



TERMS OF REFERENCE (TOR)
for
Deliverable Based Consultancy Services as Independent Evaluation Consultant
For
“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) specifies the details for the assignment of an Individual Contract for Final Independent Evaluation 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; IIBank 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 million¹ Syrians under Temporary Protection (SuTP)² 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 citizens³. Language

¹ Official data Directorate General for Migration Management, Turkey, November 2021.

² "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).

³ *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 Business4Goals⁴ (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 Turkey⁵.

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:

Title of the Action	UNDP Turkey Resilience Project in Response to the Syria Crisis (TRP)
EU contribution	EUR 50,000,000 ⁶
Location(s)	Gaziantep, Hatay, Şanlıurfa, Izmir, Adana, Kilis, Mersin, Istanbul, Bursa, Konya
Duration	1 September 2018 – 31 March 2022
Objectives of the Action	To strengthen the economic and social resilience of Syrians under Temporary Protection, host communities and relevant national and local Government institutions.
UNDSC outcome and CPD Output served (2016-2020)	UNDSC 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
UNSDCF outcome and CPD Output served (2021-	COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under Law on Foreigners and International Protection are supported towards self-reliance

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

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

⁶ 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.

2025)	<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>
Primary SDGs served	<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>
Target group(s)⁷	<p>At least 56,000 SuTPs) and host community (HC) members: 2,000 SuTPs & HC members to be employed; 1,000 SMEs and entrepreneurs received business advisory services 2,000 SuTPs & HC members improved awareness/ knowledge on business development 52,000 SuTPs to benefit from adult language trainings.</p>
Final beneficiaries⁸	<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>
Estimated results	<p><u>Component I – Job Creation</u></p> <p>3 Digital Transformation Centres and on Lean Manufacturing 9 and 3 Innovation Centres established in Izmir, Adana, Mersin and Gaziantep; Industrial Transformation Programme for Gaziantep and its economic environs developed;</p>

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

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

⁹ 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 Kilis
 1 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 1st, 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 2019¹⁰ 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:

¹⁰ <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.

IV. KEY EVALUATION QUESTIONS AND LEVEL OF ANALYSIS

In the light of the evaluation parameters, the Evaluation Consultant is expected to analyse data and share its findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation, the Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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?

V. METHODOLOGICAL APPROACH

The methodology and techniques to be used in the evaluation should be described in detail in 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 consultant 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 consultant 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 Evaluation Consultant 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 Evaluation Consultant is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders. Methods to be used by the evaluation consultant 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)
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- 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 consultant 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 Evaluation Consultant.

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.

VI. 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 Evaluation Consultant and Project Team in connection with the findings and/or recommendations. The Evaluation Consultant must corroborate all assertions and disagreements.
- **Integrity.** The Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant 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.

VII. GOVERNANCE AND ACCOUNTABILITY

The Evaluation Consultant 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 Evaluation Consultant.

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 Evaluation Consultant
- Provide the Evaluation Consultant 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 Evaluation Consultant
- 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 Evaluation Consultant 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 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. Evaluation Consultant will be responsible for the overall coordination and quality of the final evaluation report to be produced. It is the Evaluation Consultant who will be held accountable to UNDP in the quality of the final product. The consultant will conduct the evaluation study by fulfilling their contractual duties and responsibilities in line with this ToR, United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines. This includes submission of all deliverables stipulated under Article XII (Terms and Payments) of this ToR, to the

satisfaction of UNDP. Individual Consultant’s functions do not include any managerial, supervisory and/or representative functions in UNDP, end beneficiaries and implementing partners. All documents and data provided to the Individual Consultant are confidential and cannot be used for any other purpose or shared with a third party without any written approval from UNDP. The scope of work for the Consultant of this evaluation will include but not be limited to:

- To develop and finalize 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;
- To design the tools and data collection;
- To conduct data collection, analysis and interpretation;
- To develop the draft evaluation report;
- To finalize the evaluation report;
- To present of findings and de-brief
- To plan, execute and report, kickoff and feedback meetings and debriefings;
- To ensure compliance with the Final Evaluation TOR; and
- To utilize best practice evaluation methodologies

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.

VIII. ACTIVITY, DELIVERABLES AND SCHEDULES

The Evaluation Consultant shall develop and submit below listed deliverables, which shall be the basis of the payments to the Consultant.

Deliverable*	Related Activity	Responsible Party	Expected Date of Completion**
Inception Report	Kick off meeting	UNDP, Evaluation Consultant	14.03.2022
	Review of relevant documentation and submission of draft Inception Report	Evaluation Consultant	29.03.2022
	Providing feedbacks to Draft Inception Report	UNDP	08.04.2022
	Finalized Inception Report based on the feedback received from UNDP	Evaluation Consultant	15.04.2022
Draft Evaluation Report	Data collection and interviews with UNDP and key stakeholders	Evaluation Consultant	18.04.2022 – 18.05.2022
	Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Evaluation Consultant	10.06.2022

Final Evaluation Report	Review the Draft Evaluation Report and provide feedback	UNDP, Evaluation Reference Group	30.06.2022
	Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Evaluation Consultant	18.07.2022
De-briefing/Presentation	De-briefing/Presentation to UNPD and Stakeholders	Evaluation Consultant	30.07.2022

***The consultant will be aided by a Municipal Infrastructure expert who will not be an evaluation consultant but will assist the chosen Evaluation Consultant in terms of technical aspects of infrastructure works of TRP project (Component 2). The Municipal Infrastructure Expert will carry out field visits to the provinces where such investments have been made by the project to do on-the-spot checks and write a detailed field visit report and inform the Evaluation Consultant in terms of efficiency and effectiveness of project interventions under C2. The evaluation consultant may wish to accompany the Municipal Infrastructure expert in C2 field visits or may wish to delegate this responsibility to him/her. The final independent evaluation report will incorporate all the inputs of the Municipal Infrastructure Expert but it is the Evaluation Consultant who is accountable to UNDP in terms of the quality of the final report.**

**** 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 Evaluation Consultant 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:

Related Activity	Explanation
Kick off meeting	UNDP will invite the awarded evaluation consultant 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, SCRIP 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 Evaluation consultant. This can include data collected, previous progress reports prepared, PSC meeting minutes, DoA, results framework etc..The Evaluation Consultant 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	Evaluation Consultant 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. The following rating system must be used for evaluation criteria, as well as result ratings in the logical framework (outcomes).

Ratings for Outcomes, Effectiveness, Efficiency, Cross-cutting	Sustainability ratings	Relevance ratings
6. Highly Satisfactory (HS): no shortcomings 5. Satisfactory (S): minor shortcomings 4. Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not Relevant (NR)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

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 Evaluation Consultant for it to make final revisions.

Related Activity	Explanation
Data collection and interviews with UNDP and key stakeholders	Evaluation Consultant 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 Evaluation Consultant 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	Evaluation Consultant 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.

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 Evaluation Consultant 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 Evaluation Consultant.
Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Evaluation Consultant will provide the revised Evaluation Report according to comments in the audit trail. The Evaluation Consultant 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. Evaluation Consultant 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 Evaluation Consultant 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 Evaluation Consultant.

Reporting Conditions

The reporting language will be English. All information should be provided in electronic version in word format. The Evaluation Consultant 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.

IX. FACILITIES TO BE PROVIDED BY UNDP

UNPD Turkey CO won't be providing a facility for the Evaluation Consultant to work during the contract. UNDP will provide background materials for Evaluation Consultant'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 Evaluation Consultant. 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 Evaluation Consultant. UNDP and/or the relevant project partners will facilitate meetings between the Evaluation Consultant and other stakeholders, when needed.

X. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT

The assignment is expected to start on 15 March 2022 (starting date is indicative and may be updated considering actual contract signature date) and expire on 30 August 2022.

XI. DUTY STATION

Duty Station for the Assignment is Home-based. The Consultant 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 UNDP. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency.

The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the Consultant, through UNDP's official Travel Agency or,
- Reimbursed to the Consultant upon the submission of the receipts/invoices of the expenses by the Consultants and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options.

The following guidance on travel compensation is provided as per UNDP practice:

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipt, etc. by the Consultant with the UNDP's F-10 Form 3- Acceptance and approval by UNDP of the invoices and F-10 Form.
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

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 consultant, 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.

Expected Interview Schedule

Partners/ Stakeholder(s) to be Interviewed	Location ¹¹
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
ESTIMATED TOTAL	

Detailed Field Research Plan*		
C1 Job Creation Component	C2 Municipal Services Support Component	C3 Adult Language Trainings Component
Ankara:	Ankara:	Ankara & home-based:
<i>Meeting with MoIT</i>	<i>Meeting with ILBANK</i>	<i>Meeting with MoNE</i>
<i>Meeting with PM</i>	<i>Meeting with PM</i>	<i>Meeting with PM</i>

¹¹ Location refers to where the stakeholder is located.

<i>Other key stakeholders (home-based)</i>	Hatay:	<i>Meeting with Anadolu University & other key stakeholders</i>
İzmir:	<i>Meeting with HATSU, visit to WWTP (Hassa)</i>	Hatay:
<i>Meeting with EBSO, visit to Model Factory (MF)</i>	<i>Visit to WTSs in Samandağ, Kırıkhan</i>	<i>Visit to PEC, meeting with teachers and managers</i>
<i>Meeting with IZTO, visit to Innovation Center (IC)</i>	<i>Meeting with Hatay MM, asset verification</i>	Kilis:
<i>FGM with SuTPs benefitting from job creation</i>	Kilis:	<i>Visit to PEC, meeting with teachers and managers</i>
<i>FGM with SMEs benefitting from TRP support</i>	<i>Meeting with Kilis Mun., asset verification</i>	Gaziantep:
Mersin:	<i>Visit to GSD / leachate pond</i>	<i>Visit to PEC, meeting with teachers and managers</i>
<i>Meeting with MTOSB, visit to MF/IC</i>	Gaziantep:	<i>FGM with A1- A2 beneficiaries (online)</i>
Adana:	<i>Meeting with Gaziantep MM</i>	<i>FGM with B1 beneficiaries (online)</i>
<i>Meeting with ADASO, visit to IC</i>	<i>Visit to MBT, meeting w/ company</i>	<i>FGM with B2 beneficiaries (online)</i>
Gaziantep:	Şanlıurfa:	
<i>Meeting with GSO, visit to MF</i>	<i>Meeting with Şanlıurfa Municipality</i>	Total days: 14,5

* Each item in this field visit plan is estimated as 0,5 days. There are 29 visits envisaged in this field visit plan which makes the total field work 14,5 days. However, the number of estimated days is solely provided to give the candidates an idea on the work to be undertaken. More days may need to be allocated depending on methodology and field work proposed in the 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 Evaluation Consultant for the completion of each respective deliverable.

Covid 19 Specific Measures:

The Evaluation Consultant 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 Evaluation Consultant 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. 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.

XII. SKILLS REQUIREMENTS OF THE EVALUATION CONSULTANT

The expected qualifications of the Consultant are as follows:

	Minimum Qualification Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> • Bachelor's Degree in social sciences, engineering, public administration, economics, sociology, urban planning development studies or any other relevant field. • Good command of spoken and written English. 	<ul style="list-style-type: none"> • 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. • Proficiency in spoken/written Turkish
General Professional Experience	<ul style="list-style-type: none"> • 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 	
Specific Professional Experience	<ul style="list-style-type: none"> • 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 • Minimum 5 years of professional experience in evaluation of industrial growth, competitiveness, productivity, Syria Crisis Response and/or livelihood sector. • 3-5 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. 	<ul style="list-style-type: none"> • 6-9 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. • Minimum 10 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. • Minimum two evaluations of large-scale projects in a refugee context. • Authorship of article(s) / research paper(s) on programme/project evaluation (techniques, approaches etc) or/on job creation, industrial growth, competitiveness, productivity and/or livelihood sector.
<p>Notes:</p> <ul style="list-style-type: none"> • Internships (paid/unpaid) are not considered professional experience. • Obligatory military service is not considered professional experience. • Professional experience gained in an international setting is considered international experience. • Experience gained prior to completion of undergraduate studies is not considered professional experience. 		

The consultant should avoid any kind of

- discriminatory behavior including gender discrimination and ensure that human rights and gender equality is prioritized as an ethical principle within all actions;



- activities are designed and implemented in accordance with “Social and Environmental Standards of UNDP”;
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production; differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created; necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

UNDP is committed to achieving workforce diversity in terms of sex, race, ethnicity, indigenous identity, disability and culture. Individuals from all sexes, minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with utmost confidentiality.

XIII. PRICE AND SCHEDULE OF PAYMENTS

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of deliverables detailed in this Terms of Reference upon acceptance and approval of the outputs by the UNDP. If the deliverables are not produced and delivered by the Consultant to the satisfaction of UNDP as approved by the responsible UNDP Evaluation Manager, no payment will be made even if the IC has invested working/days to produce and deliver such deliverables. Payments will be made against submission of the deliverable(s) by the IC and approval of such deliverables and by UNDP on the basis of payment terms indicated in below table:

Deliverable	Percentage of Payment	Condition of Payment
1. Inception Report	30 % of the Total Contract Amount	Upon acceptance and approval of the corresponding deliverable(s) by UNDP
2. Draft Evaluation Report		
3. Final Evaluation Report	70 % of the Total Contract Amount	
4. Presentation/De-briefing		

The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

Proposals shall be submitted in US\$. In case a Turkish national 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.

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable(s) by UNDP and the pertaining Certification of Payment document signed by the IC and approved by the UNDP Evaluation Manager.

Tax Obligations: The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC

XIV. 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 methods¹², 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

¹² 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).¹³
 - **Background information on evaluators:** 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:

¹³ 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 consultant 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	
Overall objective: Impact To strengthen the economic and social resilience of Syrians under Temporary Protection (SuTP) ¹⁴ , their host communities (HC) and relevant national and local Government institutions.												
Specific objective(s): Outcome(s)	SO 1: To increase employability and employment opportunities 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		
OP 1: Sustainable job opportunities created for Syrians under Temporary Protection and members of the host communities												
OUTPUTS	Op 1.1: 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

¹⁴ "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).

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
	benefitted from services through the innovation centers									<i>not affect international and national mobility for individuals and goods</i> <i>Economic consequences of COVID-19 pandemic does not affect government policies, business development initiatives and social dynamics between Syrians and host communities</i> <i>SMEs in targeted provinces show interest to participate in SME transformation programmes</i>
Op 1.2: 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	
Op 1.3: 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	
	- 1.3.b # of new jobs created by supported SMEs	0	440	0	0	100	100	200	Project M&E tools and systems	
	- 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	
Op 1.4: 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	
Op 1.5: Resilience and adaptation	1.5.a # of tailor-made courses developed and delivered	0	5	0	0	5	0	5	Project M&E tools and	

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
capacity of Syrians improved in response to COVID-19 outbreak and its impact on socio-economic situation									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	<i>Land allocation and legal permit procedures (including environmental impact assessment) timely delivered by relevant municipalities</i>
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	<i>Necessary resources mobilized by targeted Municipalities</i>
	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	<i>There is continued political will among high level decision-makers of Implementing Partners</i>
	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	2.5.# of municipalities' capacities strengthened for firefighting services through technical support and	N/A	2	0	2	0	0	2	Project M&E tools and systems	<i>Ongoing COVID-19 pandemic does not affect international and national mobility for individuals and goods</i> <i>Economic</i>

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	
equipment (Hatay and Sanliurfa)	additional equipment									<i>consequences of COVID-19 pandemic does not affect government policies and social dynamics between Syrians and host communities</i>	
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		
	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		
Op 2.7: 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 rd 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		
Output 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities											
Op 3.1.: 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		<i>Continued COVID-19 measures throughout the</i>
	3.1.b # of SuTP certified in A2 level Turkish	0	14,994	0	5,000	5,000	4,500	14,500			

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
	3.1.c # of SuTP certified in B1 level Turkish	0	7,385	0	3,000	3,000	1,500	7,500		<i>project timeline does not affect the achievement of the targets in A1, A2, B1 and B2 level courses</i>
	3.1.d # of SuTP certified in B2 level Turkish	0	5,071	0	0	2,500	1,500	4,000		
Op.3.2.: 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	<i>Ongoing COVID-19 pandemic does not affect international and national mobility for individuals and goods</i> <i>Economic consequences of COVID-19 pandemic does not affect government policies and social dynamics between Syrians and host communities</i>
	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 Training of Trainers	0	318	200	100	0	0	300	Project M&E tools and systems	
	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	<i>Means & Costs</i>	<i>Assumptions</i>
<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& 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 & delivery of visors and nonwoven ultrasonic welded medical face masks</p> <p>1.4.2. Production & 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>
Activities related to OP 2: Strengthened technical and infrastructure capacity for municipal services in 4 municipalities hosting large numbers of SuTP	<i>Means & Costs</i>	<i>Assumptions</i>

<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> <ul style="list-style-type: none"> 2.1.1. Needs assessment for MBT facility 2.1.2. Pre-feasibility Study and Environmental impact assessment 2.1.3. Value chain assessment on waste management 2.1.4. Permits and (energy) licenses 2.1.5. Design of projects 2.1.6. Construction of MBT facility and Anaerobic Digestion Facility (including Defect Liability period) 2.1.7. Monitoring missions to construction site and regular monitoring visits by municipal focal points 2.1.8. Opening of MBT facility <p>Output 2.2: One Greenhouse Solar Dryer and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis</p> <ul style="list-style-type: none"> 2.2.1. Needs assessment 2.2.2. Project design, feasibility and environmental impact assessment for new leachate Greenhouse Solar Sewage Sludge 2.2.3. Project design for construction of leachate pond 2.2.4. Construction of leachate pond and recirculation pump 2.2.5. Construction of Greenhouse Solar Sewage Sludge Dryer 2.2.6. Monitoring visits 2.2.7. Inauguration <p>Output 2.3: One waste water treatment facility established and operationalized in Hatay (Hassa)</p> <ul style="list-style-type: none"> 2.3.1. Needs assessment 2.3.2. Project design 2.3.3. Construction of waste water treatment facilities & DLP Period 2.3.4. Monitoring visits 2.3.5. Inauguration of waste water treatment facility <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> <ul style="list-style-type: none"> 2.4.1. Project design 2.4.2. Procurement of 9 waste semi-trailers and 3 backhoe loaders for each waste transfer station 2.4.3. Construction of waste transfer stations 2.4.4. Inauguration 2.4.5. Monitoring visits 2.4.6. Provision of one landfill compactor for Hatay Landfill 2.4.7. Installation of conveyor belt waste transfer station (Samandağ) 2.4.8. Waste value chain assessment study 	<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 & monitoring equipment for the municipalities</p>		
<p>Activities related to OP 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities</p>	<p><i>Means & Costs</i></p>	<p><i>Assumptions</i></p>
<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>