenda?
- 6.To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?
- 7.To what extent has the project contributed to crisis prevention and recovery issues?
- 8.To what extent has the project contributed to social cohesion between Syrians Under Temporary Protection and host communities?



#### IV. METHODOLOGICAL APPROACH

The methodology and techniques to be used in the evaluation should be described in detail in the Technical Proposal and the Inception Report and the Final Evaluation Report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, questionnaires or participatory techniques following high level of research ethics and impartiality.

It is strongly suggested that the evaluation should use a mixed method approach whenever possible – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation team is expected not only to collect quantitative/qualitative data but also is highly encouraged to review all relevant reports providing quantitative data collected by TRP.

However, the evaluation team is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meeting with UNDP. Final decisions about the specific design and methods for the evaluation will be made through consultation among UNDP, the Service Provider and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data.

The Service Provider is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders. Methods to be used by the evaluation team to collect and analyze the required data shall include but not be limited to:

**Desk Review:** This should include a review of inter alia

- Project document and corporate documents of UNDP such as UNSDCF and CPD▪ Result Framework/M&E Framework
- Project Quality Assurance Report
- Annual Work Plans
- Annual Reports
- Highlights of Project Board meetings
- Communication and Visibility Plan
- Studies relating to the country context and situation

**Semi-structured interviews** with key stakeholders including UNDP, TRP team, Government partners, UN colleagues, development partners, CSOs, beneficiaries so on:

- Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed
- **Key informant interviews** with relevant stakeholders from government agencies, donors, UN Agencies, beneficiaries supported by TRP
- All interviews should be undertaken in full confidence and anonymity. (The final evaluation report should not assign specific comments of individuals)
- Analysis of TRP's funding, budgets and expenditure generated from Atlas.
- Analysis and interpretation of qualitative and quantitative data available from various credible sources.
- Data review and analysis of monitoring and other data sources and methods





The evaluation team will ensure triangulation of the various data sources and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, stakeholders and the Service Provider.

### **Gender and Human Rights-based Approach**

As part of the requirement, evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective and rights-based approach. The evaluators are requested to review UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase.

In addition, the methodology used in the final evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of final evaluation from which findings are to be consolidated to make recommendations and identify lessons learned with regards to gender responsive and rights-based approach of the project. These evaluation approach and methodology should consider different types of groups in the TRP intervention – women, youth, minorities, and vulnerable groups.

### **Ethical Principles and Premises of The Evaluation**

The evaluation of the project is to be carried out according to ethical principles and standards established by the UNEG.

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen between the Service Provider and Project Team in connection with the findings and/or recommendations. The Service Provider must corroborate all assertions and disagreements.
- **Integrity.** The Service Provider will be responsible for highlighting issues not specifically mentioned in the ToR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The Service Provider should ensure its independence from the intervention under review and must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the interviews, or at any other stage of the evaluation, they must be reported immediately to UNDP. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by UNDP in this Terms of Reference.
- **Validation of information.** The Service Provider will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the Service Provider shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports/deliverables.** If delivery of the reports/deliverables is delayed, or in the event that the quality of the reports delivered is lower than of the quality desired by UNDP, the Service Provider will not be entitled for any payment regarding that specific report/deliverable, even if person/days for submission of the report/deliverable has been invested.





## V. GOVERNANCE AND ACCOUNTABILITY

The Service Provider shall be responsible to the Evaluation Manager (in this case UNDP's Monitoring and Evaluation Analyst) for the completion of the tasks and duties assigned throughout this Terms of Reference. All the reports are subject to approval from Evaluation Manager, for the payments to be affected to Service Provider.

The following are the key actors involved in the implementation of this Final Evaluation:

### 1. Evaluation Manager

This role will be conducted by the **Monitoring and Evaluation Analyst of UNDP** who will have the following functions:

- Supervise the evaluation process throughout the main phases of the evaluation (preparation of the ToR, implementation and management and use of the evaluation)
- Participate in the selection and recruitment of the Service Provider
- Provide the Service Provider with administrative support and required data and documentation
- Ensure the evaluation deliverables meet the required quality
- Safeguard the independence of the exercise, including the selection of the Service Provider
- Review the Inception Report, Draft Evaluation and Final Evaluation Reports and give necessary approvals on behalf of UNDP
- Collect and consolidate comments on draft evaluation reports and share with the Service Provider for finalization of the evaluation report
- Contribute to the development of management responses and key actions to all recommendations addressed to UNDP
- Ensure evaluation terms of reference, final evaluation reports, management responses are publicly available through Evaluation Resource Center within the specified timeframe
- Facilitate, monitor and report on implementation of management responses on a periodic basis

### 2. Syria Crisis Response Portfolio Manager will have the following functions:

- Establish the Evaluation Reference Group with key project partners when needed
- Ensure and safeguard the independence of the evaluation
- Provide comments and clarifications on the Terms of Reference, Draft Inception Report and Draft Evaluation Reports
- Ensure the Service Provider access to all information, data and documentation relevant to the intervention, as well as to key actors and informants who are expected to participate in interviews, focus groups or other information-gathering methods
- Respond to evaluation recommendations by providing management responses and key actions
- Ensure dissemination of the evaluation report to key stakeholders
- Be responsible for implementation of key actions of the management response

**3. Service Provider** shall be responsible for the overall coordination and quality of the final evaluation report to be produced. It is the Service Provider that will be held accountable to UNDP in the quality of the final product. There shall be three key experts each one in charge of one component of the project, namely: Job Creation, Municipal Service Delivery and Adult Language Training. The key expert on Job Creation will act as Team Leader for the overall evaluation and oversee overall coherence and quality of the narrative across three components as



well as general conclusions and recommendations about the Project across 5 key criteria. It is the duty of the Service Provider to ensure that the Team Leader and two key experts produce the 4 deliverables specified under **Expected Deliverables** according to deadlines. The Service Provider will be held accountable for the preparation of the Evaluation Report by fulfilling its contractual duties and responsibilities in line with this ToR, United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines.

**4.Evaluation Reference Group:** MoIT, ilbank, MONE and EUD will function as the evaluation reference group. This group is composed of the representatives of the major stakeholders in the project and will review and provide advice on the quality of the evaluation process, as well as on the evaluation products (more specifically comments and suggestions on the draft report and final report) and options for improvement.

## VI. ACTIVITY, DELIVERABLES AND SCHEDULES

The Service Provider is expected to submit the following deliverables to the satisfaction of UNDP:

Deliverable	Indicative person/days to complete the deliverable*	Related Activity	Responsible Party	Expected Date of Completion**
Inception Report	22	Kick off meeting	UNDP, Service Provider	05.01.2022
		Review of relevant documentation and submission of draft Inception Report	Service Provider	21.01.2022
		Providing feedbacks to Draft Inception Report	UNDP	31.01.2022 (7 working days upon receipt of the report)
		<b>Finalized Inception Report based on the feedback received from UNDP</b>	Service Provider	10.02.2022
Draft Evaluation Report	41, 5	Data collection and interviews with UNDP and key stakeholders	Service Provider	14.02.2022 – 17.03.2022
		<b>Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders</b>	Service Provider	08.04.2022
Final Evaluation Report	19	Review the Draft Evaluation Report and provide feedback	UNDP, Evaluation Reference Group	06.05.2022 (20 working days upon receipt of the report)
		<b>Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP</b>	Service Provider	27.05.2022
De-briefing/Presentation	2	<b>De-briefing/Presentation to UNPD and Stakeholders</b>	Service Provider	18.06.2022



**\* The number of person/days are solely provided to give the Service Provider an idea on the work to be undertaken. The payments shall be realized in accordance with Section XII - Price and Schedule of Payments, irrespective of the number of person/days to be invested for the completion of each respective deliverable.**

**\*\* Dates may be changed according to actual contract start date.**

### **1) Inception Report:**

This report will be 30 pages maximum in length and will propose the methods, sources and procedures to be used for carrying out the independent evaluation. The report should justify why the said methods are the most appropriate, given the set of evaluation questions identified in the ToR. It will also include a mission programme which indicates proposed timeline of activities and submission of deliverables. This document will be used as an initial point of agreement and understanding between the Service Provider and UNDP. In principle, the report is expected to contain the outline stated in **Annex A** of this Terms of Reference.

Related Activities of the First Deliverable are as follows:

<b>Related Activity</b>	<b>Explanation</b>
Kick off meeting	UNDP will invite the awarded service provider to kick-off meeting where the Project Manager will make a presentation of overall results of the project. The key personnel in charge of the Evaluation including, SCRP Portfolio Manager and Evaluation Manager will be present to re-iterate expectations from the Evaluation. All key experts involved will be present in the meeting to get full orientation for the evaluation.
Review of relevant documentation and submission of draft Inception Report	After the kick-off meeting, UNDP will provide all corporate, background and project related documents to the review of Service Provider. This can include data collected, previous progress reports prepared, PSC meeting minutes, DoA, results framework etc..The Service Provider will prepare the inception report based on this documentation improving the methodology already proposed in the Technical proposal with the provision of this additional information.
Providing feedbacks to Draft Inception Report	UNDP will read the inception report and submit its feedback. UNDP reserves the right to ask for clarifications, make additional proposals on the methodology and field work if it does not make a difference in estimated costs.
Finalized Inception Report based on the feedback received from UNDP	Service Provider will finalize and submit the final version of the Inception Report according to comments coming from UNDP.

### **2) Draft Evaluation Report:**

The draft evaluation report will contain the same sections as the final report detailed under Annex B. It 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 main findings, conclusions and recommendations. UNDP will disseminate the draft evaluation report to the evaluation reference group in order to seek their comments and suggestions. Comments and suggestions of UNDP and Evaluation Reference Group will be collected in an audit trail and will be shared with the Service Provider for it to make final revisions.

<b>Related Activity</b>	<b>Explanation</b>
Data collection and interviews with UNDP and key stakeholders	Service Provider will carry out its data collection and field work in line with the schedule proposed in the inception report. A tentative field work schedule has been provided in this ToR but the service provider is expected to expand and nuance this field work according to the exigencies of the Project. Both qualitative and quantitative methods are encouraged to complete the field work and data collection.



Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Service Provider will finalize and submit the draft evaluation report that should cover all evaluation questions adequately and that is in line with UNEG norms of evaluation and also UNDP Evaluation Guidelines.
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### 3) 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 main 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, questionnaires or participatory techniques following high level of research ethics and impartiality. In addition, the Final Evaluation Report should contain clear recommendations that are concrete, feasible and easy to understand. The Final Evaluation Report will be shared with UNDP to be disseminated to the key stakeholders. In principle, this report is expected to contain the sections stated in **Annex B** of this Terms of Reference. The Service Provider will also submit its answers to the Audit Trail to show the actions taken/not taken and revisions made/not made in line with suggestions and recommendations of UNDP and Evaluation Reference Group providing detailed justifications in each case.

Related Activity	Explanation
Review the Draft Evaluation Report and provide feedback	UNDP will collect feedback of the Evaluation Reference Group on the Draft Evaluation Report and will merge it with its own comments in an audit trail and submit to the Service Provider.
Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Service Provider will provide the revised Evaluation Report according to comments in the audit trail. The Service Provider has the liberty to accept/reject a comment in the audit trail if it provides a convincing rationale as to why. All actions taken/not taken should be documented in the respective section of the audit trail. Service Provider is required to submit both a track changes and clean version of the revised Evaluation Report as well as this audit trail to UNDP in a reasonable time. UNDP reserves the right to ask for additional rounds of revisions if it believes its comments are not adequately reflected or that the Evaluation Report is not up to the standards dictated by UNDP Evaluation Guidelines.

### 4) Presentation/Debriefing

A meeting will be organized with key stakeholders including UNDP and Evaluation Reference Group members to present findings, conclusions and recommendations. The meeting will be held either via ZOOM or if conditions permit in person at UNDP Turkey office in Ankara. The presentation will dwell on lessons learned but will also be forward looking in proposing recommendations that are actionable by UNDP CO and its implementing partners.

#### Reporting Line

The Service Provider will be responsible to the Evaluation Manager (in this case UNDP's Monitoring and Evaluation Analyst) for the completion of the tasks and duties assigned throughout this Terms of Reference. All the reports are subject to approval from Evaluation Manager, for the payments to be affected to Service Provider.

#### Reporting Conditions

The reporting language will be English. All information should be provided in electronic version in word format. The Service Provider shall be solely liable for the accuracy and reliability of the data provided, along with 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.

## **VII. KEY PERFORMANCE INDICATORS FOR THE SERVICE PROVIDER**

Key services required and performance indicators are elaborated in the table below:

<b>Deliverable</b>	<b>Key Performance Indicators</b>
<b>Inception Report</b>	<ul style="list-style-type: none"> <li>- Methodology proposed is fit for purpose</li> <li>- Evaluation tools are gender-responsive and based on HRBA</li> <li>- Timing and duration of key tasks are realistic</li> <li>- Evaluation questions are reflective of the expectations of the ToR</li> </ul>
<b>Draft Evaluation Report</b>	<ul style="list-style-type: none"> <li>- Findings are formulated according to results-based management principles</li> <li>- Report acknowledges the cross-cutting issues across all key evaluation question</li> <li>- Findings are backed by data and not subjective</li> <li>- Methodologies are properly applied and allow verification of data by third parties</li> <li>-All evaluation questions are adequately covered</li> <li>-Recommendations are realistic and actionable</li> </ul>
<b>Final Evaluation Report</b>	<ul style="list-style-type: none"> <li>- Findings are formulated according to results-based management principles</li> <li>- Report acknowledges the cross-cutting issues across all key evaluation question</li> <li>- Findings are backed by data and not subjective</li> <li>- Methodologies are properly applied and allow verification of data by third parties</li> <li>-All evaluation questions are adequately covered</li> <li>-Recommendations are realistic and actionable</li> </ul>
<b>De-briefing/Presentation</b>	<ul style="list-style-type: none"> <li>- Lessons learned are formulated properly</li> <li>-Forward looking in recommendations that are actionable by UNDP CO</li> <li>-Exhaustive of all key findings of the evaluation</li> </ul>

## **VIII. FACILITIES TO BE PROVIDED BY UNDP**

UNPD Turkey CO won't be providing a facility for the Service Provider to work during the contract. UNDP will provide background materials for Service Provider's review, reference and use. Neither UNDP nor any of the project partners are required to provide any physical facility for the work of the Service Provider. However, depending on the availability of physical facilities (e.g., working space, computer, printer, telephone lines, internet connection, etc.) and at the discretion of UNDP and/or the relevant project partners, such facilities may be provided at the disposal of the Service Provider. UNDP and/or the relevant project partners will facilitate meetings between the Service Provider and other stakeholders, when needed.

## **IX. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT**

The assignment is expected to start on 01 January 2022 (starting date is indicative and may be updated considering actual contract signature date) and be completed until 30 August 2022.

## **X. DUTY STATION**

Duty Station for the Assignment is Home-based. The key experts will be requested to travel to provinces where the Project has been implemented as indicated in the expected interview schedule table below. All the costs associated with travel, accommodation and any other living costs shall be borne by the Service Provider and shall be taken into consideration during preparation of their proposals.



However, as the COVID-19 pandemic is quickly evolving, field visits defined under Expected Interview Schedule might not be possible and interviews might be held virtually through telecommuting and online conferencing tools, or any other alternative method to protect the safety of key experts, key actors and informants whilst ensuring the successful conduct of evaluation mission. “Interviews” referred in this Terms of Reference comprises such telecommuting and online conferencing tools as well. All travel arrangements shall be subject to pre-approval of the UNDP. In the case of the field visits cannot be performed, the travel, accommodation and any other living expenses pertaining to relevant deliverable shall not be paid to the Contractor and deducted from the payment to be made.

#### **Covid 19 Specific Measures:**

The Service Provider shall review all local regulations, as well as that of UN and UNDP concerning the measures they must take during performance of the contract in the context of COVID-19, before they submit their proposals and factor relevant costs, if any, to their bids. The Service Provider shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect health and social rights of its own personnel, as well as UNDP personnel, Project Stakeholders and third parties. Pursuant to “Clause 12- Indemnification” of UNDP General Terms and Conditions for Contracts, the Contractor shall indemnify, defend, and hold and save harmless, UNDP, and its officials, agents and employees, from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against UNDP, including, but not limited to, all litigation costs and expenses, attorney’s fees, settlement payments and damages, based on, arising from, or relating to COVID-19 measures that must be taken by the Contractor in the context of the contract. UNDP shall not be held accountable for any Covid-19 related health risks or events that are caused by negligence of the Contractor and/or any other third party.

#### **Expected Interview Schedule**

Partners/ Stakeholder(s) to be Interviewed	Location <sup>11</sup>
EU Delegation Facility for Refugees	Ankara
Ministry of Industry and Technology, DG Strategic Planning and Productivity	Ankara
İLBANK	Ankara
Ministry of National Education, DG Lifelong Learning	Ankara
Aegean Region Chamber of Industry (EBSO)	İzmir
İzmir Chamber of Commerce (IZTO)	İzmir
İzmir Digital Transformation Center	İzmir
Adana Chamber of Industry (ADASO)	Adana
Adana Innovation Center	Adana
Mersin Tarsus Organized Industrial Zone (MTOSB)	Mersin
Mersin Digital Transformation and Innovation Center	Mersin
Gaziantep Digital Transformation Center	Gaziantep
Gaziantep Chamber of Industry (GSO)	Gaziantep
Gaziantep Municipality	Gaziantep
Hatay Municipality	Hatay
Kilis Municipality	Kilis
Şanlıurfa Municipality	Şanlıurfa
Sample Beneficiaries of Business Development/ Lean Production Services	TBD
Sample Beneficiaries of Adult Language Training	TBD
<b>ESTIMATED TOTAL</b>	

<sup>11</sup> Location refers to where the stakeholder is located.

Detailed Field Research Plan*		
C1 Job Creation Component	C2 Municipal Services Support Component	C3 Adult Language Trainings Component
<b>Ankara:</b>	<b>Ankara:</b>	<b>Ankara &amp; home-based:</b>
Meeting w/ MoIT	Meeting w/ ILBANK	Meeting w/ MoNE
Meeting w/ PM	Meeting w/ PM	Meeting w/ PM
Other key stakeholders (home-based)	<b>Hatay:</b>	Meeting with AU & other key stakeholders
<b>İzmir:</b>	Meeting w/ HATSU, visit to WWTP (Hassa)	<b>Hatay:</b>
Meeting w/ EBSO, visit to Model Factory (MF)	Visit to WTSs in Samandağ, Kırıkhan	Visit to PEC, meeting with teachers and managers
Meeting w/ IZTO, visit to Innovation Center (IC)	Visit to firefighting dept. training area & meeting w/ relevant staff	FGM with beneficiaries
Meeting with 2 beneficiary groups (1.MF 2. IC)	Meeting with Hatay MM, asset verification	<b>Kilis:</b>
<b>Mersin:</b>	<b>Kilis:</b>	Visit to PEC, meeting with teachers and managers
Meeting w/ MTOSB, visit to MF/IC	Meeting w/ Kilis Mun., asset verification	FGM with beneficiaries
Meeting w/ beneficiaries	Visit to GSD/ leachate pond	<b>Gaziantep:</b>
<b>Adana:</b>	<b>Gaziantep:</b>	Visit to PEC, meeting with teachers and managers
Meeting w/ ADASO, visit to IC	Meeting w/ Gaziantep MM	FGM with beneficiaries
Meeting w/ beneficiaries	Visit to MBT, meeting w/ company	<b>Bursa:</b>
<b>Gaziantep:</b>	<b>Şanlıurfa:</b>	Visit to PEC, meeting with teachers and managers
Meeting w/ GSO, visit to MF	Meeting w/ Ş. Urfa Mun.	FGM with beneficiaries
Meeting w/ beneficiaries	Visit to WTS, firefighting services	<b>Total days: 17,5</b>

\* Each item in this field visit plan is estimated as 0,5 days. There are 35 visits envisaged in this field visit plan which makes the total field work 17.5 days. However, the number of estimated days is solely provided to give the proposers an idea on the work to be undertaken. More days may need to be allocated depending on methodology and field work proposed in the technical proposal and inception report.



The payment for each deliverable will be made in accordance with the lump-sum price of deliverables, irrespective of the number of person/days to be invested by the Service Provider for the completion of each respective deliverable.

## **XI. PROFESSIONAL QUALIFICATIONS OF THE PROPOSER AND ITS KEY PERSONNEL**

The Service Provider shall provide adequate staff in terms of expertise and time, in order to complete the tasks required and to achieve the overall and specific objectives of the Contract in terms of time, cost and quality.

The evaluation team will be comprised of one team leader and two key experts in charge of the other two components. The presence of a team leader is deemed desirable given the complexity and the size of the TRP project. The Team Leader is expected to supervise the other two experts to produce a single evaluation report that comprises three components but has a holistic language in its narrative. Team Leader will lead Component 1 on Job Creation and will also lead the work of the key experts of the two other components

Key personnel to be proposed by Service Provider will include the following:

### **1. Key Expert 1 for Job Creation Component (Team Leader)**

The scope of work for the Team Leader of this evaluation will include but not be limited to:

- Lead the development and finalization of the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;
- Lead the designing of tools and data collection;
- Lead the data collection, analysis and interpretation;
- Lead the development of the draft evaluation report;
- Lead and finalize the evaluation report;
- Lead the presentation of findings and de-briefing;
- Lead the evaluation team in planning, execution and reporting, kickoff and feedback meeting, debriefings;
- Oversee the division of labor within the independent evaluation team to ensure compliance with the Final Evaluation TOR; and
- Utilize best practice evaluation methodologies
- Ensure overall coherence and quality of the report

	<b>Minimum Qualification Requirements</b>	<b>Assets</b>
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's Degree in social sciences, engineering, public administration, economics, sociology, urban planning development studies or any other relevant field.</li> <li>• Good command of spoken and written English.</li> </ul>	<ul style="list-style-type: none"> <li>• Master's or Ph.D. Degree in relevant areas such as social sciences, public administration, economics, sociology, urban planning development studies or any other relevant field.</li> </ul>





<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>Minimum 7 years of overall professional experience in research design, field work, qualitative, quantitative and mixed-method research strategies, including but not limited to focus groups, surveys and interview techniques</li> </ul>	
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"> <li>Minimum 5 years of professional international and/or national experience in conducting and managing evaluations, assessments, research or review of development projects, programmes or thematic areas either as team leader or sole evaluator</li> <li>Experience in evaluation of job creation, industrial growth, competitiveness, productivity, job and livelihood sector.</li> </ul>	<ul style="list-style-type: none"> <li>3-5 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and livelihood sector as team leader or sole evaluator.</li> <li>6-9 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and livelihood sector as team leader or sole evaluator.</li> <li>Minimum 10 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and livelihood sector as team leader or sole evaluator.</li> <li>Experience in the evaluation of large-scale EU funded projects in a refugee context.</li> <li>Authorship of article(s) / research paper(s) on programme/project evaluation (techniques, approaches etc) or/on job creation, industrial growth, competitiveness, productivity and livelihood sector.</li> </ul>
<b>Notes:</b> <ul style="list-style-type: none"> <li>Internships (paid/unpaid) are not considered professional experience.</li> <li>Obligatory military service is not considered professional experience.</li> <li>Professional experience gained in an international setting is considered international experience.</li> <li>Experience gained prior to completion of undergraduate studies is not considered professional experience.</li> </ul>		

## 2. Key Expert 2 for Municipal Service Delivery Component

The scope of work for the key expert of the Component 2 of this evaluation will include but not be limited to:

- Contribute to the development and finalization of the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;
- Contribute to the designing of tools and data collection;
- Participate in the data collection, analysis and interpretation of Component II and III;
- Contribute to the development of the draft evaluation report for sections related to Component II and III;
- Contribute to the finalization of the evaluation report;
- Contribute to the presentation of findings and de-briefing;
- Contribute to the evaluation team in planning, execution and reporting, kickoff and feedback meetings, debriefings;
- Undertake his/her share of the division of labor within the independent evaluation team to ensure compliance with the Final Evaluation TOR; and



- Utilize best practice evaluation methodologies

	Minimum Qualification Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's Degree in public administration, economics, urban planning, environmental engineering, ecology or any other relevant field.</li> <li>• Good command of spoken and written English.</li> </ul>	<ul style="list-style-type: none"> <li>• Master's or Ph.D. Degree in relevant areas such as economics, public administration, urban planning, ecology, environment or any other relevant field.</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>• Minimum 7 years of overall professional experience in research design, field work, qualitative, quantitative and mixed-method research strategies, including but not limited to focus groups, surveys and interview techniques</li> </ul>	
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"> <li>• Minimum 5 years of professional international and/or national experience in conducting and managing evaluations, assessments, research or review of development projects, programmes or thematic areas either as team leader, team member or sole evaluator</li> <li>• Experience in evaluation of waste management/urban environmental management.</li> </ul>	<ul style="list-style-type: none"> <li>• 3-5 evaluations, assessments, research or review of development projects on solid waste management/urban environmental as team leader, team member or sole evaluator.</li> <li>• 6-9 evaluations, assessments, research or review of development projects on solid waste management/urban environmental as team leader, team member or sole evaluator.</li> <li>• Minimum 10 evaluations, assessments, research or review of development projects on solid waste management/urban environmental as team leader, team member or sole evaluator.</li> <li>• Experience in the evaluation of large-scale EU funded projects in a refugee context.</li> <li>• Authorship of article(s) / research paper(s) on programme/project evaluation (techniques, approaches etc) or on waste management/urban environmental management</li> </ul>
<b>Notes:</b> <ul style="list-style-type: none"> <li>• Internships (paid/unpaid) are not considered professional experience.</li> <li>• Obligatory military service is not considered professional experience.</li> <li>• Professional experience gained in an international setting is considered international experience.</li> <li>• Experience gained prior to completion of undergraduate studies is not considered professional experience.</li> </ul>		

### 3. Key Expert 3 for Adult Language Training Component

The scope of work for the key expert of the Component 3 of this evaluation will include but not be limited to:

- Contribute to the development and finalization of the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;



- Contribute to the designing of tools and data collection;
- Participate in the data collection, analysis and interpretation of Component II and III;
- Contribute to the development of the draft evaluation report for sections related to Component II and III;
- Contribute to the finalization of the evaluation report;
- Contribute to the presentation of findings and de-briefing;
- Contribute to the evaluation team in planning, execution and reporting, kickoff and feedback meetings, debriefings;
- Undertake his/her share of the division of labor within the independent evaluation team to ensure compliance with the Final Evaluation TOR; and

Utilize best practice evaluation methodologies

	Minimum Qualification Requirements	Assets
<b>General Qualifications</b>	<ul style="list-style-type: none"> <li>• Bachelor's Degree in social sciences, public administration, economics, sociology, development studies or any other relevant field.</li> <li>• Good command of spoken and written English.</li> </ul>	<ul style="list-style-type: none"> <li>• Master's or Ph.D. Degree in relevant areas such as social sciences, public administration, economics, sociology, development studies or any other relevant field.</li> </ul>
<b>General Professional Experience</b>	<ul style="list-style-type: none"> <li>• Minimum 7 years of overall professional experience in research design, field work, qualitative, quantitative and mixed-method research strategies, including but not limited to focus groups, surveys and interview techniques</li> </ul>	
<b>Specific Professional Experience</b>	<ul style="list-style-type: none"> <li>• Minimum 5 years of professional international experience in conducting and managing evaluations, assessments, research or review of development projects, programmes or thematic areas either as team leader, sole evaluator or as a team member.</li> <li>• Experience in evaluation of livelihood, social cohesion sector.</li> </ul>	<ul style="list-style-type: none"> <li>• 3-5 evaluations, assessments, research or review of development projects on livelihood, social cohesion sector as team leader or sole evaluator.</li> <li>• 6-9 evaluations, assessments, research or review of development projects on livelihood, social cohesion sector as team leader or sole evaluator.</li> <li>• Minimum 10 evaluations, assessments, research or review of development projects on livelihood, social cohesion sector as team leader or sole evaluator.</li> <li>• Experience in evaluation of EU funded projects.</li> <li>• Authorship of article(s) / research paper(s) on programme/project evaluation (techniques, approaches etc) or on livelihood, social cohesion sector.</li> </ul>
<b>Notes:</b> <ul style="list-style-type: none"> <li>• Internships (paid/unpaid) are not considered professional experience.</li> <li>• Obligatory military service is not considered professional experience.</li> <li>• Professional experience gained in an international setting is considered international experience.</li> <li>• Experience gained prior to completion of undergraduate studies is not considered professional experience.</li> </ul>		



## BACKSTOPPING AND OTHER SUPPORT SERVICES

The Service Provider has full responsibility to liaise with the clients and to assist the evaluation team on contractual and operational matters. Regular calls will be held to update UNDP about progress. This will allow to promptly inform UNDP of any difficulties encountered along the evaluation, including in relation to methodological limitations, data collection, or the preparation of field visits, so as to (i) ensure challenges are dealt with in a timely fashion, (ii) the evaluation is implemented smoothly and best use of time, human and financial resources is made, and (iii) all parties are informed about the progress of the evaluation. For such backstopping and support services, the Service Provider shall designate at least one staff.

## XII. PRICE AND SCHEDULE OF PAYMENTS

The contract price is a fixed price regardless of extension of the herein specific duration. The contract price is gross, and all inclusive of all travel, accommodation, transportation, equipment, office and etc. expenses required for the successful provision of services and deliverables as well all legal expenses, including but not limited to social security, income tax, pension, visa etc., which shall be required by applicable laws. Service Provider will not receive any additional payment for whatsoever reason. Payments will be affected to the Service Provider on percentage basis in line with the percentages listed in the following table, upon acceptance of deliverables by UNDP.

Payment for deliverables shall be effected by UNDP within 30 days upon issuance of Confirmation of Service Receipt for deliverables, and acceptance and approval of the related invoice by UNDP. If the deliverables are not produced and delivered by the Service Provider to the satisfaction of UNDP, no payment will be made even if the Service Provider has invested time to produce and deliver such deliverables.

The schedule of payments is as follows:

Deliverable	Percentage of Payment	Condition of Payment
1. Inception Report	30 % of the Total Contract Amount	Within thirty (30) days from the date of meeting the following conditions:  a) UNDP's written acceptance (i.e., not mere receipt) of the compliance with the requirements of the Terms of Reference of the outputs; and  b) Receipt of invoice from the Service Provider.
2. Draft Evaluation Report	0 %	
3. Final Evaluation Report	0 %	
4. Presentation/De-briefing	70 % of the Total Contract Amount	

In case a local proposer established and operating in Turkey is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.



### XIII. ANNEXES

#### Annex A - Outline of the Inception Report

1. **Background and context** illustrating the understanding of the project/outcome to be evaluated.
2. **Evaluation objective, purpose and scope.** A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
3. **Evaluation criteria and questions.** The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits.
4. **Evaluability analysis.** Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology.
5. **Cross-cutting issues.** Provide details of how cross-cutting issues will be evaluated, considered and analyzed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate.
6. **Evaluation approach and methodology,** highlighting the conceptual models adopted with a description of data-collection methods<sup>12</sup>, sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations.
7. **Evaluation matrix.** This identifies the key evaluation questions and how they will be answered via the methods selected.
8. A revised **schedule of key milestones**, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting).
9. Detailed **resource requirements** tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting field offices or sites
10. **Outline of the draft/final report** as detailed in the guidelines and ensuring quality and usability (outlined below). The agreed report outline should meet the quality goals outlined in these guidelines and meet the quality assessment requirements outlined in section 6.

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

1. **Title and opening pages** should provide the following basic information:
  - Name of the evaluation intervention.
  - Time frame of the evaluation and date of the report.
  - Countries of the evaluation intervention.
  - Names and organizations of evaluators.
  - Name of the organization commissioning the evaluation.
  - Acknowledgements.
2. **Project and evaluation information details** to be included in all final versions of evaluation reports on second page (as one page):



Project information		
Project/outcome title		
ATLAS ID		
UNDCS Outcome and CPD Output		
Country		
Region		
Date Project document signed		
Project Dates	Start	Planned End Date
Total Committed Budget		
Project expenditure at the time of evaluation		
Funding Source		
Implementing Party		
Evaluation Information		
Evaluation type (project/outcome/thematic/country programme, etc.)		
Final/midterm review/ other		
Period under evaluation	Start	End
Evaluators		
Evaluator e-mail address		
	Start	Completion

<sup>12</sup> Annex 2 outlines different data collection methods.



Evaluation Dates		
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3. **Table of contents, including boxes, figures, tables and annexes with page references.**
4. **List of acronyms and abbreviations.**
5. **Executive summary (four-page maximum).** A stand-alone section of maximum 5 pages that should:
  - Briefly describe the intervention of the evaluation (the project(s), programme(s), policies or other intervention) that was evaluated.
  - Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
  - Describe key aspect of the evaluation approach and methods.
  - Summarize principle findings, conclusions and recommendations.
6. **Introduction**
  - Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated now, and why it addressed the questions it did.
  - Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
  - Identify the intervention of the evaluation (the project(s) programme(s) policies or other intervention—see upcoming section on intervention).
  - Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.
7. **Description of the intervention** provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide enough detail for the report user to derive meaning from the evaluation. It should:
  - Describe **what is being evaluated, who seeks to benefit** and the **problem or issue** it seeks to address.
  - Explain the **expected results model or results framework, implementation strategies** and the key **assumptions** underlying the strategy.
  - Link the intervention to **national priorities**, UNDCS priorities, EU's Facility priorities and objectives, corporate multi-year funding frameworks or Strategic Plan goals, or other **programme or country-specific plans and goals**.
  - Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
  - Identify and describe the **key partners** involved in the implementation and their roles.
  - Include data and an analysis of **specific social groups** affected. Identify **relevant cross-cutting issues** addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind.
  - Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
  - Indicate the **total resources**, including human resources and budgets.



- Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
  - Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).
8. **Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.
- **Evaluation scope.** The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
  - **Evaluation objectives.** The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
  - **Evaluation criteria.** The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the criteria used in the evaluation.
  - **Evaluation questions** define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.
9. **Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. **The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups.** The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:
- **Evaluation approach.**
  - **Data sources:** the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
  - **Sample and sampling frame.** If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
  - **Data-collection procedures and instruments:** methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.
  - **Performance standards:** the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
  - **Stakeholder participation** in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results.





- **Ethical considerations:** the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).<sup>13</sup>
  - **Background information on evaluators:** the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
  - **Major limitations of the methodology** should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.
10. **Data analysis.** The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.
  11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.
  12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.
  13. **Recommendations.** The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.
  14. **Lessons learned.** As appropriate and/or if requested by the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.
  15. **Report annexes.** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

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<sup>13</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.



- TOR for the evaluation.
- Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
- List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation team and UNDP.
- List of supporting documents reviewed.
- Project or programme results model or results framework.
- Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators.
- Code of conduct signed by evaluator.

## **Annex C – Documents to be Reviewed**

### **Background Documents on Country and UNDP Priorities (will be provided after Contract Signature)**

- Revised UNDP Evaluation Policy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2018-2021)
- UNDP Social and Environmental Standards (January 2021)
- UNEG Ethical Guidelines for Evaluation (2020)
- Guidance on Evaluation Institutional Gender Mainstreaming (2018)
- UNEG Norms and Standards for Evaluation
- UNEG Integrating Human Rights and Gender Equality in Evaluations
- UNDP Strategic Plan 2018-2021
- UNDP Strategic Plan 2022-2025
- UNDCS 2016-2020 and UNDP Country Programme Document 2016-2020
- UNDCS 2021-2025 and UNDP Country Programme Document 2021-2025
- Turkey’s Response to the Syrian Refugee Crisis and the Road Ahead (World Bank – December 2015)
- Action Document for EU Trust Fund to be used for the decisions of the Operational Board
- EU Facility Documentation (FRIT I list of projects, FRIT I evaluation, FRIT I audit, FRIT I progress reports)
- 5 years National strategic development plan (2019-2023)
- Business Plans for Digital Transformation and Lean Manufacturing Centers
- FRIT Mid-term Evaluation Report
- Harmonization Strategy of DGMM

### **Project Documents, which will be provided after Contract Signature**

- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- Technical Field Visit Report
- Monitoring Mission Reports



- SUMAF Monitoring Reports
- Training reports and records,
- Monitoring mission reports
- QIN Reports
- Key project Outputs (e.g. beneficiary satisfaction surveys, needs assessments)
- SCRP Team Livelihoods Retreat Final Report
- M&E System Design Report for Model Factories
- Lifelong Learning Digital Capabilities Report by Anadolu University
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports
- Communication and Visibility Plan

## Appendix D- LOGFRAME

	Results chain	Indicators	Baseline & Ref. Year	Current value (30.09.2021)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions
<b>Overall objective: Impact</b> To strengthen the economic and social resilience of Syrians under Temporary Protection (SuTP) <sup>14</sup> , their host communities (HC) and relevant national and local Government institutions.											
Specific objective(s): Outcome(s)	SO 1: To <b>increase employability and employment opportunities</b> for SuTPs and HC members in target areas	# of job opportunities created for Syrian refugees and HC members	0 (2018)	1,996	0	0	1,250	750	2,000	Project M&E tools and systems	N/A
	SO 2: To increase the capacities of targeted municipalities through the construction and rehabilitation of municipal infrastructure and technical capacity development for waste management, firefighting services and project development and implementation capacity and COVID-19 response capacity	# of municipalities with improved infrastructure and technical capacities	Unknown	4	2	2	0	0	4	Project M&E tools and systems	
		# of persons benefitting from safely-managed sanitation and solid waste management services	374,700	n/a	n/a	n/a	n/a	374,700	374,700	Project M&E tools and systems	
	SO 3: To increase Turkish language skills for adults	# of Syrian refugees completed Turkish language skills training	0 (2018)	31,547	0	30,000	15,000	7,000	52,000	Project M&E tools and systems	
		# of public education centers established and/or equipped	0	53	0	0	53	1	54	Project M&E tools and systems	
<b>OP 1: Sustainable job opportunities created for Syrians under Temporary Protection and members of the host communities</b>											
OUTPUTS	<b>Op 1.1:</b> SME Capability and Innovation Centres established and made operational	1.1.a # of SME Capability and Innovation Centres established or rehabilitated and made operational	0	5	0	0	4	2	6	Project M&E tools and systems	There is continued political will among high level decision-makers of Implementing Partners  Ongoing COVID-19 pandemic does
		1.1.b # of existing SMEs participated in pilot programs, theoretical and experiential trainings and raising awareness activities on lean manufacturing and digitalization		135					150		
		1.1.c # of existing SME, entrepreneurs and new start-ups		373					200		

<sup>14</sup> "Temporary protection" is given *prima facie* to Syrian nationals and Stateless Palestinians originating from Syria and are referred to as Syrians under Temporary Protection (SuTP).

	benefitted from services through the innovation centers									not affect international and national mobility for individuals and goods
<b>Op 1.2:</b> Industrial Transformation Programme for Gaziantep and its economic environs developed and implemented	- 1.2 # of sectoral assessments finalized	0	7	0	2	4	0	6	Project M&E tools and systems	Economic consequences of COVID-19 pandemic does not affect
<b>Op 1.3:</b> Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.a # of Syrian refugees and host community member employed	0	1,990	0	350	750	750	1,850	Project M&E tools and systems	government policies, business development initiatives and social dynamics between Syrians and host communities
	- 1.3.b # of new jobs created by supported SMEs	0	440	0	0	100	100	200	Project M&E tools and systems	SMEs in targeted provinces show interest to participate in SME transformation programmes
	- 1.3.c # of SMEs or partnerships established or expanded by Syrians and/or Syrian-Turkish joint ventures	0	181	0	50	50	50	150	Project M&E tools and systems	
	- 1.3.d % of supported SMEs still operating 6 months after termination of the support	0	%82	0	0	0	%70	%70	Project M&E tools and systems	
	- 1.3.e # of enterprises and entrepreneurs receiving training, consultancy and mentoring services	0	1,109	0	250	500	250	1,000	Project M&E tools and systems	
	- 1.3.f # of Syrian refugees and host community members with increased awareness and knowledge about entrepreneurship, employment services and women empowerment	0	2,299	0	500	1,000	500	2,000	Project M&E tools and systems	
<b>Op 1.4:</b> Crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported	1.4.a # of personel protection and medical equipment produced and delivered	0	7,550	0	0	7,750	0	7,750	Project M&E tools and systems	
	1.4.b # of face masks produced and distributed to the enterprises	0	1,000,250	0	0	100,000	100,000	200,000	Project M&E tools and systems	
<b>Op 1.5:</b> Resilience and adaptation capacity of Syrians improved in response to COVID-19 outbreak and its impact on socio-economic situation	1.5.a # of tailor-made courses developed and delivered	0	5	0	0	5	0	5	Project M&E tools and systems	
	1.5.b # SuTPs participated to COVID-19 related courses	0	3,374	0	0	1,000	1,000	2,000	Project M&E tools and	

									systems	
Output 2: Strengthened technical and infrastructure capacity for municipal services in 4 municipalities hosting large numbers of SuTP										
Op 2.1: One Mechanical Biological Treatment (MBT) facility established and made operational in Gaziantep, to serve processing of solid waste sourced from Gaziantep and its 7 districts with required vehicles and equipment	2.1 # of MBT facilities established and operational in Gaziantep	0	0	0	0	0	1	1	Project M&E tools and systems Hand-over record	Land allocation and legal permit procedures (including environmental impact assessment) timely delivered by relevant municipalities  Necessary resources mobilized by targeted Municipalities  There is continued political will among high level decision-makers of Implementing Partners  Ongoing COVID-19 pandemic does not affect international and national mobility for individuals and goods  Economic consequences of COVID-19 pandemic does not affect government policies and
Op 2.2: One Greenhouse Solar Dryer Facility and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis	2.2.a # of Greenhouse Solar Dryer Facility established and operationalized in Kilis	0	1	0	0	1	0	1	Project M&E tools and systems	
	2.2.b # of leachate collection pond and recirculation system established and operationalized in Kilis	1	2	0	1	0	0	2	Project M&E tools and systems	
Op 2.3.: One waste water treatment facility established and operationalized in Hatay (Hassa)	2.3.a # of waste water treatment facility established and operationalized	0	1	0	0	1	0	1	Project M&E tools and systems	
	2.3.b # of people with access to safely-managed municipal sanitation	0	40,000	0	0	40,000	0	40,000	Project M&E tools and systems	
Op 2.4.: Four waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay), with required vehicles and equipment	2.4.a # of waste transfer stations established and operational with required vehicles and equipment	5	8	2	1	0	0	8	Project M&E tools and systems	
	2.4.b # of conveyor belt waste transfer station provided	0	1	0	0	1	0	1	Project M&E tools and systems	
	2.4.c # of Waste Value Chain Study conducted	1	1	0	0	1	0	1	Project M&E tools and systems	
Op 2.5: Capacity of two municipalities strengthened for firefighting services through technical support and additional equipment (Hatay and Sanliurfa)	2.5.# of municipalities' capacities strengthened for firefighting services through technical support and additional equipment	N/A	2	0	2	0	0	2	Project M&E tools and systems	
Op 2.6: Three Municipalities strengthened with technical support through Technical assistance and capacity building teams	2.6.a # of municipalities with improved planning, design and implementation capacities through the establishment and operationalization of PMOs	N/A	3	0	3	0	0	3	Project M&E tools and systems	

		2.6.b # of Integrated Solid Waste Management Plans prepared	0	3	0	2	1	0	3	Project M&E tools and systems	social dynamics between Syrians and host communities
		2.6.c # of Carbon Footprint Inventory and Climate Change Action Plan developed	0	1	0	1	0	0	1	Project M&E tools and systems	
		2.6.d # Municipalities integrated Gender mainstreaming in their service planning	0	2	1	1	1	0	3	Project M&E tools and systems	
<b>Op 2.7:</b> Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/ material support		2.7.a # of AWD long frame truck, trailers and Hydraulic Compaction Waste Collection Vehicle provided	0	4	0	0	4	0	4	Project M&E tools and systems	
		2.7.b # of sewage pipeline cleaning equipment provided	0	2	0	0	1	0	1	Project M&E tools and systems	
		2.7.c # of COVID-19 related projects developed and submitted by the Municipalities through 3 <sup>rd</sup> party funds (i.e. Development Agencies)	0	10	0	0	4	4	8	Project M&E tools and systems	
		2.7.d # of municipalities provided protective equipment, disinfection material and remote mangament & monitoring equipment	0	4	0	0	4	0	4	Project M&E tools and systems	
<b>Output 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities</b>											
<b>Op 3.1.:</b> Certification of Turkish language skills courses from A1 to B2 levels		3.1.a # of SuTP certified in A1 level Turkish	0	26,748	0	10,000	10,000	6,000	26,000	Project M&E tools and systems	Continued COVID-19 measures thoighout the project timeline does not affect the achievement of the targets in A1, A2, B1 and B2 level courses
		3.1.b # of SuTP certified in A2 level Turkish	0	14,994	0	5,000	5,000	4,500	14,500		
		3.1.c # of SuTP certified in B1 level Turkish	0	7,385	0	3,000	3,000	1,500	7,500		
		3.1.d # of SuTP certified in B2 level Turkish	0	5,071	0	0	2,500	1,500	4,000		
<b>Op 3.2.:</b> Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS)		3.2.a # of tailor made educational content (books and e-books) prepared, published and distributed	0	54,648	0	17,500	22,000	12,500	52,000	Project M&E tools and systems	Ongoing COVID-19 pandemic does not affect international and national mobility
		3.2.b # of Learning management system (LMS) and e-learning portal developed and made operational	0	1	0	1	0	0	1	Project M&E tools and systems	
		3.2.c # of trainers completed the	0	318	200	100	0	0	300	Project M&E	

		Training of Trainers								tools and systems	for individuals and goods  Economic consequences of COVID-19 pandemic does not affect government policies and social dynamics between Syrians and host communities
		3.2.d # of teaching kits and learning kits distributed to teachers	0	318	300	100	0	0	300	Project M&E tools and systems	
		3.2.e # of 'person training days' provided to MoNE education service personnel with Facility support	0	2,670	0	2,670	0	0	2,670	Project M&E tools and systems	
	Op.3.3: Enhancement/ Improvement of public education centres	3.3.a # of classes/ PECs refurbished	0	53	0	0	53	0	54	Project M&E tools and systems	
		3.3.b # of additional PEC established and refurbished	0	0	0	0	0	1	1	Project M&E tools and systems	
	Op.3.4: PECs and beneficiaries of Adult Language Trainings supported against COVID-19	3.4.c # of beneficiaries provided with Internet package for access to online courses	0	13,577	0	0	2,000	1,000	3,000	Project M&E tools and systems	
		3.5.d # of PECs provided with protection equipment	0	53	0	0	50	0	53	Project M&E tools and systems	

*Red highlights are new or revised outcomes/ outputs, indicators and targets*

*Green highlights are new or revised outcomes/ outputs, indicators and targets introduced in line with the New Facility Results Framework indicators*

*Blue highlights are new outcomes/ outputs, indicators and targets introduced in relation with COVID-19 response activities*

### Activity Matrix

Activities related to OP 1: Sustainable job opportunities created for Syrians under Temporary Protection and members of the host communities	Means & Costs	Assumptions
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<p>Output 1.1.:Digital Transformation and Innovation Centres established and made operational</p> <p>1.1.1. Operationalisation of Digital Transformation Centres</p> <p>1.1.2. Operationalisation of Innovation Centres</p> <p>Output 1.2: Industrial zones transformed and business development services delivered</p> <p>1.2.1. Development of roadmaps&amp; carry out additional assessment for the local labour force</p> <p>1.2.2. Implementation of labour-absorptive sector development roadmaps</p> <p>1.2.3. Support to operationalisation of Polateli Qualified Industrial Zone.</p> <p>Output 1.3: Tailor-made Business Development and Employment Services</p> <p>1.3.1 Entrepreneurship trainings (awareness raising and soft-skills development) to boost the potential among Syrian and host community members</p> <p>1.3.2 Business development Trainings for Syrian or host community owned enterprises to support them while doing business in Turkey</p> <p>1.3.3 Private Sector engagement (both Syrian and local businesses) through surveys, mapping exercises, referral pathways</p> <p>1.3.4. Facilitation Tool for Job Creation: financial and/or technical support for SME establishment, employment, work permit, training, consultancy and mentoring</p> <p>Output 1.4: Support to local economies and local governmental authorities in response to COVID-19</p> <p>1.4.1. Production &amp; delivery of visors and nonwoven ultrasonic welded medical face masks</p> <p>1.4.2. Production &amp; delivery of Laryngoscope Blade</p> <p>1.4.3. Development and delivery of Distant Learning Training Courses in response to COVID-19</p>	<p><i>Please see Annex III</i></p>	<p><i>Please see Section 4.5 in the DoA</i></p>
<p><b>Activities related to OP 2: Strengthened technical and infrastructure capacity for municipal services in 4 municipalities hosting large numbers of SuTP</b></p>	<p><i>Means &amp; Costs</i></p>	<p><i>Assumptions</i></p>

<p>Output 2.1: One MBT facility established and operational in Gaziantep, to serve processing of solid waste sourced from Gaziantep and its 7 districts with required vehicles and equipment</p> <p>2.1.1. Needs assessment for MBT facility</p> <p>2.1.2. Pre-feasibility Study and Environmental impact assessment</p> <p>2.1.3. Value chain assessment on waste management</p> <p>2.1.4. Permits and (energy) licenses</p> <p>2.1.5. Design of projects</p> <p>2.1.6. Construction of MBT facility and Anaerobic Digestion Facility (including Defect Liability period)</p> <p>2.1.7. Monitoring missions to construction site and regular monitoring visits by municipal focal points</p> <p>2.1.8. Opening of MBT facility</p> <p>Output 2.2: One Greenhouse Solar Dryer and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis</p> <p>2.2.1. Needs assessment</p> <p>2.2.2. Project design, feasibility and environmental impact assessment for new leachate Greenhouse Solar Sewage Sludge</p> <p>2.2.3. Project design for construction of leachate pond</p> <p>2.2.4. Construction of leachate pond and recirculation pump</p> <p>2.2.5. Construction of Greenhouse Solar Sewage Sludge Dryer</p> <p>2.2.6. Monitoring visits</p> <p>2.2.7. Inauguration</p> <p>Output 2.3: One waste water treatment facility established and operationalized in Hatay (Hassa)</p> <p>2.3.1. Needs assessment</p> <p>2.3.2. Project design</p> <p>2.3.3. Construction of waste water treatment facilities &amp; DLP Period</p> <p>2.3.4. Monitoring visits</p> <p>2.3.5. Inauguration of waste water treatment facility</p> <p>Output 2.4: Four waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay), with required vehicles and equipment</p> <p>2.4.1. Project design</p> <p>2.4.2. Procurement of 9 waste semi-trailers and 3 backhoe loaders for each waste transfer station</p> <p>2.4.3. Construction of waste transfer stations</p> <p>2.4.4. Inauguration</p> <p>2.4.5. Monitoring visits</p> <p>2.4.6. Provision of one landfill compactor for Hatay Landfill</p> <p>2.4.7. Installation of conveyor belt waste transfer station (Samandağ)</p> <p>2.4.8. Waste value chain assessment study</p>	<p><i>Please see Annex III</i></p>	<p><i>Please see Section 4.5 in the DoA</i></p>
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<p>Output 2.5: Capacity of two municipalities strengthened for firefighting services through technical support and additional equipment (Hatay and Sanliurfa)</p> <p>2.5.1. Procurement of 4 first responder fire fighting vehicles</p> <p>2.5.2. Needs assessment for technical support on fire-fighting practices</p> <p>2.5.3. Implementation of technical support</p> <p>Output 2.6: Three Municipalities strengthened with technical support through technical assistance and capacity building team</p> <p>2.6.1. Deployment of technical experts</p> <p>2.6.2. Support to the development of specialized decision-making tools</p> <p>2.6.3. Technical support for gender sensitive service planning and delivery</p> <p>2.6.4. Impact assessment</p> <p>2.6.5. Integrated Solid Waste Management Plans for Three Metropolitan Municipalities</p> <p>2.6.6. Carbon Footprint Inventory and Climate Change Action Plan for Hatay</p> <p>Output 2.7: Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/material support</p> <p>2.7.1. Support to waste management measures through provision of one AWD long frame truck, two trailers and one Hydraulic Compaction Waste Collection Vehicle to Kilis Municipality</p> <p>2.7.2. Provision of sewage pipeline cleaning equipment</p> <p>2.7.3. Provision of technical support to develop, implement and replicate projects in response to Covid19 outbreak and potential crises</p> <p>2.7.4. Provision of protective equipment, disinfection material and remote mangament &amp; monitoring equipment for the municipalities</p>		
<b>Activities related to OP 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities</b>	<b><i>Means &amp; Costs</i></b>	<b><i>Assumptions</i></b>
<p>Output 3.1: Certification of Turkish language skills courses from A1 to B2 levels</p> <p>3.1.1. Courses for A1 Level Turkish certification.</p> <p>3.1.2. Courses for A2 Level Turkish certification.</p> <p>3.1.3. Courses for B1 Level Turkish certification.</p> <p>3.1.4. Courses for B2 Level Turkish certification.</p> <p>Output 3.2: Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS)</p> <p>3.2.1. Preparation and distribution of tailor made educational content (books and e-books).</p> <p>3.2.2. Training of at least 300 trainers</p> <p>3.2.3. Start up and commissioning of E-learning platform and Learning management system.</p> <p>Output 3.3: Enhancement of education infrastructure</p> <p>3.3.1. Enhancing physical infrastructure of 50 educational premises (PECs) and the construction of a prefabricated public education centre.</p> <p>Output 3.4: PECs and beneficiaries of Adult Language Trainings supported against COVID-19</p> <p>3.4.2. Provision of Internet package to trainees for access to online courses</p> <p>3.4.3. Provision of protective equipment and material to 50 PECs</p>	<p><i>Please see Annex III</i></p>	<p><i>Please see Section 4.5 in the DoA</i></p>