



United Nations Development Programme

**Effective Urban Waste Management for Host Communities Phase II:
Strengthening Social Cohesion Through
Participatory Waste Management**

Final Evaluation Report

Prepared by:
Manfred Stockmayer

19 October 2021

Project/outcome Information		
Project/outcome title	Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management	
Atlas ID	105448	
Contributing outcome	By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.	
Country	Turkey	
Region	Europe and Central Asia	
Date project document signed	07/01/2019	
Project dates	Start	End
	May 2019	July 2021
Total committed budget	USD 3,000,000	
Project expenditure at the time of evaluation	USD 2,963,842	
Funding source	USBPRM	
Implementing party	Ministry of Environment and Urbanization	
Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project evaluation	
Final/midterm review/ other	Final review	
Period under evaluation	Start	End
	May 2019	June 2021
Evaluators	Manfred Stockmayer	
Evaluator email address	Manfred.stockmayer@gmail.com	
Evaluation dates	Start	End
	11/05/2021	31/08/2021

Acknowledgements:

The Evaluator would like to thank all stakeholders for their time and efforts during the course of this final evaluation, including the Ministry of Environment and Urbanisation, USBPRM and UNDP Turkey. I am very glad that officials from the Government of Turkey, the participating municipalities and civil society made themselves available for discussions despite the limitations of the COVID-19 pandemic and sharing their insights on the results of the Project.

In particular, the Evaluator would like to thank the Project Team with Mrs. Beyza Onal for her patience in answering the evaluation questions and UNDP Turkey (Mrs. Öykü Ulucay and Mrs. Serap Ozturk) for their valuable contributions and comments helping us to get a detailed insight into the work carried out and the results achieved. Our thanks also goes to the UNDP support Team for arranging the interviews and supporting the Final Evaluation.

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY	4
2. INTRODUCTION.....	9
3. DESCRIPTION OF THE INTERVENTION.....	11
4. EVALUATION SCOPE AND OBJECTIVES	15
5. EVALUATION APPROACH AND METHODS.....	19
6. DATA ANALYSIS.....	21
7. FINDINGS	22
8. CONCLUSIONS.....	39
9. RECOMMENDATIONS.....	41
10. LESSONS LEARNT.....	42
11. REPORT ANNEXES.....	44
10.1 TE ToR	44
10.2 RATINGS SCALES.....	65
10.3 LIST OF PERSONS INTERVIEWED	65
10.4 LIST OF DOCUMENTS REVIEWED.....	66
10.5 SIGNED UNEG CODE OF CONDUCT FORM	66

LIST OF FIGURES

Figure 1: Waste collected in Kilis by type, 2012-2021	26
---	----

LIST OF TABLES

Table 1: Ratings13	
Table 2: Output indicators.....	13
Table 3: Planned and actual budget.....	14
Table 4: Final Review Evaluative Matrix.....	16
Table 5: Contributions toward CPD.....	24
Table 6: Waste quantities in Kilis by type.....	25
Table 7: Waste in Haliliye by waste type.....	26
Table 8: Waste in Haliliye and Kilis by type.....	27
Table 9: Total waste in Kilis, 2012-2021.....	27
Table 10: Results framework.....	31
Table 11: Status of implementation of project activities.....	32

LIST OF ACRONYMS AND ABBREVIATIONS

CAC	Civic Amenity Centers
CO ₂	Carbon Dioxide
CPD	Country Program Document
GHG	Greenhouse Gas
GSM	General Management Support
I	Interview
kW	Kilowatt
LR	Literature Review
LNOB	Leaving no one behind
M&E	Monitoring and Evaluation
MoEU	Ministry of Environment and Urbanization
MoFA	Ministry of Foreign Affairs
MW	Megawatt
MWh	Megawatt hour
NIM	National Implementation Modality
NGO	Non-governmental organization
Prodoc	Project Document for “Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management”
Project	The project under review: “Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management”
PB	Project Board
SDG	Sustainable Development Goal
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SuTP	Syrians under Temporary Protection
tCO ₂ eq	Tons of CO ₂ equivalent
ToR	Terms of Reference
ToT	Training of Trainers
UNDCS	United Nations Development Cooperation Strategy
UNDP	United Nations Development Program
USBPRM	United States Bureau of Population and Refugee Management
USD	US Dollar

1. EXECUTIVE SUMMARY

The overall objective of the Project “Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion Through Participatory Waste Management” was to strengthen the resilience of impacted municipalities in targeted areas to be better able to cope with and recover from the impact of the Syria crisis- particularly the unprecedented increase in demand for municipal services. Specific objects of the Project were as follows:

- Contribute to increased social cohesion by participatory waste management;
- Create livelihood options through bringing Syrians and host community members together over common economic and environmental interests;
- Increase the municipal service delivery capacities in Kilis and Sanliurfa.

The purpose of this evaluation is to compare the achievements of the Project against the targets of the output indicators, list findings based on analysis of data, draw conclusions and propose recommendations about actions to take and decisions to make. The audience of the evaluation report are all key stakeholders, including the donor (USBPRM), the national implementing partner (Ministry of Environment and Urbanization) and UNDP. The methodological approach for the evaluation was based on a combination of desk review, data collection and interviews with key stakeholders. Due to the current situation regarding COVID-19, no evaluation mission took place.

The project had an effective start date of May 2019 and was terminated in July 2021. It included a total of 8 activities, these were as follows:

- 1.1. Assessment of district layouts and current routes of transportation and local value chains of solid waste by the municipalities and design and initiation of public awareness campaign to support community driven recycling.
- 1.2. Design and planning of collection and incentivization models, facilitation of private sector participation by the establishment of women’s collectives for handicraft/product manufacturing from recyclables.
- 1.3. Support to municipal community centers for the establishment of training workshops and ateliers and implementation of specific skills training programs directed at members of Syrians and host community on recycling operations.
- 1.4. Operationalization of the participatory network with design and initiation of public awareness campaign to support community driven recycling.
- 1.5. Provision and installation of supplementing equipment and vehicles to support collection mechanism, including establishment of smart waste collection systems.
- 1.6. Installation of civic amenity center(s) along with containers with sensor arrays and reverse vending automats.
- 1.7. Starting up and facilitating the community warden initiative and linking local licensed recycling companies with participatory source segregation for ensuring sustainability.
- 1.8. Assisting waste management unions for the provision of incentives for community driven recycling effort.

The project was implemented as a NIM project by the Ministry of Environment and Urbanization and had a total budget of USD 3 million. The municipalities of Kilis and Haliliye (a district of Sanliurfa Metropolitan Municipality) were local stakeholders for the implementation of the project. The Project’s day-to-day implementation was carried out by a Project team and received oversight from a Project Board (PB) consisting of representatives from Ministry of Environment and Urbanization (MoEU), UNDP, USBPRM, Ministry of Development (which was renamed in 2018 to Presidency of Strategy

and Budget), Ministry of Foreign Affairs (MoFA) and the Directorate General of Migration Management.

The project had 10 output indicators and the following end-of-project levels were achieved.

- As planned, 2 incentivization schemes were designed and are operational in each of the municipalities.
- Kilis reported that 5,723 persons are registered in the incentivization scheme. It was clarified by the Project Team that only one individual per household is registered, therefore the number of individuals equals the number of households (5,723). In Haliliye, a total of 2,675 persons came to the Zero Waste Market to register themselves (voluntary registration). Out of these 2,675 persons, 914 received incentive cards. This gives a total of 8,398 persons/households participating in the incentivization scheme, which is 84% of the target.
- In Kilis 984 tons of recyclables will be collected in 2021, in Haliliye 842 tons, giving a total of 1,826 tons, which is around 75% of the target value. Reliability of data is an issue in both municipalities,
- As planned, 2 Civic Amenity Centers (CAC) were established, 1 in each of the municipalities. Based on the results of the needs assessment, mobile amenity centers were installed (8 in Kilis, 10 in Sanliurfa), replacing the third CAC.
- In 2021, 984 tons of recyclables are expected to be collected in Kilis, which is 1.3% of the total waste in the municipality. No data was available for Haliliye.¹
- 2 existing cooperatives were supported, with Haliliye focusing on vegetable production in greenhouses and compost production and Kilis on producing soaps from olive oil waste. While Haliliye seems to have secured markets for their products, sales opportunity for soap from Kilis seem questionable.
- A total of 125 women were trained in February and March 2021 on composting, soap production and recycling. 51% of the trainees were Syrians, 49% Turkish.
- A total of 412 community wardens received training under the Training of Trainers (ToT) component. From the 412 participants in the training, 201 or 48.8% were women and 211 or 51.2% were men.
- 2 surveys for a social behavior study were carried out: first survey in July 2020, second survey in May. Due to shortcomings in design and implementation, the results should be seriously questioned.

The overall ratings for project implementation are as follows:

Table 1: Ratings

Criteria	Rating
Relevance	R (relevant)
Effectiveness	MS (moderately satisfactory)
Efficiency	MS (moderately satisfactory)
Sustainability	ML (moderately likely)
Cross Cutting	S (satisfactory)

¹ This indicator is calculated by dividing the total recycled waste to total solid waste. However, not all waste can be recycled. According to Solid Waste Characterization Report (2021) of Kilis Province, potentially recyclables are approximately 38% of total waste, which can be partially considered to be suitable for processing for recycling. If only the recycled waste as a proportion of potentially recyclable is calculated, the result would have been 31 % of total waste (for Kilis only).

Key conclusions from the project are:

- The Project made a clear contribution towards increasing the infrastructure for recycling and waste management in the participating municipalities. The majority of budget (more than 80%) went into hardware (vehicles, equipment, etc.) rather than spending on consultants, this is very positive.
- The Project is also positively contributing towards reducing the financial pressure on the municipalities. Municipalities receive governmental funding based on the number of Turkish residents but need to provide services for all inhabitants (Turkish residents and Syrian refugees).
- A detailed budget, a precise workplan with sub-activities in all 8 main activities and detailed timeline would have been an asset both to the Project team and stakeholders. These tools would have helped the Project team to properly plan all activities in the project and take corrective action where necessary. Stakeholders such as the Project Board would have gotten a much better overview on progress and the likelihood of achieving the planned outcomes.
- UNDP and the Project Team underestimated the time required for project implementation. It was not clear in the Project Document what consecutive steps need to be carried out to implement the planned activities, how much time is required to run tenders following UNDP rules, how much time is required to carry out assignments, etc. Proper project management could have avoided a good part of the delays in the project.
- There was a change in the project management in 2020, when the initial project manager went on maternity leave in March 2020 and the new project manager only took his position on September 2020. Between March and September 2020, the Project Associate was leading the activities. The Project Team conveyed the view that there were no delays caused by the change of the project manager, however, if such a challenging project with a short timeline (only 18 months) doesn't have a dedicated project manager, it is clear that delays will occur. During the review of the Draft Evaluation Report it was confirmed that more macro-level management in terms of coordinating and creating synergies, identifying and implementing a detailed work plan, tracking key milestones of the project and overall outcomes would have been helpful.
- Due to delays in the initial phases of the Project and time required for tendering various contracts (both for equipment and consultants), many activities (such as start of Zero Waste Market, construction of CACs, work with cooperatives, various training activities, etc) got pushed towards the end of the project and were only carried out in the last 6 months. There was also an impact on the timeline from COVID-19, due to limitations in the availability of institutions and organizations involved in the project, delays in tendering process and hurdles in carrying out training activities. However, there was a contract extension due to COVID-19 limitations, so overall this seems to have played a minor role. The delays led to a reduced possibility to harvest from achievements of the project, such as women's cooperatives producing and finding their markets, population being penetrated by awareness raising activities, giving them time to change their behaviour towards waste separation, CACs being active thereby giving the municipality the opportunity to collect data over a certain period of time. These are missed opportunities, which could have been – to a large extent and through proper project planning and management – avoided.
- There have been problems with informal waste pickers in the Project area. During the Project, the municipalities have signed contracts with companies on the collection of recyclables. These companies then signed with waste collectors and provide them with municipal vests, which are a clear sign that these persons are legally employed by the company. This increases security and gives the population a different perception on these people, as they are

officially contributing towards the reduction of waste. This is an important step towards the reduction of problems with informal waste pickers.

- Sanliurfa cooperative is a very positive example for providing additional income generation opportunities for the members of the cooperative as well as integrating Syrian women. There is a high certainty of sustainability of the activities in growing vegetables, as the activities financed through the Project are added on existing, successful work. The cooperative also has links to university and youth, which are additional positive points.
- It is understood that there was no interaction between the two municipalities engaged in the Project. Interaction through workshops or seminars could have been very helpful in exchanging views and seeing how problems are solved in other municipalities.
- In the municipalities, reverse vending automats were installed, which give out pens in return for recyclables being deposited in the machine. While this is a nice first step to raise attention, there will be no real benefit with quantifiable contributions in the long term, as only pens are given out.
- There are question marks on the impact of training activities carried out, especially the Training of the Trainers (ToTs). First of all, training was carried out online to Covid-19 restrictions, which reduces the effectiveness of the training. The Project Team is not to blame for that, and it is positive that training activities were carried out despite the difficult framework conditions. The ToTs selected for the interviews indicate that the focus of the ToT training was mostly on educational institutions (schools, kindergartens, university). While this can create long-term effects by educating children and youth on recycling and waste management, it is questionable whether there is a short-term effect on the key target group.
- For the incentivization cards software was procured by the project, which has a 1-year warranty period. It is not clear how the use of software will be maintained after the warranty period has expired and the municipality needs to provide funding for operation and maintenance. This is a certain risk for sustainability of the incentivization scheme.
- In Kilis it is planned that after the end of the Project the collection of 1kg waste will be rewarded with 1 Turkish Lira, for 10kg 12 Turkish Lira will be paid. If the municipality sticks to this commitment, this is positive for sustainability.
- The ProDoc included estimated costs of USD 60,000 per vehicle to be procured under the Project, however, the budget does not include information on the number of vehicles to be purchased. In the project, a total of 11 vehicles were procured for a total of around USD 400,000, giving an average of USD 36,000. This is based on according to the roadmaps developed for each of the cities. It is positive that the cost per vehicle is lower than expected. More clarity in the budget of the ProDoc would have been helpful.

The following recommendations can be concluded from the evaluation:

- 1) The implementation of Zero Waste Markets has proven to be a successful model to engage the population in recycling activities, this shall be further expanded. The municipality of Haliliye has expressed its interest in increasing the number of markets, but this will require financial support. USBPM and UNDP shall investigate ways to secure funding for the further expansion.
- 2) Interviews with Kilis and Haliliye municipalities confirmed the need for further financing required for the procurement of equipment for waste management. Especially trucks with the capacity of compacting waste (especially paper and cardboard) to reduce the volume are required to manage the huge quantities of waste. USBPM and UNDP supported by the municipalities and the Ministry of Environment and Urbanization shall investigate ways to secure funding for the procurement of equipment.
- 3) The integration of informal waste pickers into a formal system with financial compensation for recyclables collected has solved several issues (transforming an illegal into a legal system,

increasing security in neighbourhoods, generating income for families of waste pickers). This system shall be expanded in cooperation between the municipalities and the recycling companies engaged by the municipalities.

- 4) The system of reverse vending automats should be improved by adding the possibility of collecting points with the incentivization cards. This could help in increasing the participation of the population, as the points can be converted into products. The products available can be modified over time, keeping and further increasing the interest of households.
- 5) The training activities focused on the education sector. While this will give positive effects in the medium- and long-term, it fails to directly reach women and men in target households. The social behavior assessment failed to answer the question on how to best approach target households, whether the project contributed to social cohesion and what additional measures and activities are necessary to increase social cohesion. It is recommended to carry out follow-up surveys focusing on those topics.
- 6) Extensive training activities have been carried out under the Project and there was a focus on Training of Trainers (ToT), so there was a good basic introduction given on recycling. Two points require follow up: 1) Due to the COVID-19 situation, all trainings were held virtually. This clearly reduces the effectiveness of the training as there is less attention of participants, little interaction between trainees, little discussion. A follow-up of training activities through live trainings is recommended to sustain the capacity of trainers. 2) ToT activities focused on educational institutions, which should lead to medium- to long-term effects. Additional training and awareness activities directly focusing on the key target group (women) would help in sustaining the positive effect of the project. The community warden system should be extended, and further potential wardens should receive the required training. Focus in the next phase should be on wardens who will have intensive contact with women and men in the target area. It is important that municipalities take a lead on this initiative, as they are best placed to understand which groups of persons already have contact to households and can transport recycling topics.
- 7) The support of women's cooperatives has proven successful and has helped in both generating work opportunities for women as well as improving social cohesion. Further initiatives on supporting additional cooperatives should be taken by USBPM and UNDP.
- 8) When expanding the community warden system, special care should be taken that gender equality and women's empowerment issues are considered as waste segregation at household level is linked with women. Such persons shall be selected for the community warden system which can establish good contacts to women.

2. INTRODUCTION

The “Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management” project (the “Project”) is the second phase of a project implemented under the UNDP Syria Crisis Response and Resilience Programme, which was implemented in cooperation with the Prime Ministry Disaster and Emergency Management Presidency (AFAD) between July 2015 and July 2017, jointly with another project under the “Mitigating the Impact of Syrian Crisis on Southeast Anatolia Region” project funded by the EU Instrument for Stability to ensure efficiency of implementation and reduce operational costs.

The main objective of the first phase project has been to support Kilis and Haliliye municipalities to cope with and respond to the increased demand for waste management services as a result of the high concentration of Syrian refugees residing in those provinces. The Project has the following objectives:

- Contribute to increased social cohesion by participatory waste management
- Create livelihoods options through bringing Syrians and host community members together over common economic and environmental interests
- Increase the municipal service delivery capacities in Kilis and Sanliurfa

Based on the results of phase I, the USBPRM Phase II Project was initiated with a planned start date of 1 July 2018 and a planned end date of 31 January 2020. The Project in phase II was focusing on:

- Reducing the volume of waste ending up in land fill sites through support to source segregation and recycling.
- Reducing social tensions and lower risk of additional issues to arise between Syrians and host communities as a result of the increased volumes of waste.

According to the UNPD Evaluation Guidelines (Revised edition: June 2021) all projects with a planned budget or actual expenditure of between USD 3 million and USD 5 million are requested to carry out either a midterm or final evaluation. For the USBPRM II Project a final evaluation is now being carried out. The purpose of the evaluation is to compare the achievements of the Project against the targets of the output indicators, list findings based on analysis of data, draw conclusions and propose recommendations about actions to take and decisions to make.

The final evaluation of the USBPRM Phase II Project 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), as well as relevant Sustainable Development Goals.
- 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.

In terms of scope, the Final Evaluation covers all aspects of the development and implementation of the Project, from the preparation of the Project document up till and including the Final Evaluation interviews and includes inputs to activities, to outputs, outcomes and impacts.

The Evaluation Report starts with a description of the Project (chapter 0), then describes in detail scope, objective and approach of the evaluation (chapters 4 and 5) and presents data to be analysed in the evaluation (chapter 0). Chapters **Error! Reference source not found.** to 9 then present findings, conclusions, recommendations and lessons learnt.

3. DESCRIPTION OF THE INTERVENTION

The overall objective of the Project was to strengthen the resilience of impacted municipalities in targeted areas to be better able to cope with and recover from the impact of the Syria crisis—particularly the unprecedented increase in demand for municipal services. The Syrian refugee crisis has led to severe situation in Kilis and Sanliurfa. In Kilis, there are around 130,000 Syrians under Temporary Protection (SuTP), a number higher than the population in Kilis. The situation in Haliliye is similar with around 100,000 refugees. The influx of Syrian refugees has led to a sharp increase in waste generated in these communities, for the Southeast Anatolia region the additional waste was estimated at 550,000 tons per year in the ProDoc. The additional waste poses an extreme challenge to municipalities, as funding from the government is only based on the number of Turkish population and no additional funding was provided to manage the additional quantities of waste caused by the Syrian refugees.

Based on that, the specific objects of the Project were as follows:

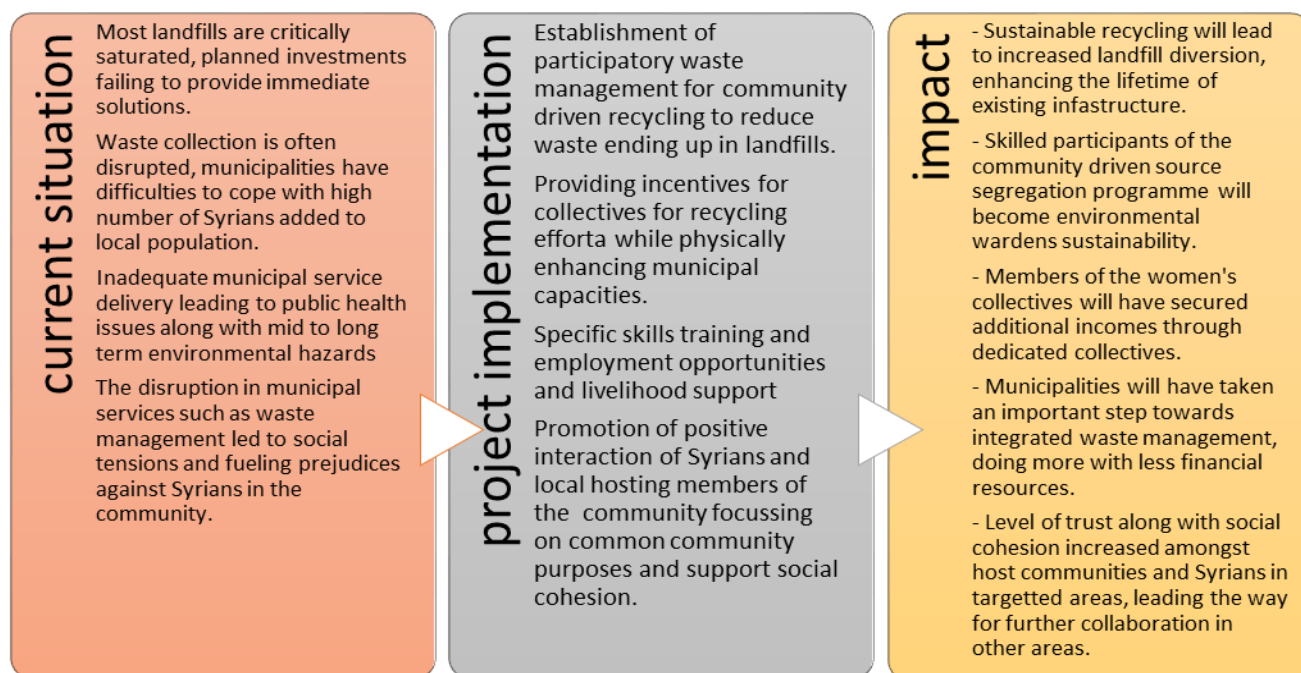
- Contribute to increased social cohesion by participatory waste management;
- Create livelihoods options through bringing Syrians and host community members together over common economic and environmental interests;
- Increase the municipal service delivery capacities in Kilis and Haliliye.

The Project also aimed at addressing the need for additional and continued support to create alternative models such as local community based participatory waste segregation to:

- At the municipal level: increase the capacity and reduce operational costs of the municipalities by reducing waste to be hauled and centrally processed focusing on valorisation of recyclables such as converting waste into raw materials and the re-use of products where possible.
- At the individual level: provide livelihoods support in the waste recycling and related sectors, through skills development and awareness raising around the importance of a clean environment common benefits including economic gains from a community-based recycling effort as a common, shared interest. This was planned to be achieved through direct involvement of communities to waste management, making community members an active part of the recycling efforts and thereby contributing to local landfill diversion and formal valorisation to waste.

The ProDoc was very lean on assumptions and only mentions the commitment of municipalities to the project. This assumption was correct, both Kilis and Sanliurfa were actively participating in the project and committed partners in implementation.

The Theory of Change (ToC) of the project was as follows:



The ToC gives a good description of the current situation, project implementation and the expected impact. However, it lacks key elements, which are usually included in a ToC, such as: assumption, barriers and risks, project activities, project results, outcomes and overarching goal. A more thoroughly developed ToC could have helped the project in better understanding the connection between all these elements.

The originally planned start date of the project was 1 July 2018 and the project had a planned termination date of 31 January 2020. The Local Project Appraisal Committee Meeting was held on 3 July 2018. The ministerial approval took more than 6 months with the Ministry of Environment and Urbanization only signing the ProDoc on 7 January 2019. There were further delays in project start due to coordination between UNDP and USBPRM on transferring funds for the project, which led to an effective start date of May 2019. All in all, the project start date was 10 months later than planned, which could have been avoided by better coordination of the national approval process as well as better coordination between UNDP and USBPRM on transferring of funds.

At the very beginning of the project, a no-cost extension was agreed between USBPRM and UNDP, shifting the end date to September 2020. Due to COVID-19, the end date was shifted to end of June 2021.

A total of 8 activities were planned for phase II, these were as follows:

- 1.1. Assessment of district layouts and current routes of transportation and local value chains of solid waste by the municipalities and design and initiation of public awareness campaign to support community driven recycling.

- 1.2. Design and planning of collection and incentivization models, facilitation of private sector participation by the establishment of women's collectives for handicraft/product manufacturing from recyclables.
- 1.3. Support to municipal community centers for the establishment of training workshops and ateliers and implementation of specific skills training programs directed at members of Syrians and host community on recycling operations.
- 1.4. Operationalization of the participatory network with design and initiation of public awareness campaign to support community driven recycling.
- 1.5. Provision and installation of supplementing equipment and vehicles to support collection mechanism, including establishment of smart waste collection systems.
- 1.6. Installation of civic amenity center(s) along with containers with sensor arrays and reverse vending automats.
- 1.7. Starting up and facilitating the community warden initiative and linking local licensed recycling companies with participatory source segregation for ensuring sustainability.
- 1.8. Assisting waste management unions for the provision of incentives for community driven recycling effort.

All 8 activities were implemented as planned, with only minor modifications. Examples of modifications are the implementation of 2 Civic Amenity Centers (CAC) plus mobile amenity centers compared to the planned 3 CACs, based on demand from municipalities or the switch to online training sessions based on COVID-19 limitations. Details on the activities carried out can be found in section **Error! Reference source not found.**

For phase II, a total of 10 output indicators were defined, these were as follows:

Table 2: Output indicators

Indicator	Baseline level	End-of-project target
1.1 Number of tailor made initiatives with incentivization schemes for households designed and operational.	0	2
1.2 Number of participating households.	0	10,000
1.3 Number of recyclables collected via source segregation (tons per annum).	0	2500
1.4 Number of pre-processing equipment along with smart and conventional waste collection equipment including civic amenity centre(s) (minimum three centres are planned to be established; 2 at Kilis and 1 in Şanlıurfa) for recyclable recovery in targeted provinces to handle recyclables collected from the participatory waste projects.	0	3
1.5 Percentage of savings per ton of solid waste achieved within operations at targeted province and districts.	0	20
1.6 Number women's collectives established, or existing ones supported to be made operational	0	2
1.7 Number of individuals enrolled in specific skills trainings on handicraft manufacturing from recycling operations. (At least 50% to be Syrians)	0	200
1.8 Percentage of point to product conversion as a marker for active participation and obtained benefits from incentivization programme.	0%	90%
1.9 Number of volunteer community wardens trained for participatory waste management and environment for every sub district.	0	104
1.10 Number of positively resulted impact assessments on social cohesion by participatory waste management	0	2

A detailed analysis of the progress towards targets can be found in chapter 0.

The main partner of UNDP in the implementation of the Project was the Ministry of Environment and Urbanization, which acted as national implementing partner in this NIM (national implementation modality) project. The municipalities of Kilis and Haliliye were local partners for the implementation of the project. The Project's day-to-day implementation was carried out by a Project team, consisting of the following positions:

- Project Coordinator (based in Ankara)
- Project Associate (based in Ankara)
- Field Coordinator (based in Şanlıurfa)
- Local Economic Development Officer (based in Şanlıurfa)
- Project Assistant (based in Ankara)
- Driver (based in Şanlıurfa)

To oversee and guide the implementation of the project, a Project Board (PB) was set up, consisting of representatives from Ministry of Environment and Urbanization (MoEU), UNDP, USBPRM, Ministry of Development (which was renamed in 2018 to Strategy and Budget Office), Ministry of Foreign Affairs (MoFA) and the Directorate General of Migration Management. The PB was supposed to meet two times throughout the project.

In terms of budget, the total planned expenses of the project were USD 3 million, with around USD 2.8 million being used for project implementation and around USD 0.2 million for General Management Support (GSM). The ProDoc included a breakdown of the budget by cost type, such as consultants, travels, material and goods or equipment and vehicles. More than 80% of the budget were planned to be spent on hardware, such as vehicles, CACs or waste collection equipment. The table below shows the planned and actual costs.

Table 3: Planned and actual budget

Funding Source	Expense description	Planned	Actual	Difference in %
Contractual Services	Cost of UNDP Project Staff	\$ 185,000	\$ 303,403	64.0%
Short Term Consultants	Cost of UNDP Individual Consultants	\$ 80,000	\$ 110,682	38.4%
Travel	Travel Costs including per diem	\$ 67,084	\$ 67,717	0.9%
UNDP Support Services	Direct project costs	\$ 75,693	\$ 75,693	0.0%
Sundries	Costs made for project needs	\$ 15,000	\$ 43,828	192.2%
Contr. Services-Companies	Trainings and awareness raising activity cost and includes the cost for the procured led screens for municipalities to increase the awareness	\$ 90,000	\$ 284,022	215.6%
Institutional contracts	The cost includes incentivization cards that were distributed to the households, materials procured for the distribution to the citizens in return to their points, Incentivization software system was established by the IC procured for the incentivization system	\$ 560,000	\$ 80,912	-85.6%
Materials and goods	The cost includes vehicles, in door and outdoor waste collect equipment	\$ 305,000	\$ 954,338	212.9%
Equipment and vehicles	This cost include the design, soil investigation and construction works of Civic Amenity Centers together with the procured equipment for the recycling ateliersthat were established inside the CACs.	\$ 1,400,000	\$ 823,702	-41.2%
Audit	Micro Assesment Cost of the Ministry	\$ -	\$ 1,700	N/A
Total		\$ 2,777,778	\$ 2,744,298	-1.2%

4. EVALUATION SCOPE AND OBJECTIVES

In terms of scope, the Final Evaluation covers all aspects of the development and implementation of the Project, from the preparation of the Project document up till and including the Final Evaluation interviews and includes inputs to activities, outputs and outcomes. The geographic areas covered are the locations of project implementation, Kilis and Haliliye.

The evaluation covered the following key criteria:

- Relevance: Is the intervention doing the right things?
- Effectiveness: Is the intervention achieving its objectives?
- Efficiency: How well are resources being used?
- Sustainability: Will the benefits last?
- Cross-cutting issues: what contributions were achieved?

Whereas all five criteria are important for the evaluation, the criterion “sustainability” has a special role. The specific project objectives of the Project are a contribution to increased social cohesion, the creation of livelihood options through bringing Syrians and host community members together and the increase in the municipal service delivery capacity in the two cities. If there would be no sustainability in these activities, some or all of the output indicators would go back to baseline levels within a certain period after the end of the Project. Thus, the Project would only have generated a positive impact for a limited time. This needs to be avoided, therefore the analysis of sustainability played a key role in the evaluation.

The following table shows the evaluation questions which were used as guidance for discussions with stakeholders during the Final Evaluation. Questions are grouped by the five key criteria, relevance, effectiveness, efficiency, sustainability and impact. The table describes for each of the categories, evaluative questions, indicators, sources of information and methods of review.

Table 4: Final Review Evaluative Matrix

Evaluative Criteria Questions	Indicators	Sources	Method
Relevance			
To what extent was the design and strategy of the development intervention relevant to national priorities? (Including clear linkage to CPD, UNDCS and national strategies and relevant legislation)	Alignment to national and international regulatory framework	Project reports, document screening, stakeholders	Literature Review (LR), Interviews (I)
How much and in what ways did the project contribute to solve the needs and problems identified in the design phase?	Accuracy of risk and barrier analysis	Project reports, stakeholders	Literature Review (LR), Interviews (I)
To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive?	Human rights-based approach indicators	Project reports, stakeholders	Literature Review (LR), Interviews (I)
To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. the first phase of this project, ongoing Turkey Resilience Project activities in Kilis, previously completed integrated waste management plan of Şanlıurfa and Strategic plan of MoUE?	Embedding in regulatory framework and other activities	Project reports, stakeholders	Literature Review (LR), Interviews (I)
Effectiveness			
To what extent did the project contribute to the attainment of the development of outputs and outcomes initially expected/stipulated in the project document?	Achievement of outputs and outcomes	Project reports, stakeholders	Literature Review (LR), Interviews (I), data analysis
What are the key factors contributing to project success or underachievement? How might this be improved in the future (in order to achieve sustainability)?	Identifiable key factors	Project reports, stakeholders	Literature Review (LR), Interviews (I), data analysis
Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.	Successful examples and lessons learnt	Project reports, stakeholders	Literature Review (LR), Interviews (I)
To what extent has the project contributed to the advancement and the progress of United Nations Development Cooperation Strategy (UNDCS) and CPD goals as well as Sustainable Development Goals (SDGs)?	Contribution towards UNDCS and CPD goals as well as SDGs	Project reports, UNDCS, CPD, stakeholders	Literature Review (LR), Interviews (I)
To what extent has the project contributed to the	Outcome indicators	Project reports,	Literature Review (LR),

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?		stakeholders	Interviews (I), data analysis
Did Covid-19 measures have a positive or negative effect on the achievement of project results?	Outcome indicators	Project reports, stakeholders	Literature Review (LR), Interviews (I), data analysis
What is effectiveness of project awareness raising and outreach activities on improving waste management with project stakeholders?	Social Behavior Assessment Results	Project reports	Literature Review (LR), Interviews (I), data analysis
Efficiency			
To what extent was the project's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) efficient in comparison to the development results attained?	Organizational structure	Project budget, information in quarterly reports	Literature Review (LR), Interviews (I)
To what extent was the implementation of this project intervention more efficient in comparison to what could have been in the absence of such an intervention?	Project budget and expenditures	Project budget, information in quarterly reports	Literature Review (LR), Interviews (I)
What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency?	Project management system	Project budget, information in quarterly reports	Literature Review (LR), Interviews (I)
What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?	Project management system	Project budget, information in quarterly reports	Literature Review (LR), Interviews (I)
What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?	Project budget and expenditures	Project budget, information in quarterly reports	Literature Review (LR), Interviews (I)
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
To what extent have the project decision making bodies and implementing partners undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the project? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?	Sustainability strategy	Project reports, stakeholders	Literature Review (LR), Interviews (I)
Whether the risks identified in the project document were appropriate and corresponding risk	Usefulness of risk analysis and associated	Project document, SESP, stakeholders	Literature Review (LR), Interviews (I)

management strategies/systems were adopted and implemented?	tools		
Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?	Sustainability sections in the ProDoc	Project reports, stakeholders	Literature Review (LR), Interviews (I)
To what extent will the project be replicable or scaled up?	Sustainability sections in the ProDoc	Project reports, stakeholders	Literature Review (LR), Interviews (I)
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?	Sustainability sections in the ProDoc	Project reports, stakeholders	Literature Review (LR), Interviews (I)
What can be done to maximize the likelihood of sustainable outcomes?	Sustainability sections in the ProDoc	Project reports, stakeholders	Literature Review (LR), Interviews (I)
Are there any risks that may pose a threat to the sustainability of the project outcomes?	Evidence that any risks to sustainability have been assessed and any mitigation measures taken.	Project reports, stakeholders	Literature Review (LR), Interviews (I)
Whether or not national stakeholders participated in project management and decision-making have ownership for project outcomes and their further replication and scaling-up?	Involvement of national stakeholders	Project reports, Steering Committee minutes of meetings	Literature Review (LR), Interviews (I)
Cross-cutting issues			
1. To what extent has the project contributed to the advancement and the progress in women's empowerment as well as mainstreaming gender equality?	Contribution to women's empowerment and mainstreaming gender equality	Project reports, stakeholders	Literature Review (LR), Interviews (I)
2. To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?	Contribution towards poverty/environment nexus or sustainable livelihoods	Project reports, stakeholders	Literature Review (LR), Interviews (I)
3. To what extent has the project contributed to crisis prevention and recovery issues?	Contribution towards crisis prevention and recovery issues	Project reports, stakeholders	Literature Review (LR), Interviews (I)

5. EVALUATION APPROACH AND METHODS

The Final Evaluation was based on the following methodological approach:

- Key documents of the Project were reviewed in the desk review. The list of project documents provided by UNDP Turkey during the evaluation can be found in chapter 0.
- Interviews were conducted with the Project Team and representatives of key stakeholders involved in the project. The list of stakeholders interviewed can be found in chapter 11.3.
- To evaluate the achievement of the project indicators, data was collected from UNDP and the municipalities. The data collection process with the municipalities was challenging, as the M&E system was not fully set up to ensure easy integration of the data in the evaluation. Several rounds for clarification were made to improve the data quality, in the end data for most of the indicators could be collected.
- Due to the current situation regarding COVID-19 and quarantine requirements in Austria, the mission of the International Expert did not take place and all meetings were held virtually (the list of stakeholders interviewed can be found in chapter 11.3). All virtual meetings were organized by UNDP using Zoom, video was used in all interviews by the evaluator, most stakeholders were using videos as well. Simultaneous translation was provided for all calls. UNDP assisted in setting up each of the calls and instructing the stakeholders on technical matters regarding the translation but did not participate in any of the calls.

As for data collection methods and procedures, both qualitative and quantitative methods were used. Quantitative methods were used to collect data allowing the evaluation of the 10 output indicators. Data sets were provided both by UNDP (on indicators 1.1, 1.4, 1.6, 1.7, 1.9 and 1.10) and Kilis and Haliliye (on indicators 1.2, 1.3 and 1.5). Key data sets included for example:

- Number of households participating in incentivization scheme
- Quantity of recyclables collected
- Number of persons trained under various training activities

To collect qualitative data, interviews with selected stakeholders were carried out.

The list of interviewees was prepared by the evaluator, discussed and agreed upon with UNDP. The list can be found in chapter 11.3. The interviews with stakeholders were guided by the evaluation questions listed in chapter 5, no standardized questionnaire was developed, as there were different topics to be covered in each of the interviews.

The social impact assessment carried out under this project, which was supposed to show the real impact of the awareness raising activities on recycling behaviour, was of dubious scientific credentials (as explained in detail in section 7.3, sub-section “impact assessments on social cohesion”). Therefore, the evaluator could not make use of the results of the impact assessment to draw towards the impact of the project on recycling behaviour and social cohesion. So, in agreement with UNDP, extra in-depth interviews were added to the interview schedule and final beneficiaries of project such as ToT participants, who will later become community wardens, were interviewed to strengthen evaluation conclusions and findings. Sampling of these ToT participants was done purposive in the sense that only people identified as information rich respondents by UNDP in relation to evaluation questions were interviewed. For this evaluation, sampling played a minor role, as the key stakeholders were clearly identified (no sampling needed) and the 3 ToTs were selected purposively. A sampling approach is required when a larger number of persons need to be interviewed with questionnaires – as for example in the case of the impact assessment.

A major limitation of the approach selected is that no evaluation mission was carried out due to Covid-19 limitations. The following measures were taken to mitigate this limitation:

- Guidance from UNDP's Independent Evaluation Office was taken into consideration for data collection and interviews.
- High flexibility in selecting the time slot for the interview was given to stakeholders by providing time slots in two full weeks (2nd week in July and 1st week in August).
- Extensive information was provided by UNDP, including pictures of various activities carried out during the Project, which gave a proper impression on measures implemented.

The UNDP Evaluation Guidelines don't include a general rating system for project evaluation but refer in the guidelines to the GEF rating system. It is suggested to apply this rating system also to this Final Evaluation, as a rating provides more clarity and meaningfulness than only text. The following rating system is suggested:

<i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i> 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	<i>Sustainability ratings:</i> 4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	<i>Relevance ratings</i> 2. Relevant (R) 1.. Not relevant (NR) <i>Impact Ratings:</i> 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
<i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)		

In order to protect the rights and confidentiality of all stakeholders interviewed, the interviews took place only with the interviewee participating, UNDP didn't participate in any of the calls. Additionally, the evaluator has signed the UNEG Code of Conduct, which can be found in chapter 11.5.

6. DATA ANALYSIS

Data collection and analysis focused on the qualitative part of data, which was relevant for the evaluation of the 10 indicators defined in the ProDoc. The starting point for the analysis were the documents delivered for the desk review (documents listed in Annex C of the ToR) as well as the “ME Systems Tool” (ME – Monitoring and Evaluation) provided by the Project Team. These documents and files were analyzed and data was retrieved as far as possible. During the evaluation process, additional data sets were requested from the municipalities to be able to evaluate progress towards targets.

All data sets received were carefully reviewed, screened for data relevant for the evaluation and checked for plausibility where necessary and/or possible. It is important to note that the check of primary data inputs (e.g. number of incentivization cards or quantities of recyclables collected) was not part of the evaluation and the evaluation is based on secondary data sets.

For qualitative data the analysis was initially based on the documentation provided by the Project Team. This specifically included as key documents the five quarterly project reports, the needs assessments prepared for Kilis and Haliliye as well as the social assessment report. The information in these key documents was assessed against the evaluation questions listed in section 4. As a further step interviews with key stakeholders were carried out to receive additional information relevant for the evaluation questions. By using mixed methods of data collection, triangulation was ensured in the evaluation process. In this respect, the critical view of the donor needs to be mentioned, which provided helpful insights and was an asset in carrying out this evaluation.

Already before interviews with stakeholders started, the evaluator had several rounds of discussions with the Project Team on data to be provided for the evaluation of the 10 indicators. It became clear at a very early point in the evaluation, that there are considerable data gaps, as the Monitoring and Evaluation Framework was not properly implemented. Due to these shortcomings in monitoring project progress (data for several indicators was not available at the start of the evaluation, but was only requested during the evaluation) data was provided directly to the evaluator, whereas the process should have been that the Project Team collects data, translates, condenses and provides the parts relevant for the various indicators to the evaluator. As a result, the evaluator had to make the necessary calculations (e.g. percentage of savings per ton of solid waste). This led to misunderstandings, which had to be corrected in the review process of the draft evaluation report.

The main weakness of the data provided is the lack of time series due to delays in project implementation. The Project had a positive impact on most of the indicators, this is confirmed in further sections of the report. However, due to the absence of robust time series there are uncertainties which limit the validity of the evaluation.

7. FINDINGS

7.1 Relevance

The Project is a direct follow-up of the “*Effective Urban Waste Management for Host Communities Project Phase I*”, which focused on increasing the service capacity of the municipalities of Kilis and Sanliurfa provinces through the construction of waste transfer stations and supply of vehicles and supplementary equipment. The project also provided a training and awareness campaign on source segregation and recycling at Syrian accommodation centres in Kilis. A similar non-cash scheme has been piloted as well in Phase I, hygiene kits and stationary supplies have been distributed to residents via district performance logging and reverse vending automats which yielded successful results in terms of participation.

The Project also complements other waste management initiatives implemented by UNDP and funded by the EU Trust Fund (MADAD). Those initiatives focused on a combination of infrastructure development and technical support in 4 municipalities (Gaziantep, Hatay, Kilis and Sanliurfa).

The intervention is closely linked both to national as well as international policy priorities. Waste management in Turkey is based on the Environmental Law No. 2872 and the Turkish Waste Management Regulation from 2015. In 2016, the “National Action Plan for Waste Management 2023” was published, aiming at a recycling rate of 35% by 2023. The Zero Waste Regulation was published in July 2019 and aims at developing “zero waste management system” in order to protect the environment and human health and all resources in waste management processes in line with the principles of sustainable development with effective management of raw materials and natural resources. The Project is clearly contributing to the zero waste activities in the target municipalities.

The intervention is fully in line with the Country Programme Document (CPD) for Turkey 2016 – 2020 and is contributing to several outcomes listed programme. In waste management, the intervention is contributing to Outcome 1.1.2. (solutions developed and applied to improve sustainable management of natural resources and waste) with indicators 1.1.2.1 (number of prototypes and funded partnerships on sustainable management of natural resources and waste; and beneficiary provinces from least developed regions) and indicator 1.1.1 (number of integrated waste management solutions for reduced pressure on local systems, tested in camps and urban settings hosting Syrians).

Through its work on establishing women’s cooperatives, there is contributions towards indicator 1.1.2.1 on new systems that promote sustainable production adopted by in less developed regions, indicator 1.1.2.1 on prototypes and funded partnerships on sustainable management of natural resources and waste, indicator 1.1.4.1 on additional vulnerable men, women and youth with access to inclusive services and employment opportunities and indicator 1.2.4.3 on additional Syrians under temporary protection with access to employment services including skills trainings.

The new Country Programme Document covering 2021-2025 also puts a strong emphasis on waste management and aims at supporting the Government’s Zero Waste Policy. This is specifically mentioned in Output 3.4 (chemicals and waste prevented, managed and disposed of in an environmentally sound manner in crisis and non-crisis urban settings) and Output 3.5 (effective coalitions forged around environmental challenges and risk-sharing on climate change). The project is thereby also contributing to indicators 3.4.1 (number of interventions on waste management to strengthen core local public authorities’ functions), 3.4.3 (tons of hazardous chemicals and waste managed, treated and disposed of in an environmentally sound manner) and 3.5.1 (increase in waste

prevention/reuse/recycling rate (combined) in Turkey through UNDP waste management interventions). The 2020 programme also has a strong focus on social cohesion and the Project is contributing to Output 1.1. on displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community and Output 1.2 on risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

Likewise, The United Nations Development Cooperation Strategy (UNDCS) for Turkey puts a strong emphasis on waste management, social cohesion and employment. Relevant outcomes are Outcome 1.2 (by 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive quality services (e.g. health, education, decent employment, and social protection systems)) and Outcome 1.3 (by 2020, improved implementation of more effective policies and practices for all men and women on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders, including resilience of the system/communities to disasters).

The Project was supposed to contribute to the following Sustainable Development Goals (SDGs):

- SDG 5 Gender equality
- SDG 12 Responsible consumption and production
- SDG 13 Climate action

The ProDoc did give no further explanation towards which targets, and indicators of the various SDGs the Project will contribute and provided no indicators on the contribution towards human rights-based approach. The monitoring and evaluation system used in the Project does neither include gender nor human rights-based indicators, however, gender relevant information (such as a breakdown of participants in the various training activities by gender) was provided during the evaluation. Apart from detailed indicators, the project has contributed towards a human rights-based approach by not only looking at the technicalities of waste management systems, but by making social cohesion and the creation of livelihoods options a key focus of the project.

In relation to SDG 5, the project supported the foundation and expansion of women-led cooperatives. This is a clear contribution towards target 5.5 “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life”. The contribution towards SDG 12 is the core of the Project, with contributions towards several targets, including target 12.5 “By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse” and target 12.8 “By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature”. Finally, there is also a contribution towards target 13.3 of SDG 13, which is to “Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning”.

The problems identified in the design phase were mainly the volumes of waste and lack of recycling in the target communities as well as a need for social cohesion in the municipalities covered by the project. On waste volumes and recycling the project definitely made a positive contribution, although the relevant targets in the results framework were not fully achieved. Further information can be found in chapter 7.2. On social cohesion no clear statement can be made due to shortcomings in the design of the social assessment study. Further information can be found in section 7.5.

Based on these aspects, the intervention can be rated as **Relevant (R)**.

7.2 Effectiveness

Contributions towards the CPD

As analyzed in chapter 7.1, the project is contributing towards several outcomes and indicators listed in the Country Programme Documents 2016-2020 and 2021-2025. The following table gives an overview on the contributions:

Table 5: Contributions towards Country Programme Documents

Outcome	Indicator	Contribution to target
CPD 2016-2020		
1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste	1.1.2.1 Number of prototypes and funded partnerships on sustainable management of natural resources and waste; and beneficiary provinces from least developed regions	1 (Zero Waste Markets as prototype on sustainable management on waste)
	1.1.2.2 Number of integrated waste management solutions for reduced pressure on local systems, tested in camps and urban settings hosting Syrians)	1 (Zero Waste Markets as integrated waste management solution in urban settings hosting Syrians)
	1.1.4.1 Number of additional vulnerable men, women and youth with access to inclusive services and employment opportunities	22 women in Haliliye, 26 women in Kilis (additional employment opportunities generated through support of women's cooperatives). 200 Syrians formally employed in Kilis, who were previously informal waste pickers.
	1.2.4.3 on additional Syrians under temporary protection with access to employment services including skills trainings	
CPD 2021-2025		
3.4 Chemicals and waste prevented, managed and disposed of in an environmentally sound manner in crisis and non-crisis urban settings	3.4.1 Number of interventions on waste management to strengthen core local public authorities' functions	2 Civic Amenity Centers were built in Kilis and Haliliye
3.5 Effective coalitions forged around environmental challenges and risk-sharing on climate change	3.4.3 Tons of hazardous chemicals and waste managed, treated and disposed of in an environmentally sound manner	1,826 tons (recyclables collected in Haliliye and Kilis)
	3.5.1 Increase in waste prevention/reuse/recycling rate (combined) in Turkey through UNDP waste management interventions	Marginal (a figure of 1.3% of recyclables were collected in Kilis. This only gives a marginal contribution to national figures).

There were no directly applicable indicators in the United Nations Development Cooperation Strategy (UNDCS) for Turkey.

Incentivization schemes

Both municipalities provided information on the number of households participating in the incentivization scheme through the dissemination of incentive cards. Kilis reported that 5,723 persons are registered in the incentivization scheme. It was clarified by the Project Team that only one individual per household is registered, therefore the number of individuals equals the number of households (5,723). In Haliliye, a total of 2,675 persons came to the Zero Waste Market to register themselves (voluntary registration). Out of these 2,675 persons, 914 received incentive cards. This gives a total of 8,398 persons/households participating in the incentivization scheme, which is 84% of the target.

Due to the lack of availability of timeline data (number of cards issued per month), no indication can be made whether the number of households participating will likely increase in the future. An earlier distribution of the cards would have helped both in using the awareness campaign in better promoting the use of incentive cards and getting timeline data to better understand the trend in number of cards being used.

The data delivered by the municipalities does not allow differentiating between host community members and Syrians under Temporary Protection (SuTP), so no conclusion can be made on how the cards are being used by the different user groups.

Recyclables collected

The municipality of Kilis provided the following data on waste materials collected for the years 2012-2021. For 2021, the figures provided were only for the first 6 months. In order to be able to show a timeline, it was assumed that the second 6 months will deliver the same waste quantities, therefore figures provided were doubled.

Table 6: Waste quantities in Kilis by type of waste, 2012-2021 (in tons/a)

	Paper	Plastic	Glass	Metal
2012	24	40	14	4
2013	30	50	17.5	5
2014	33.6	56	19.6	5.6
2015	36	60	21	6
2016	36	60	21	6
2017	48	80	28	8
2018	60	100	35	10
2019	72	120	42	12
2020	78	130	45.5	13
2021	288	480	168	48
Increase 2021	369%	369%	369%	369%

The table shows a steady increase of waste over the years 2012-2020 and a sharp increase in the year 2021, with total waste collected having more than tripled in 2021. In total, a volume of 984 tons of recyclables were collected. This is an indication of a positive impact from the Project, although it cannot lead to the conclusion that the entire benefit can be accredited to the Project, as there were other initiatives as well supporting recycling in the municipality.

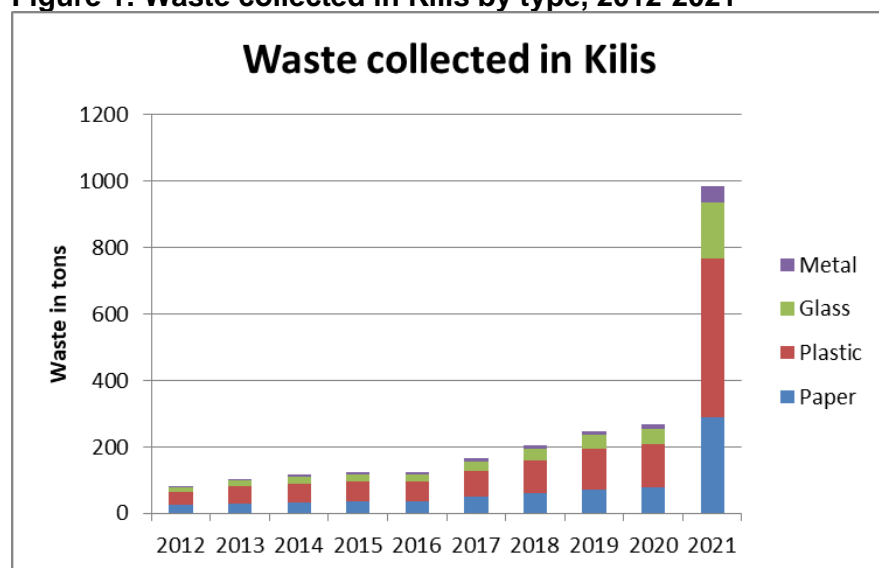
2 facts have a negative impact on the reliability of data:

- The increase in percent between 2020 and 2021 is the same for all sorts of waste. This indicates that data was estimated and not measured.
- The share of sort of waste is the same in every year: paper 29.2%, plastic 48.8%, glass 17.1%, metal 4.9%.

Both facts undermine the reliability of the data provided and the results need to be interpreted carefully.

The following graph shows the increase of waste collected in Kilis between 2012 and 2021, with the sharp increase in 2021. Again, results need to be interpreted carefully due to lack of data reliability.

Figure 1: Waste collected in Kilis by type, 2012-2021



The municipality of Haliliye provided information on the collection of waste material in the zero-waste market as well as bulk packaging waste. The data provided on the zero-waste market was for the months June (4-30 June), July and August (1-17 August). A detailed analysis showed that the average daily figures for July are representative for the entire period in the main waste categories. Therefore, to estimate annual collection of recyclables, the July figures were multiplied by 12, resulting in the following overall figures for 2021:

Table 7: Waste in Haliliye by waste type

	Paper/card board (t)	Metal (t)	Plastic (t)	Glass (t)
2021	819.8	1.6	20.1	0.1

Overall, a total of 1,826 tons of potential recyclables are expected to be collected in 2021 based on the data provided by the municipalities. 61% of the recyclables are paper/cardboard, followed by 27% of plastic, 9% glass and 3% metal.

Table 8: Waste in Haliliye and Kilis by type

	Paper/card board (t)	Metal (t)	Plastic (t)	Glass (t)	Total
Kilis	288	48	480	168	984
Haliliye	820	2	20	0	842
Total	1,108	50	500	168	1,826

For the municipality of Kilis, data on the total waste per day/year was provided. The following table provides figures for the period 2012-2021:

Table 9: Total waste in Kilis, 2012-2021

Year	Daily waste amount (ton/day)	Yearly waste amount (ton/year)
2012	60	21,900
2013	70	25,550
2014	80	29,200
2015	100	36,500
2016	120	43,800
2017	130	47,450
2018	140	51,100
2019	170	62,050
2020	190	69,350
2021	210	76,650

In 2021, 984 tons of recyclables are expected to be collected in Kilis, this is 1.3% of the total waste in the municipality compared to a target of 20%. Due to the delays in project implementation and the absence of robust time series, a projection into the future is not possible.

Civic Amenity Centers (CACs)

2 Civic Amenity Centers (CACs) were established, 1 in each of the municipalities. The Kilis CAC is in the city center and fully operational. According to the MoEU, the CAC is the only center in Turkey meeting the requirements of the ministry and will therefore be used as a best practice example.

There were delays in the implementation of the CAC in Haliliye, as the area that was initially proposed by the municipality had some constraints in relation to town planning. A new site has been selected, which is far from the city center, but close to a new growth area. Due to the delays in site selection, followed by delays in building the CAC, the center is not in operation during the preparation of the Evaluation Report as regulatory approvals by the MoEU are still missing. It is expected that the CAC will be put into operation in autumn 2021.

Based on the results of the needs assessment, mobile amenity centers were installed (8 in Kilis, 10 in Sanliurfa), replacing the third CAC mentioned in the ProDoc. This is good adaptive management and is improving access of the population to collection points of recyclables.

Women's cooperatives

Under the project, 2 women's cooperatives were supported, one in each of the 2 municipalities. The cooperative in Haliliye is focusing on compost production (vermicompost and regular compost) and growing vegetables in a newly built greenhouse financed by Project funds. The cooperative has 84 members, out of which 30 are Syrian refugees. 4 women are working on composting, 18 women will be working in the greenhouse. The greenhouse is constructed and ready for operation. during the preparation of the Evaluation Report there was no production, as the agricultural season hasn't started yet. The cooperative is waiting for winter season, where products will yield higher revenue. Planned production is tomatoes, these will be dried and exported to Azerbaijan, drying will generate added value in the region. As the cooperative is already exporting other products (e.g. dried peppers), there is a high likelihood that production is sustainable. For the compost production there is some question marks on sustainability, as it is not clear at the moment to whom and at what terms fertilizer will be sold.

The cooperative in Kilis is using waste created by a union established in Kilis on olive oil production and manufacturing. The liquid part of this waste can be used for soap making while the composted pomace can be used as a fertilizer in agriculture. Under the Project, equipment for soap production was procured and training on the production of different soap products was held in February 2021, with 26 women participating, 13 SuTP and 13 host community members. While soap production is up and running, there is no clarity about the market for the soap produced by the cooperative. This is a considerable risk for the sustainability of this component.

Trainings on handicraft manufacturing

The Project team provided information and evidence on the trainings given to members of women's cooperatives in Kilis and Haliliye supported by the Project. A total of 125 women were trained in February and March 2021 on composting, soap production and recycling. 51% of the trainees were Syrians, 49% Turkish. The requirement of at least 50% of the trainees to be Syrians is satisfied. The number of trainees is only around 60% of the target.

Training of volunteer community wardens

In spring 2021, a total of 412 community wardens received training under the Training of Trainers (ToT) component. Due to COVID-19 restrictions the training was held online and consisted of 2 training sessions of 2 hours each. The majority of participants in the training were staff of educational institutions (schools, kindergartens, university), a small share came from municipal institutions. As the trainings were made online, a learning hub (web site) was established for participants to receive all training documents (www.katilimciatikyonetimi.com). Information on the website was shared with all participants. From the 412 participants in the training, 201 or 48.8% were women and 211 of 51.2% were men.

To get an impression on the impact of the trainings, interviews with 3 participants were carried out. All participants confirmed that the training was very useful and a good basis for passing on the information to students in their school/kindergarten/university. In some cases, classroom lessons were accomplished with activities, such as putting up recycling bins in the school yard.

While it is important to train kids and students, who will then pass on some of their experience to their parents, this seems to be a measure with a long-term perspective. All participants confirmed that there will be little short-term impact on recycling activities of households.

Impact assessments on social cohesion

Under activity 1.8 of the Project, a social behaviour study was carried out. The study is based on 2 rounds of surveys: the first (baseline) survey was carried out in July 2020 before the measures under the Project was carried out, the second survey was carried out in May 2021. The results are covered in one report, which compares results from the baseline survey with the survey carried out in May 2021.

There are several observations to be made on this report:

- According to the report, the ToR for the work required to interview a total of 250 people in total (both municipalities). The authors of the study increased the number of interviews and a total of 464 people were interviewed in the first round, 471 in the second round. The distribution between Kilis and Haliliye as well as between local people and Syrians was around 50:50 in both cases. The number of people interviewed is too small to derive robust results, it is estimated that around 2,000 interviews² would have been necessary to have robust results. The number of interviews in the ToR (250) was set by UNDP and it is not clear why the number is so small. It was indicated that this was based on budgetary reasons. However, it makes limited sense to carry out surveys, when it is known in the beginning that the number of surveys is too small to generate robust results.
- Due to delays in project implementation, the awareness campaign was only started towards end of December 2020. This only gave Project beneficiaries 5 months until the second assessment was carried out. This seems too little time for a broad change of habits in waste collection and recycling, which is then observed in a survey.
- The report indicates that the survey did not focus on geographical areas where the Project was implemented, e.g. the area where the Zero Waste Market was established or around the CAC in Kilis. In these areas, there should have been a much stronger impact by the Project, which should have been reflected in the results of the report.

Based on these limitations, it is difficult to draw conclusions from the report. However, a few points are worthwhile noting:

- When asked what awareness raising activities caught the biggest attention, the majority of respondents mentioned posters and banners exhibited on streets. Setting up posters and banners around markets can be a relatively cheap way to reach the target group.
- Participants in the surveys were asked whether they have knowledge on the concept of recycling. Positive responses were considerably higher in the second survey, which is a good indication, but there was no “test” about the knowledge of people on recycling.
- When asked about what awareness activities would be best suited to draw attention to recycling, there was no clear preferred activity from the possibilities mentioned (posters, videos, shopping bags, vending machines).
- The answer on how often waste is segregated led to results which are inconsistent and put the entire survey in question. Some examples: In Kilis, 50% of Syrians answered in the first survey

² For a population of 100,000 persons, slightly more than 1,000 interviews are necessary at a margin of error of 3% and a confidence level of 95%. For 2 sites, this would lead to around 2,000 interviews.

that they always segregate waste, in the second survey it was only 17%. In Haliliye, 8% of the Syrians answered in the first survey that they never segregate waste, the number rose to 27% in the second survey.

- The survey asked about social cohesion between the Turkish and Syrian community. While results were not fully distinct, they indicated a slight increase in social cohesion between the first and the second survey. The question of social cohesion was also asked in interviews with participants of the ToT. There, no clear indication was given about an improvement and the statements were more of personal nature.
- In general, the results on social cohesion were more positive in Haliliye then in Kilis. Again, this can be a result of the small sample size (and the fact that in Kilis only 68 Syrians were interviewed in the second round, compared to 121 in the first round), but is an indication which is worthwhile to verify in further surveys.

Overall, the results of the surveys need to be seriously questioned. It is a missed opportunity that not more care was taken when preparing the ToR, designing the surveys and carrying out the surveys.

The following table lists the 10 indicators defined in the ProDoc, provides baseline level, end-of-project target, end-of-project level and description of achievement for each of the indicators and rates the indicators based on the rating scale:³

³ Highly Satisfactory (HS): no shortcomings, Satisfactory (S): minor shortcomings, Moderately Satisfactory (MS), Moderately Unsatisfactory (MU): significant shortcomings, Unsatisfactory (U): major problems, Highly Unsatisfactory (HU): severe problems

Table 10: Results framework

Indicator	Baseline level	End-of-project target	End-of-project level	Description of achievement	Rating
1.1 Number of tailor-made initiatives with incentivization schemes for households designed and operational.	0	2	2	Incentivization schemes were designed and are operational in both municipalities.	S
1.2 Number of participating households.	0	10,000	8,398	Kilis reported that 5,723 persons are registered in the incentivization scheme. In Haliliye, a total of 2,675 persons came to the Zero Waste Market to register themselves (voluntary registration). Out of these 2,675 persons, 914 received incentive cards. This gives a total of 8,398 persons/households participating in the incentivization scheme.	S
1.3 Number of recyclables collected via source segregation (tons per annum).	0	2,500	1,826	In Kilis 984 tons of recyclables will be collected in 2021, in Haliliye 842 tons, giving a total of 1,826 tons. Reliability of data is questionable in both municipalities.	S
1.4 Number of pre-processing equipment along with smart and conventional waste collection equipment including civic amenity centre(s) (minimum three centres are planned to be established; 2 at Kilis and 1 in Şanlıurfa) for recyclable recovery in targeted provinces to handle recyclables collected from the participatory waste projects.	0	3	2 Civic Amenity Centers + mobile amenity centers	2 Civic Amenity Centers (CAC) were established, 1 in each of the municipalities. Based on the results of the needs assessment, mobile amenity centers were installed (8 in Kilis, 10 in Şanlıurfa), replacing the third CAC.	HS
1.5 Percentage of savings per ton of solid waste achieved within operations at targeted province and districts.	0%	20%	1.2%	In 2021, 984 tons of recyclables are expected to be collected in Kilis, which is 1.3% of the total waste in the municipality. No data was available for Haliliye.	U
1.6 Number women's collectives established, or existing ones supported to be made operational	0	2	2	2 existing cooperatives were supported, with Haliliye focusing on vegetable production in greenhouses and compost production and Kilis on producing soaps from olive oil waste. While Haliliye seems to be have secured markets for their products, sales opportunity for soap from Kilis seem to be in question.	MS
1.7 Number of individuals enrolled in specific skills trainings on handicraft manufacturing from recycling operations. (At least 50% to be Syrians)	0	200	125	A total of 125 women were trained in February and March 2021 on composting, soap production and recycling. 51% of the trainees were Syrians, 49% Turkish.	MS
1.8 Percentage of point to product conversion as a marker for active participation and obtained benefits from incentivization programme.	0%	90%	No data	No data	
1.9 Number of volunteer community wardens trained for participatory waste management and environment for every sub district.	0	104	412	A total of 412 community wardens received training under the Training of Trainers (ToT) component. From the 412 participants in the training, 201 or 48.8% were women and 211 of 51.2% were men.	HS
1.10 Number of positively resulted impact assessments on social cohesion by participatory waste management	0	2	2	2 surveys were carried out: first survey in July 2020, second survey in May. Due to shortcomings in design and implementation, the results should be seriously questioned.	HU

The ProDoc is very short when it comes to details on planned activities and timelines. There is only one page, which lists the 8 activities, provides a short description of each activity and indicates the percentage of budget used in year 1 or year 2. The ProDoc lacks a detailed description of all sub-activities to be carried out as well as a detailed timeline. Also, the Project Team did not elaborate a detailed work plan once it started its activities.

While this sounds like a minor lapse, a more thorough analysis show that this shortcoming contributed to delays in project implementation. Work in Activity 1 for example started with the needs analysis report, the contractor for that work was selected in a tender based on UNDP rules. Work was carried out, a report was written, which gave recommendations on the equipment and material to be procured. To procure equipment and material, another tender was required. After awarding of the contract, equipment and material was delivered/installed. If a proper work plan would have been elaborated, it would have been clear that a timeline of 18 months for the Project is unrealistic.

The following table describes the status of implementation for each of the 8 activities planned under the Project:

Table 11: Status of implementation of project activities

Activities	Status of implementation
1.1. Assessment of district layouts and current routes of transportation and local value chains of solid waste by the municipalities and design and initiation of public awareness campaign to support community driven recycling.	<p>For both municipalities, "Needs Analysis Report on Zero Waste Management System Investments" were prepared in September 2019, describing in detail the investments required and acting as a roadmap for the Project. These were then the basis for procurement of equipment under 1.5, 1.6 and 1.8.</p> <p>For awareness campaigns an extensive set of material was prepared, including brochures, posters, market bags, billboards, banners, promotion and animation videos and on-vehicle advertisements. Information videos were shown in local television, promotion videos were shown in streets, animation videos for children were shown in kindergartens and schools.</p> <p>Zero waste training activities were carried out for a total of 4,223 participants, Training of Trainers (ToT) was delivered to 412 participants and 352 persons participated in volunteer training to public officials.</p>
1.2. Design and planning of collection and incentivization models, facilitation of private sector participation by the establishment of women's collectives for handicraft/product manufacturing from recyclables.	<p>The collection and incentivization model were developed based on a report prepared by an Individual Consultant. The required software was developed, incentive cards produced and disseminated and products to be given to citizens in return of points collected were procured. The incentivization system is active in both municipalities.</p> <p>2 women cooperatives were supported by the project. The cooperative in Sanliurfa is producing vermicompost and compost with equipment procured through the Project. Output is around 3t of vermicompost and 15-20t of compost per year. The project also provided a greenhouse, which has been installed and is ready for production, which will start in September 2021 to produce for the winter season.</p> <p>The cooperative in Kilis is producing olive oil soap from residues of olive oil production. Production started in January 2021.</p>
1.3. Support to municipal community centres for	Specific skills training about how to make products from

the establishment of training workshops and ateliers and implementation of specific skills training programs directed at members of Syrians and host community on recycling operations.	waste was organized in both locations through the support of an expert. Trainings were carried out in February 2021, in total 80 persons participated.
1.4. Operationalization of the participatory network with design and initiation of public awareness campaign to support community driven recycling.	The activity was carried out in parallel with zero waste training activities mentioned under activity 1.1.
1.5. Provision and installation of supplementing equipment and vehicles to support collection mechanism, including establishing smart waste collection systems.	A total of 11 vehicles was procured under the project (4 for Kilis, 7 for Haliliye) for a total cost of USD 401,000. Vehicles were 3 hydraulic compaction vehicles, 6 waste taxis and 2 pick-ups. The number and types of vehicles were determined in the needs assessment report for the municipalities. Additionally, supplementing equipment, such as organic deposit equipment, indoor and outdoor waste collection equipment were procured and disseminated in the municipalities.
1.6. Installation of civic amenity center(s) along with containers with sensor arrays and reverse vending automats.	2 Civic Amenity Centers (CAC) were established, 1 in each of the municipalities. Based on the results of the needs assessment, mobile amenity centers were installed (8 in Kilis, 10 in Sanliurfa), replacing the third CAC. Total investment costs of the 2 CACs were USD 317,000, which is less than estimated in the ProDoc (USD 250,000 per CAC).
1.7. Starting up and facilitating the community warden initiative and linking local licensed recycling companies with participatory source segregation for ensuring sustainability.	Agreements were made between municipalities and licensed companies for the collection and sorting of recycling waste. 104 volunteer community wardens received training on zero waste management.
1.8. Execution of stakeholder analysis and social behaviour assessment study & conduction of surveys. ⁴	

Monitoring and Evaluation

The ProDoc provides an extensive description of the Monitoring and Evaluation (M&E) plan of the Project. Key components of the M&E plan are tracking of progress against results indicators with quarterly updates, progress reports on progress data showing the results achieved against pre-defined annual targets at the output level and project reviews by the PB including an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.

The Project Team has prepared a total of 5 Project Progress/Quarterly Reports, summarizing the work carried out in the previous 3 months. In all these reports, there is a detailed description of the work carried out under all 8 activities, a section on gender equality, a short discussion of risks, lessons learnt and conclusions and a summary on the financial status. The reports also include a

⁴ Activity 1.8 was worded in the ProDoc as "Assisting waste management unions for the provision of incentives for community driven recycling effort", but has been referred to in all progress reports as "Execution of stakeholder analysis and social behavior assessment study & conduction of surveys".

short para on “Monitoring Arrangements”, which provides information on the PB meeting, coordination meetings with USBPRM and MoEU, as well as information on one field visit in 2020.

While the Project Progress Reports gave updates on the activities carried out, they fully lack information on the 10 performance indicators and progress towards achieving these indicators. Also, there is no indication that the Project Board has been informed in the meeting in December 2020 on the progress in the results framework.

During the final evaluation, an Excel sheet on “M&E system tool” was shared with the evaluator, which was used for monitoring and evaluation and contains information on the 10 indicators, data collection tools and some results. Discussions with the Project Team indicated that there has been no data collection on several indicators before the end of the project (indicators 1.2, 1.3, 1.5, 1.8). The argumentation given was that these data sets are owned by the municipalities and the Project Team has no direct access to the data. However, the argument on data access might be correct, but it is the responsibility of the Project Team to set up a monitoring system in line with the requirements from the ProDoc, helping all stakeholders to understand what progress is being made on all indicators. Only if there is a properly functioning monitoring system, corrective action can be taken when necessary, thereby increasing the likelihood of overall achievement of project indicators and targets.

A relevant question for effectiveness is the question whether COVID-19 had a positive or negative impact on the achievement of project results. The Project Team reacted well in switching training activities from live to online meetings. This allowed carrying out the planned training activities and still reaching a good number of persons (more than 400 persons). It is clear that the quality of on-line trainings is lower than live sessions due to the limited possibility of interaction between trainer and trainees and no interaction between trainees.

Due to COVID-19 restrictions, deadlines for several tenders were delayed. However, the Quarterly Project Reports mentioned only small delays in closing tenders, with delays ranging from a few days to about 2 weeks. The Project received a 6-month extension due to limitations through COVID-19, which should have covered the delays caused by COVID-19. It can be concluded that COVID-19 had a slightly negative impact on the achievement of project results, however, delays in project implementation are more related to shortcomings in project management than COVID-19.

Based on the findings in this sub-section on effectiveness, the intervention can be rated as **Moderately Satisfactory (MS)**.

7.3 Efficiency

Budget and expenses

The budget proposed for this Project had more than 80% of the costs related to hardware, such as vehicles, CACs or waste collection equipment. Despite the big share, no details or budget notes were available to understand how the budget is calculated. The ProDoc for example mentions that “prefeasibility assessments indicate that estimated amount per vehicle is 60.000 USD”, however, no information was included in the ProDoc or available during the evaluation on the number of vehicles to be procured. The procurement of 11 vehicles for a total of around USD 400,000 (average of USD 36,000) was based on roadmaps developed for each of the cities.

There is difference in certain costs components between the budget mentioned in the ProDoc and actual expenses:

- Cost of UNDP Project Staff are 64% higher than planned, the difference was explained as follows: the budget was established in 2017, but the project was carried out in 2020/2021 when inflation was much higher. Also, project duration is longer than expected. Both points are valid, although the project duration could have been shorter in case proper project management would have been applied, this would have saved some costs. The extension based on COVID-19 was not foreseeable, which explains part of the cost increase for UNDP staff.
- Contractual services companies: 3 times the budget. Due to COVID-19 some activities could not be carried out as efficiently as planned. It was decided to produce informative/branded materials regarding zero waste in targeted provinces together with the implementing partner (this includee design, production and distribution of various materials which contains three types of animation videos, two types of promotion videos, four types of posters, brochures, market bags, banners, billboards, informative videos to be shown on local channels). Also, the design of the training and ToT activities were modified and extended, leading to additional costs. Based on the request of both municipalities LED screens were procured to promote zero waste to local people and Syrians in targeted provinces. All this, together with costs increases due to inflation (the Project budget was based on 2017 price levels) explains the difference.
- Institutional contracts: are 87% less than budgeted. Difference is explained by shifting of budgets between cost components.

Final expenses of USD 2,744,298 were reported at the end of the evaluation. This is excluding GSM and is 1.2% below the budgeted costs.

The work on the impact assessments revealed the lack of capacity of the Project Team in research methods and the lack of resources within UNDP to support the Project Team in this topic. The tender process was organised in line with the UNDP internal requirements and the consultant delivered a report based on 2 surveys. So the process was organised correctly, but there was lack of capacity in providing inputs on the work actually carried out, such as definition of sample size and making sure demographics in the 2 surveys are the same, making sure results from baseline study and follow-up study can be compared and conclusions can be drawn, etc. A stronger focus on the content and results of consultant assignments rather than only making sure the procurement process is working fine, is necessary to increase the quality of outputs.

Project Board

The Project Board (PB) was supposed to guide and oversee the implementation of the Project and was supposed to convene twice during the Project lifetime. Only one meeting was held, on 15 December 2020. There are several points to be made on the PB meeting:

- Project start was in May 2019, so the PB cannot fulfil its function of guiding and overseeing the project when the first meeting was held more than one and a half years later and after the extended project deadline (September 2020).
- The agenda included an introduction to the Project Team, which is surprising after more than 18 months of activities in the Project.
- The minutes don't mention any discussion on critical issues in the project, such as the delays caused by COVID-19 and relevant corrective actions.

- In the PB meeting, MoEU, UNDP, USBPRM and Strategy and Budget Office participated. Ministry of Foreign Affairs (MoFA) and the Directorate General of Migration Management did not participate.

Based on the findings in this sub-section, the intervention can be rated as **Moderately Satisfactory (MS)**.

7.4 Sustainability

On the women's cooperatives, there is a high certainty of sustainability of the activities in growing vegetables in the Sanliurfa cooperative, as the activities financed through the Project are added on existing, successful work. For the composting work in Sanliurfa as well as the soap production in Kilis sustainability could not be fully proven during the evaluation.

The incentivization scheme plays an important role in changing the mindset of people when it comes to recycling. In Kilis it is planned that after the end of the Project the collection of 1kg waste will be rewarded with 1 Turkish Lira, for 10kg 12 Turkish Lira will be paid. If the municipality sticks to this commitment, this is positive for sustainability. For the software used for the incentivization cards it is not clear how the use of software will be maintained after the warranty period has expired and the municipality needs to provide funding for operation and maintenance. This is a certain risk for sustainability of the incentivization scheme.

The integration of informal waste pickers into a formal system with financial compensation for recyclables collected has been successful and solved several issues (transforming an illegal into a legal system, increasing security in neighbourhoods, generating income for families of waste pickers). An expansion of the system in cooperation between the municipalities and the recycling companies engaged by the municipalities further supports sustainability of this important achievement.

The Zero Waste Market in Haliliye is seen as a pilot activity and depending on the feedback from the population, Haliliye is considering opening more zero waste markets. As the time since opening the market has been too short to gain enough feedback, no decision on further expansions has been made. It has been made clear by the municipality that due to extensive promotion of the project in media the current Zero Waste Market is very likely to stay open, which is positive for sustainability, however, no concrete commitment was given.

Extensive training activities have been carried out under the Project and there was a focus on Training of Trainers (ToT), so there was a good basic introduction given on recycling. Two points require follow up: 1) Due to the COVID-19 situation, all trainings were held virtually. This clearly reduces the effectiveness of the training as there is less attention of participants, little interaction between trainees, little discussion. A follow-up of training activities through live trainings is recommended to sustain the capacity of trainers. 2) ToT activities focused on educational institutions, which should lead to medium- to long-term effects. Additional training and awareness activities directly focusing on the key target group (women) would help in sustaining the positive effect of the project.

In discussions with representatives from Haliliye and Kilis the need for further support was voiced to increase the capacity for waste management. In Haliliye, the expansion of Zero Waste Markets was specifically mentioned, for Kilis a need for additional trucks, specifically with pressing capacity (to reduce the bulkiness of waste collected). Hence there is a good potential for further scale up,

however, both Haliliye and Kilis mentioned the need for financial support. The MoEU stressed the shortage of funds for supporting municipalities but emphasized that applications for grant support can be submitted to the ministry. Likewise, USBPRM expressed a similar view and is open to new proposals following up on previous projects. Both entities mentioned limitations in funding.

Risks

In the Social and Environmental Screening Procedure (SESP), 2 risks were identified:

- Risk 1: Primary risk being inadequate participation to the community-based source segregation programme, along with segregated participation
- Risk 2: There is risk of inefficient collection due to scheduling and management issues that may yield to environmental impact

Both risks were correctly identified and managed appropriately. In the end, the risks were lower than expected, as the Project only covered part of the area of Kilis and Haliliye municipality.

A risk which hasn't been identified beforehand is the risk of delay in Project implementation, leading to reduction of the positive impact the Project could have had. While working on the ProDoc, it should have become clear that delays in awareness raising, establishing CACs, supporting women's cooperatives, etc. doesn't allow to harvest the full benefit of the Project. This should have resulted in an improved work plan with clear deadlines for each of the activities and sub-activities.

Considering these aspects, sustainability can be rated as **Moderately Likely (ML)**.

7.5 Cross-Cutting issues

Under this topic, three main questions need to be discussed, these are also mentioned in the ToR:

- To what extent has the project contributed to the advancement and the progress in women's empowerment as well as mainstreaming gender equality?
- To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?
- To what extent has the project contributed to crisis prevention and recovery issues?

The Project had a clear focus on improving women's empowerment and gender equality. Activity 1.2 was specifically designed to support women's collectives for handicraft/product manufacturing from recyclables. The evaluation has shown that good progress has been made in both cooperatives, with question on sustainability in the Kilis cooperative due to supposed lack of market opportunities.

Gender has been a key element for this project as waste management at homes is managed mostly by women, therefore women play a significant role in the value chain both as consumers and disposers. Gender responsive communication material was prepared and used in the awareness campaign for this Project. When trainings were provided, care was taken that there is a strong participation from women in the training sessions. From the 412 participants in the Training of Trainers (ToT), 201 or 48.8% were women and 211 or 51.2% were men.

A key component in the Project was to support provide to women's cooperatives. 2 cooperatives were supported by providing equipment and training. The cooperative in Kilis focused on the production of soap from olive oil production waste, the cooperative in Haliliye is working on vegetable production in

greenhouses and fertilizer production. Both cooperatives only employ women and in total more than 20 permanent workplaces were created.

Poverty/environment nexus and sustainable livelihoods as well as contribution to crisis prevention and recovery issues, the project has made valuable contributions. During the Project, the municipalities have signed contracts with companies on the collection of recyclables. These companies then signed with waste collectors, who receive money for the waste they bring to the companies. Moreover, the companies provide the waste collectors with municipal vests, which are a clear sign that these persons are legally employed by the company. This increases security and gives the population a different perception on these people, as they are officially contributing towards the reduction of waste. In the case of Kilis, this involves 200 Syrians and provides an income stream for 200 families. This is an important step towards the reduction of problems with informal waste pickers. This is a contribution both towards sustainable livelihoods and crisis recovery issues.

Regarding social cohesion, no clear statement can be made. The social assessment study did not provide robust results due to shortcomings in the design of the survey. The question of social cohesion was also discussed with all other stakeholders involved in the evaluation. While some stakeholders saw moderate improvements, other stakeholders did not confirm changes, neither positive nor negative. Although moderate improvements were reported by some stakeholders, no conclusion can be drawn that there was a positive effect on social cohesion.

The approach to “leaving no one behind” (LNOB) not only entails reaching the poorest of the poor, but also seeks to combat discrimination and rising inequalities within and amongst countries, and their root causes. Leaving no one behind means moving beyond assessing average and aggregate progress, towards ensuring progress for all population groups at a disaggregated level. The Project followed this approach by understanding the special situation of Syrians under Temporary Protection (SuTP) in Turkey and defining Project activities aiming at avoiding that no one is left behind. Through the Temporary Protection regulation, the Government of Turkey provides a rights-based legal framework, which offers access to education, health care, employment and social security to Syrians.

By supporting the integration of informal waste pickers into a formal system with financial compensation for recyclables collected, the Project positively contributed towards LNOB in several ways: through transforming an illegal into a legal system, thereby integrating SuTP families into their communities, increasing security in neighbourhoods and generating income opportunities for families of waste pickers. Likewise, the activities to include Syrian refugees in women’s cooperatives and provide them with income opportunities is an important contribution.

Considering these aspects, the intervention can be rated as **Satisfactory (S)**.

8. CONCLUSIONS

Based on the previous chapters, the following conclusions can be drawn:

- The Project made a clear contribution towards increasing the infrastructure for recycling and waste management in the participating municipalities. The majority of budget (more than 80%) went into hardware (vehicles, equipment, etc.) rather than spending on consultants, this is very positive. However, impact on situation in entire municipalities is difficult to estimate, as infrastructure was only improved in parts of the municipalities due to budget constraints.
- The Project is also positively contributing towards reducing the financial pressure on the municipalities. Municipalities receive governmental funding based on the number of Turkish residents but need to provide services for all inhabitants (Turkish residents and Syrian refugees).
- A detailed budget, a precise workplan with sub-activities in all 8 main activities and detailed timeline would have been an asset both to the Project team and stakeholders. These tools would have helped the Project team to properly plan all activities in the project and take corrective action where necessary. Stakeholders such as the Project Board would have gotten a much better overview on progress and the likelihood of achieving the planned outcomes.
- UNDP and the Project Team underestimated the time required for project implementation. It was not clear in the ProDoc what consecutive steps need to be carried out to implement the planned activities, how much time is required to run tenders following UNDP rules, how much time is required to carry out assignments, etc. Proper project management could have avoided a good part of the delays in the project.
- There was a change in the project management in 2020, when the initial project manager went on maternity leave in March 2020 and the new project manager only took his position on September 2020. Between March and September 2020, the Project Associate was leading the activities. The Project Team conveyed the view that there were no delays caused by the change of the project manager, however, if such a challenging project with a short timeline (only 18 months) doesn't have a dedicated project manager, it is clear that delays will occur. During the review of the Draft Evaluation Report it was confirmed that more macro-level management in terms of coordinating and creating synergies, identifying and implementing a detailed work plan, tracking key milestones of the project and overall outcomes would have been helpful.
- Due to delays in the initial phases of the Project and time required for tendering various contracts (both for equipment and consultants), a lot of activities got pushed towards the end of the project and were only carried out in the last 6 months. There was also an impact on the timeline from COVID-19, but this seems to have played a minor role. The delays led to a reduced possibility to harvest from achievements of the project, such as women's cooperatives producing and finding their markets, population being penetrated by awareness raising activities, giving them time to change their behaviour towards waste separation, CACs being active thereby giving the municipality the opportunity to collect data over a certain period of time. These are missed opportunities, which could have been – to a large extent and through proper project planning and management – avoided.
- The first (and only) PB meeting was held too late (16 months after project start) and therefore could not fulfil its function of guiding and overseeing the project. The first PB meeting should have been carried within the first 6 months after the start of the project, followed by a second meeting to be held around mid-term to allow guidance of the Project by the PB.
- There have been problems with informal waste pickers in the Project area. During the Project, the municipalities have signed contracts with companies on the collection of recyclables.

These companies then signed with waste collectors and provide them with municipal vests, which are a clear sign that these persons are legally employed by the company. This increases security and gives the population a different perception on these people, as they are officially contributing towards the reduction of waste. This is an important step towards the reduction of problems with informal waste pickers.

- Sanliurfa cooperative is a very positive example for providing additional income generation opportunities for the members of the cooperative as well as integrating Syrian women. There is a high certainty of sustainability of the activities in growing vegetables, as the activities financed through the Project are added on existing, successful work. The cooperative also has links to university and youth, which are additional positive points.
- It is understood that there was no interaction between the two municipalities engaged in the Project. Interaction through workshops or seminars could have been very helpful in exchanging views and seeing how problems are solved in other municipalities.
- In the municipalities, reverse vending automats were installed, which give out pens in return for recyclables being deposited in the machine. While this is a nice first step to raise attention, there will be no real benefit with quantifiable contributions in the long term, as only pens are given out.
- There are question marks on the impact of training activities carried out, especially the Training of the Trainers (ToTs). First of all, training was carried out online to Covid-19 restrictions, which reduces the effectiveness of the training. The Project Team is not to blame for that, and it is positive that training activities were carried out despite the difficult framework conditions. The ToTs selected for the interviews indicate that the focus of the ToT training was on educational institutions (schools, kindergartens, university). While this can create long-term effects by educating children and youth on recycling and waste management, it is questionable whether there is a short-term effect on the key target group.
- For the incentivization cards software was procured by the project, which has a 1-year warranty period. It is not clear how the use of software will be maintained after the warranty period has expired and the municipality needs to provide funding for operation and maintenance. This is a certain risk for sustainability of the incentivization scheme.
- In Kilis it is planned that after the end of the Project the collection of 1kg waste will be rewarded with 1 Turkish Lira, for 10kg 12 Turkish Lira will be paid. If the municipality sticks to this commitment, this is positive for sustainability.
- The ProDoc included estimated costs of USD 60,000 per vehicle to be procured under the Project, however, the budget does not include information on the number of vehicles to be purchased. In the project, a total of 11 vehicles were procured for a total of around USD 400,000, giving an average of USD 36,000. It is positive that the cost per vehicle is lower than expected but based on the information available it is not possible to evaluate whether the planned number of vehicles was procured or not. More clarity in the budget of the ProDoc would have been helpful.

9. RECOMMENDATIONS

There are various lessons learnt from the Project, which are the basis for recommendations. These are either relevant when following up on the work carried out under the Project to improve sustainability or are recommendations for future projects of a similar type.

- 1) The implementation of Zero Waste Markets has proven to be a successful model to engage the population in recycling activities, this shall be further expanded. The municipality of Haliliye has expressed its interest in increasing the number of markets, but this will require financial support. USBPM and UNDP should investigate ways to secure funding for the further expansion.
- 2) Interviews with Kilis and Haliliye municipalities confirmed the need for further financing required for the procurement of equipment for waste management. Especially trucks with the capacity of compacting waste (especially paper and cardboard) to reduce the volume are required to manage the huge quantities of waste. USBPM and UNDP supported by the municipalities and the Ministry of Environment and Urbanisation shall investigate ways to secure funding for the procurement of equipment.
- 3) The integration of informal waste pickers into a formal system with financial compensation for recyclables collected has been successful and solved several issues (transforming an illegal into a legal system, increasing security in neighborhoods, generating income for families of waste pickers). This system shall be expanded in cooperation between the municipalities and the recycling companies engaged by the municipalities.
- 4) The system of reverse vending automats should be improved by adding the possibility of collecting points with the incentivization cards. This could help in increasing the participation of the population, as the points can be converted into products. The products available can be modified over time, keeping and further increasing the interest of households.
- 5) The social behavior assessment failed to answer the question on how to best approach target households, whether the project contributed to social cohesion and what additional measures and activities are necessary to increase social cohesion. It is recommended to carry out follow-up surveys focusing on those topics.
- 6) Extensive training activities have been carried out under the Project and there was a focus on Training of Trainers (ToT), so there was a good basic introduction given on recycling. Two points require follow up: 1) Due to the COVID-19 situation, all trainings were held virtually. This clearly reduces the effectiveness of the training as there is less attention of participants, little interaction between trainees, little discussion. A follow-up of training activities through live trainings is recommended to sustain the capacity of trainers. 2) ToT activities focused on educational institutions, which should lead to medium- to long-term effects. Additional training and awareness activities directly focusing on the key target group (women) would help in sustaining the positive effect of the project. The community warden system should be extended, and further potential wardens should receive the required training. Focus in the next phase should be on wardens who will have intensive contact with women and men in the target area. It is important that municipalities take a lead on this initiative, as they are best placed to understand which groups of persons already have contact to households and can transport recycling topics.
- 7) The support of women's cooperatives has proven successful and has helped in both generating work opportunities for women as well as improving social cohesion. Further initiatives on supporting additional cooperatives should be taken by USBPM and UNDP.
- 8) When expanding the community warden system, special care shall be taken that gender equality and women's empowerment issues are considered as waste segregation at

household level is linked with women. Such persons shall be selected for the community warden system which can establish good contacts to women.

10. LESSONS LEARNT

The following lessons learnt can be concluded from the evaluation:

- When ProDocs are developed it is essential to have a detailed work plan with activities and sub-activities, a schedule based on these activities and a detailed budget. Without these 3 components, it is not possible to properly manage and steer a project on the one hand and on the other hand to evaluate a project and assess its achievements.
- Projects with a very short project duration (e.g. up to 2 years) need a detailed work plan to understand the impact of consecutive activities in the project. For example, a consultant is hired to prepare ToRs, followed by the tender, followed by the implementation of the work which then leads to another set of ToRs being developed, etc. When such a detailed work plan is developed, the critical path becomes clear and a reality check on the feasibility of the timeline can be done at a very early stage.
- Project teams should have a stronger focus on the content and results of work/assignments carried out rather than only making sure the process of procuring work and submitting results (e.g. report) is working fine. Checking the quality of outputs and pushing for improvements is key in securing sustainable results.
- There are 2 main success stories from the project, Zero Waste Markets and women's cooperatives. Zero Waste Markets are an excellent tool to raise the awareness in neighbourhoods. The number of households registered in Haliliye's market (2,675) is a confirmation that this is an attractive way to engage the local population, considering that only one market has been opened so far. The concept of Zero Waste Markets can be replicated in the region as well as in other similar settings. The work with women's cooperatives not only allows reducing waste through recycling, but also has a potential of providing long-term income opportunities for women. It was important to realize that by integrating both members of Turkish and Syrian communities, the work in these cooperatives can also contribute to social cohesion.
- Community recycling initiatives are undertaken in a copy-paste manner without considering whether their ToC was robust and whether such initiatives do pay off. One assumption of the Project was that community-based recycling is possible via awareness raising plus an incentive system to make it more appealing. However, the discussions with Kilis Municipality revealed that it is mainly the previous 200 informal waste pickers who are bringing majority of the waste to Civic Amenity Centers in return for cash (and not necessarily requesting products). Financial incentives for families under economic pressure are creating quicker reaction than an awareness raising campaign for the entire population in a specific region. As the social behaviour assessment study failed to deliver robust results, it is not clear whether the integration of informal waste pickers into a formal system is more effective than a full-scale community initiative.
- The work on the social behaviour assessment has shown that the design of such a study as well as the timing of when surveys are being carried out need to be carefully considered. Maybe the biggest shortcoming in the study was that the survey did not focus on the geographical areas where the Project was implemented. Impact on the recycling activities of the population can be achieved if there is a combination of equipment/installations (e.g. Zero Waste Markets or CACs) and awareness raising activities. If only awareness raising is carried out, but there are no actual opportunities for physical recycling, a survey will very likely not lead to clear results. The main take away is that studies on social behaviour need to be closely

linked with the underlying project both in time and geographic aspects while at the same time allowing enough time between survey rounds for awareness activities to create impact.

11. REPORT ANNEXES

11.1 TE ToR (excluding ToR annexes)

TERMS OF REFERENCE

for

Short Term Expert on Final Evaluation
within the scope of

“Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion Through Participatory Waste Management”

Project ID No: 00105448

Funded by United States Bureau of Population, Refugees and Migration

I. INTRODUCTION

These Terms of Reference (ToR) specify the details for the assignment of a Short Term Expert for final evaluation of the above-mentioned project implemented by the United Nations Development Programme (hereinafter UNDP) and its partners Kilis and Haliliye Municipalities in 2 provinces of Turkey (Kilis, Şanlıurfa); financed by United States Bureau of Population, Refugees and Migration (USBPRM).

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, identifying the lessons learned and recommendations from the evaluator/s are expected to improve the quality of the planning, preparation and implementation of subsequent projects in future.

II. BACKGROUND INFORMATION

Country Context:

Turkey hosts over 3,5 million⁵ Syrians under Temporary Protection (SuTP)⁶ who are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. Currently, 45% of the 3,2 million Syrians under Temporary Protection are concentrated in 4 provinces in the South East where populations have either reached or exceeded 2023 population projections. Within these provinces, Kilis, for instance, hosts almost as many Syrians as its local population and in Şanlıurfa, the ratio of the Syrian population to that of host communities is more than 20%.⁷

This unplanned growth exacerbated the challenges already faced by the municipalities with respect to infrastructure, strategic planning, policy setting and service delivery. The additional volume of waste generated

⁵ Official data Directorate General for Migration Management, Turkey, February 2021.

⁶ "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).

⁷ DG of Migration Management, TURKSTAT (DGMM 2017)

by Syrian population amounts to more than 550,000 tons per year in the Southeast Anatolia region and the costs of transport of solid waste exceeds an additional 25 million USD per year. The arrival of the Syrians not only increased the operating expenditures for waste collection, but also resulted in waste management facilities (landfills) to reach their full capacities earlier than planned.⁸ The volume of waste that cannot be disposed of soundly and properly not only increase public health risks and environmental hazards but may also further fuel tension if the additional solid waste is attributed to the presence of Syrians.

In addition, the outbreak COVID-19 pandemic put additional burden to municipal services, exacerbated current circumstances, resulting in an unprecedented demand for municipal services, especially waste management, while implying a significant loss of revenue for municipalities.

Whilst Turkey has a strong legal solid waste management framework, municipalities are facing challenges with the implementation and enforcement of these regulations. End point recycling operations in Turkey are regulated through licensed private sector companies through the Ministry of Environment and Urbanization, while it is the municipalities' duty to collect and segregate the waste. Also, there are additional laws and regulations prescribing the responsibility and accountability of producers. Yet, despite all the regulations, separation of recyclables (especially metals, plastics and paper) is mostly conducted by the informal sector, which is where most Syrians rely on making a living. Recent regulatory changes are preventing the informal waste pickers to directly sell the produce to the recycling companies thus disrupting the actual value chain for the recycling sector, putting strains on the licensed companies in obtaining raw materials. The challenges in the Turkish waste management sector are further compounded by a general limited environmental consciousness within both the public and industrial sectors, making the justification for new waste management initiatives difficult to attain buy-in and support.

Project Background:

This project is the second phase of the project implemented under the UNDP Syria Crisis Response and Resilience Programme implemented in cooperation with the Prime Ministry Disaster and Emergency Management Presidency (AFAD) between July 2015 and July 2017, jointly with another project funded by the EU Instrument for Stability to ensure efficiency of implementation and reduce operational costs.

The main objective of the first phase project has been to support Kilis and Gaziantep municipalities to cope with and respond to the increased demand for waste management services as a result of the high concentration of Syrian refugees residing in those provinces. The main project activities included:

- Implementation of a source waste segregation programme at Elbeyli and Öncüpınar refugee accommodation centers. In so doing, it was aimed to reduce the volumes of waste ending up at landfills and promote waste reuse and recycling practices. This component was combined with skills mapping and training of selected Syrian participants in different stages of the recycling value chain, waste and resource management as well as waste collection to support livelihoods opportunities.
- Strengthen the capacity of Kilis Municipality through the purchase of critical equipment to upgrade the existing sanitary landfill site and thereby reduce the public health problems and risks for all impacted communities. This was aimed to primarily eliminate the unhealthy conditions lived by the Syrian scavengers.
- The construction of a solid waste transfer station in Gaziantep (Islahiye region) to reduce the heavy waste collecting vehicle traffic to the central city dumpster and ensure a more efficient transportation of waste.

⁸ The estimations for capacity utilization rates of the landfill sites assume that one person generates 1 kg of waste per day.

Key results of the project were:

- In cooperation with the Turkish Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVKO), over 3,000 Syrians were trained on single stream recycling in Elbeyli and Öncüpınar Accommodation Centers in Kilis.
- In support of recycling trainings, 250 solid waste containers were distributed to both accommodation centers through Kilis municipality; two solid waste vehicles were procured and delivered to the municipality.
- In Gaziantep, a solid waste transfer station (WTS) was constructed in Islahiye together with the procurement of 3 semi-trailers and one backhoe loader delivered to Gaziantep Municipality. The Islahiye WTS is currently hauling 120 ton of solid waste to the main landfill every day.
- Another solid waste transfer station was constructed in Yavuzeli district together with the procurement of one semi-trailer. The facility has a capacity to process 60 tons per day.

Brief Description of the Current Project:

Project Title	<i>Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion through Participatory Waste Management</i>
Implementing Agency & Method	UNDP (Direct implementation)
Implementing Partner	Ministry of Environment and Urbanization (MoEU) General Directorate of Environmental Management
Budget	USD 3,000,000
Locations	Şanlıurfa, Kilis
Duration	36 months
Project Start & End	May 2019- June 2021
Contributing SDGs	SDG 5, SDG 12, SDG 13
Contributing UNDCS Outcome & Outputs	<p>UNDCS Outcome 4.1: Government institutions provide improved and sustainable multi-sectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.2. Percentage of refugees (disaggregated by age group and gender) benefiting from various social protection mechanisms (education, health, special needs and employment)</p> <p>UNDCS Outcome 4.2: Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.</p> <p>6. Level of awareness on social cohesion among target population (host community, migrants and people under international protection)</p>
Contributing UNDP Country Programme Document (CPD) Outcome & Outputs	<p>CPD Output 1.1.2 Solutions developed and applied to improve sustainable management of natural resources and waste</p> <p><u>Indicator 1.1.2.1</u>: # of prototypes and funded partnerships on sustainable management of natural resources and waste; and beneficiary provinces from least developed regions</p> <p><u>Indicator 1.1.2.2</u>: # of integrated waste management solutions for reduced pressure on local systems, tested in camps and urban settings hosting Syrians</p> <p>CPD Output 1.1.4. Citizens, with specific focus on vulnerable groups including in less</p>

	<p>developed regions have increased access to inclusive services and opportunities for employment</p> <p>Indicator 1.2.4.3: # of additional Syrians under temporary protection with access to employment services including skills trainings (sex disaggregated)</p>
Gender Marker	GEN 2
Project Output	Enhancing livelihoods opportunities and social cohesion improved for Syrians and host communities as a result of skills development in the waste recycling and related sectors and strengthened municipal waste management (WM) capacities and reduced operational costs through recycling initiatives
Estimated Results	<ul style="list-style-type: none"> • 2 tailor made initiatives with incentivization schemes for households designed and made operational • 10,000 households (SuTPs & HC members) participated in incentivization schemes; • 2,500 tonnes per annum recyclables collected via source segregation • 3 pre-processing equipment along with smart and conventional waste collection equipment including civic amenity centre(s) (minimum three centres are planned to be established; 2 at Kilis and 1 in Şanlıurfa) for recyclable recovery in targeted provinces to handle recyclables collected from the participatory waste projects • 20% of savings/ ton of solid waste achieved within operations at targeted province & districts • 2 women's collectives established, or existing ones supported to be made operational • 200 SuTPs & HC members enrolled in skills trainings • 90% of point to product conversion as a marker for active participation and obtained benefits from incentivization Programme • 104 volunteer community wardens trained • 2 positively resulted impact assessments on social cohesion by participatory WM
Main Activities	<p>1.1. Assessment of district layouts and current routes of transportation and local value chains of solid waste by the municipalities and design and initiation of public awareness campaign to support community driven recycling.</p> <p>1.2. Design and planning of collection and incentivization models, facilitation of private sector participation by the establishment of women's collectives for handicraft/product manufacturing from recyclables.</p> <p>1.3. Support to municipal community centers for the establishment of training workshops and ateliers and implementation of specific skills training programs directed at members of Syrians and host community on recycling operations.</p> <p>1.4. Operationalization of the participatory network with design and initiation of public awareness campaign to support community driven recycling.</p> <p>1.5. Provision and installation of supplementing equipment and vehicles to support collection mechanism, including establishment of smart waste collection systems.</p> <p>1.6. Installation of civic amenity center(s) along with containers with sensor arrays and reverse vending automats.</p> <p>1.7. Starting up and facilitating the community warden initiative and linking local licensed recycling companies with participatory source segregation for ensuring sustainability.</p>

Summary of Project Progress:

In order to establish the zero-waste management system in Şanlıurfa Haliliye and Kilis Municipalities, a needs assessment has been carried out where two roadmaps have been developed respectively for each target municipality and recommendations for the improvement of zero waste management have been provided.

In line with the needs assessment conducted in early 2020, fourteen waste collection vehicles, fifteen recyclable collection automat machines, eighteen mobile civic amenity centres and a bulk amount of recyclables containers were delivered to the Municipalities in November and December 2020, as a prerequisite for establishment of zero waste system. In addition, the project is providing support to the Municipalities of Şanlıurfa and Kilis for the establishment of Civic Amenity Centers which is obligatory for all the municipalities as per the zero waste legislations issued by the Ministry of Environment and Urbanization. The construction works of Civic Amenity Center in Kilis is completed and the construction in Şanlıurfa is at final stage. In addition to the original construction plans, two repair workshops will be integrated to those Centers.

Technical support has been provided for the establishment of incentivization system for zero waste system and two reports one for Kilis municipality and one for Haliliye municipality have been delivered. The establishment of the incentivization systems is ongoing.

Supporting community driven recycling, a public awareness campaign plan has been prepared and initiated in December 2020 where design and dissemination of posters, brochures, banners, market bags have been completed. Promotional videos targeting general public to increase the awareness of the citizens have been widely disseminated through billboards all over the city. Animation videos targeting kindergarten and primary school students and secondary and high school students have also been prepared to be disseminated in kindergartens and schools by February 2021.

As a part of Awareness Raising Campaign, Şahika Ercümen, Turkey's world-record-holding free-diving champion and U.N. "life below water advocate" dived into the waters of the historic town of Halfeti to raise awareness about plastic pollution and highlight the importance of waste management.

Zero waste training has been delivered to 4,357 attendees composed of teachers, public servants, healthcare personnel, municipality staff, mukhtars and imams increasing the awareness and knowledge level of those influencers in the community. Following the completion of those trainings, training of trainers has been organized and completed on 17 December 2020 to 453 individuals who were selected among 4,357 volunteers.

In line with the project activities, two women's cooperatives are supported to bring livelihoods options for women through manufacturing products from recyclables.

A women's cooperative in Kilis ("*Kocabeyli, Karaçavuş, Süngütepe ve Saatli köyleri Tarımsal Kalkınma Kooperatifi*") is supported by establishment of soap production facility from pomace and contributes recovery of waste from olive oil production. The training of 25 women (cooperative members) on soap production is completed and the production, packaging design and marketing processes will be launched in the remainder part of the project.

Another women's cooperative in Şanlıurfa ("*SAF Kadın Girişimi*") is supported by establishment of a composting and seedling production facility that will contribute to the reuse of organic waste and animal waste in Şanlıurfa. 25 women members of the cooperative will receive composting and seedling production trainings and will generate income through the production and sale of compost fertilizer and pepper seeds (a signature agri-product of Şanlıurfa).

III. SCOPE AND OBJECTIVE OF EVALUATION

The Short-Term Expert on Final Project Evaluation will be mobilized as Individual Consultant 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.

The object of study for this evaluation is understood to be the set of outcomes, outputs, activities and inputs that were detailed in the project document(s) and in associated modifications made during implementation.

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), as well as relevant Sustainable Development Goals.
- 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 Individual Consultant is expected to analyse data and share his/her findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation, the Individual 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 Individual 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 design and strategy of the development intervention relevant to national priorities (including clear linkage to CPD, UNDCS and national strategies and relevant legislation?)
2. How much and in what ways did the project contribute to solve the needs and problems identified in the design phase?
3. To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive? (See Gender Equality related documents to be reviewed under Annex C.)
4. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. the first phase of this project, ongoing Turkey Resilience Project activities in Kilis, previously completed integrated waste management plan of Şanlıurfa and Strategic plan of MoUE?

Effectiveness:

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

1. To what extent did the project contribute to the attainment of the development of outputs and outcomes initially expected/stipulated in the project document? (The Individual 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. To what extent has the project contributed to the advancement and the progress of United Nations Development Cooperation Strategy (UNDCS) and CPD goals as well as Sustainable Development Goals (SDGs)?
5. 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?
- 6) Did Covid-19 measures have a positive or negative effect on the achievement of project results?

Efficiency:

Under this parameter, the Individual 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 did the project's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained?
2. To what extent was the implementation of this project intervention more efficient in comparison to what could have been in the absence of such an intervention?
3. What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency?
4. What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?
5. What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?

Sustainability:

Under this parameter, the Individual Consultant will analyse to what extent the project's positive actions are likely to continue after the end of the project:

1. To what extent have the project decision making bodies and implementing partners undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the project? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?
2. Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?
3. To what extent will the project be replicable or scaled up?
4. 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?

5. 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 has the project contributed to the advancement and the progress in women's empowerment as well as mainstreaming gender equality? (to be elaborated in relation to the UNDP Gender Mainstreaming strategies and guidelines, along with other relevant strategies and guidelines)
2. To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?
3. To what extent has the project contributed to crisis prevention and recovery issues?

V. METHODOLOGICAL APPROACH

The Individual Consultant will use methodologies and techniques as determined by the specific needs for information, the questions set out in this Terms of Reference and the availability of resources and the priorities of stakeholders. In all cases, Individual Consultant is expected to analyse all relevant information sources, such as reports, programme documents, strategic country development documents and any other documents that may provide evidence on which to form judgements which are indicatively listed in **Annex C** of this Terms of Reference. Individual Consultant is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool to collect relevant data for the evaluation. The Individual Consultant will make sure that the voices, opinions and information of target audience/participants of the project are considered.

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.

In addition, the Individual Consultant must assure that information and data are gathered and reported in a gender sensitive approach. To that extent, specific methodological tools should be used, and sex disaggregated data should be provided.

VI. KEY ROLES AND RESPONSIBILITIES IN THE EVALUATION PROCESS

There will be actors involved in the implementation of monitoring and 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 Individual Consultant
- Provide the Individual 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 Individual 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 team for finalization of the evaluation report
- Contribute to the development of management responses and key actions to all recommendations addressed to UNDP
- Ensure evaluation terms of reference, final evaluation reports, management responses are publicly available through Evaluation Resource Center within the specified timeframe
- Facilitate, monitor and report on implementation of management responses on a periodic basis

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

- Establish the Evaluation Reference Group with key project partners when needed
- Ensure and safeguard the independence of the evaluation
- Provide comments and clarifications on the Terms of Reference, Draft Inception Report and Draft Evaluation Reports
- Ensure the Individual Consultant's 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. The Individual Consultant will conduct the evaluation study by fulfilling his/her 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.

4. Evaluation Reference Group: Ministry of Environment and Urbanization (MoEU) General Directorate of Environmental Management and USBPRM 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.

VII. EXPECTED DELIVERABLES

The Individual Consultant is expected to submit the following deliverables to the satisfaction of UNDP:

1) Inception Report:

This report will be 15 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 Individual Consultant and UNDP. In

principle, the report is expected to contain the outline stated in Annex A of this Terms of Reference.

2) Draft Evaluation Report:

The draft evaluation report will contain the same sections as the final report (described in the next paragraph) and will be approximately 30 pages in length, excluding annexes. It will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. UNDP will disseminate the draft evaluation report to the evaluation reference group in order to seek their comments and suggestions. Comments and suggestions of UNDP and Evaluation Reference Group will be collected in an audit trail and will be shared with the Consultant for him/her to make her final revisions.

3) Final Evaluation Report:

The final evaluation report will be approximately 30 pages in length excluding annexes. 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 Consultant will also submit his/her 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.

Reporting Line

The Individual 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 of the reports are subject to approval from Evaluation Manager, in order for the payments to be affected to the Individual Consultant.

Reporting Conditions

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

VIII. TIMING AND DURATION

The Assignment will be non-consecutively undertaken by the Individual Consultant throughout the timeframe below;

Contract Start Date: 15.05.2021**Contract End Date:** 15.09.2021

Following the mobilization of the Individual Consultant; submission of the documents, access to reports and archives and briefing on project, the following **timeframe** will be followed:

Activity of the Implementation Phase	Responsible Party	Due Date
Kick off meeting	Portfolio Manager, Evaluation Manager, Project Team	15 June 2021
Draft Inception Report	Individual Consultant	25 June 2021
Providing the feedbacks to Draft Inception Report	Portfolio Manager, Evaluation Manager	2 July 2021
Finalized Inception Report based on the feedbacks received from UNDP	Individual Consultant	9 July 2021
Data collection and interviews with UNDP and key stakeholders^[1]	Individual Consultant	12 – 30 July 2021
Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Individual Consultant	13 August 2021
Review the Draft Evaluation Report and provide feedback	Portfolio Manager, Evaluation Manager, Evaluation Reference Group	20 August 2021
Delivery of the Final Evaluation Report by taking into consideration the feedbacks from UNDP	Individual Consultant	30 August 2021
Total Evaluation Process (days)		75
Estimated Maximum Total Number of Person/Days to be Invested by the IC		25

Expected Interview Schedule

Partners/ Stakeholder(s) to be Interviewed	Location ⁹	Estimated Day(s) of Interview
UNDP (relevant staff from project, SCRR Portfolio and Country Office staff)	Ankara, Turkey	1
MoEU (Head of Department for Zero Waste and Waste Treatment)	Ankara, Turkey	0.5
Kilis Municipality (Deputy Mayor and Cleaning services manager)	Kilis	0.5
Haliliye Municipality (Mayor and Cleaning services manager)	Şanlıurfa	0.5
USBPRM	Ankara, Turkey	0.5
Community wardens for	Kilis, Şanlıurfa	0,5

^[1] (exact interview date(s) will be decided by UNDP and communicated with the Individual Contractor)

⁹ Location refers to where the stakeholder is located. The evaluator may or may not undertake an in-person interview depending on Covid-19 measures prevalent in the country at the time of the field work. In the case of restrictions, the evaluator has the liberty to carry out the interviews remotely.

recycling system (if applicable)		
Kilis and Sanliurfa Provincial Directorate of National Education (Provincial Director)	Kilis, Şanlıurfa	1
Women's cooperatives, (Leaders and members of Women's Cooperatives)	Kilis, Şanlıurfa	0,5
ESTIMATED TOTAL		5

IX. INSTITUTIONAL ARRANGEMENT

UNDP will provide background materials for the IC'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 IC. 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 IC. UNDP and/or the relevant project partners will facilitate meetings between the IC and other stakeholders, when needed.

X. 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 Individual Consultant and Project Team in connection with the findings and/or recommendations. The Individual Consultant must corroborate all assertions and disagreements with him/her must be noted.
- **Integrity.** The Individual 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 Individual Consultant should ensure his or her independence from the intervention under review, and he or she 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 Individual 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 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 Individual Consultant will not be entitled for any payment regarding that specific report/deliverable, even if s/he has invested person/days for submission of the report/deliverable.

XI. PLACE OF WORK

Duty Station for the Assignment is Home-based. The Individual Consultant may be requested to travel to Turkey. However, as the COVID-19 pandemic is quickly evolving, field visit to Ankara 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 individual 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. Nevertheless, if UNDP deems a field visit is necessary, travel, accommodation costs (bed and breakfast) and living costs (terminal expenses, intra-city travel costs, lunch, dinner, etc.) of the missions to Ankara and/or other provinces of Turkey will be borne by UNDP. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency.

Assignment-related travel and accommodation costs outside of the Duty Station, which are pre-approved by UNDP, will be borne by UNDP in line with UNDP's corporate rules and regulations. 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 consultant 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	

XII. TERMS AND PAYMENTS

• Contracting Authority

Contracting Authority for this Assignment is UNDP, and the contract amount will be provided through the project budget.

• Contracting Modality

IC – Individual Contract of UNDP.

• Payment Schedule

Payments will be made within 30 days upon acceptance and approval of corresponding deliverables by UNDP based on payment terms indicated below, along with the pertaining Certification of Payment document signed by the Individual Consultant and approved by Evaluation Manager (Monitoring and Evaluation Analyst).

The maximum total amount to be paid to the Individual Consultant within the scope of this assignment cannot exceed equivalent of 25 person/days. The payments will be made according to the below table:

Deliverable	Due Date	Estimated Number of Person/Days to be Invested by the IC*	Payment
Draft Inception Report	25 June 2021	5	N/A
Finalized Inception Report based on the feedbacks received from UNDP	9 July 2021	2	N/A
Data collection and interviews with UNDP and key stakeholders	12 – 30 July 2021	5	N/A
Delivery of draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	13 August 2021	9	N/A
Delivery of Final Evaluation Report by taking into consideration the feedbacks received from Evaluation Reference Group	30 August 2021	4	Upon submission and approval of all three deliverables (100% of the total contract amount)
Estimated Maximum Total Number of Person/Days to be Invested by the IC		25 Person/Days	

*While the number of days to be invested for each deliverable may change, the total number of days invested by the Individual Consultant cannot exceed 25 days for this assignment (i.e. for submission of the deliverables) as defined in this ToR.

Without submission and approval (by UNDP) of the above listed deliverables in due time and quality, the Consultant shall not be entitled to receive any payment from the UNDP even if he/she invests time in this assignment. While the IC may invest less or more than estimated number of person/days for each deliverable

different than the estimated person/days stipulated in the above table, the total amount of payment to be affected to the IC within the scope of this Assignment cannot exceed equivalent of 25 person/days throughout the contract validity.

In cases where the Consultant may need to invest additional person/days to perform the tasks and produce the deliverables listed and defined in this Terms of Reference, the Consultant shall do so without any additional payment.

If any of the deliverables stipulated in this Terms of Reference are not produced and delivered by the IC in due time and to the satisfaction of UNDP, no payment will be made even if the IC has invested person/days to produce and deliver such deliverables.

The IC shall be paid in USD if he/she resides in a country different than Turkey. If he/she resides in Turkey, the payment shall be realized in TRY through conversion of the USD amount by the official UN Operational Rate of Exchange applicable on the date of money transfer.

The amount paid to the consultant shall be gross and inclusive of all associated costs such as social security, pension and income tax, etc. The daily fee to be paid to the Consultant is fixed regardless of changes in the cost components. The daily fee amount should be indicated in gross terms and hence should be inclusive of costs related to tax, social security premium, pension, visa (if needed) etc. UNDP will not make any further clarification on costs related to tax, social security premium, pension, visa etc. It is the applicants' responsibility to make necessary inquiries on these matters.

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.

XIII. QUALIFICATION AND SKILLS REQUIREMENTS

	Minimum Qualification Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> Bachelor's Degree in public administration, economics, urban planning, environmental engineering, ecology 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 economics, public administration, urban planning, ecology, environment or any other relevant field.
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 experience in conducting and managing evaluations, assessments, research or review of development projects, programmes or thematic areas either as team leader, sole evaluator or as a team member. • Experience in evaluation of solid waste management/urban environmental governance and/or livelihood, social cohesion sector. 	<ul style="list-style-type: none"> • 3-5 evaluations, assessments, research or review of development projects on solid waste management/urban environmental governance and/or livelihood, social cohesion sector as team leader or sole evaluator. • 6-9 evaluations, assessments, research or review of development projects on solid waste management/urban environmental governance and/or livelihood, social cohesion sector as team leader or sole evaluator. • Minimum 10 evaluations, assessments, research or review of development projects on solid waste management/urban environmental governance and/or livelihood, social cohesion sector as team leader or sole evaluator. • Experience in evaluation of USBPRM/USAID funded projects. • Authorship of article(s) / research paper(s) on programme/project evaluation on solid waste management/urban environmental governance and/or livelihood, social cohesion 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. 		

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 methods,¹⁰ 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 particular 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 also 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):
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 two to three 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.

¹⁰ Annex 2 outlines different data collection methods.

- Summarize principle findings, conclusions and recommendations.
- Include the evaluators' quality standards and assurance ratings.

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 sufficient 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, 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.
- 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 particular 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).¹¹
 - **Background information on evaluators:** the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
 - **Major limitations of the methodology** should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.
10. **Data analysis.** The report should describe the procedures used to analyse 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 UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

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

Annex C – Documents to be Reviewed

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

- Summary of the M&E frameworks and common indicators
- M&E strategy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2014-2017)
- UNDP Social and Environmental Standards (14 July 2014)
- UNDCS 2016-2020 and UNDP Country Programme Document 2016-2020 UNDP Solid Waste

Management Strategy

- Zero Waste Program of Ministry of Environment and Urbanization
- 5393 Municipalities Law
- 5216 Metropolitan Municipalities Law
- Zero Waste Regulation
- Civic Amity Center Notification
- Waste Interim Storage Notification
- Zero Waste Management System Implementation Guide (Local Administrations)
<https://webdosya.csb.gov.tr/db/cygm/icerikler/samahall--20200914212523.pdf>
- Zero Waste Management System Implementation Guide (rural areas)
<https://webdosya.csb.gov.tr/db/cygm/icerikler/sak-rsal-20200914212709.pdf>
- System installation for municipalities <https://sifiratik.gov.tr/content/files/uploads/30/belediye.pdf>
- Waste management Regulation
- Regulation on Packaging Waste Control
- Regulation on Electric- electronic Waste Control
- Regulation on Batteries/ accumulators Waste Control
- Regulation on Oil Waste Control
- Regulation on Vegetable Oil Waste Control
-

Project Documents, which will be provided after Contract Signature

- Project Document
- Memorandum of Understanding, as well as Addendum and revised Project Document
- Inception and Progress reports
- Annual Work Plan
- Steering Committee and Management Meeting Minutes
- Technical Field Visit Report
- Needs Analysis Reports for Kilis and Haliliye Municipalities (only in Turkish)
- Zero waste awareness raising campaign plan
- Training reports and records,
- Social Behaviour Assessment Report for Kilis and Haliliye (only in Turkish)
- Stakeholder Analysis Reports
- Monitoring mission reports
- Final Report of USBPRM Phase I

11.2 Ratings Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution 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	Sustainability ratings: 4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	Relevance ratings 2. Relevant (R) 1.. Not relevant (NR) Impact Ratings: 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

11.3 List of persons interviewed

Meeting	Participant	Date	Time
Meeting with Women's Cooperative in Şanlıurfa	Seher Kılıç, Head of Cooperative	15.07.2021	16:00
Meeting with Haliliye Municipality	Ferit Satış, Environmental Engineer	12.07.2021	09:00
Meeting with USBPRM (donor)	Stephen Este, Senior Humanitarian Coordinator Elif Özkaya Aydın, Senior Humanitarian Specialist	12.07.2021	14:00
Training Participant from Kilis Provincial Directorate of National Education	Mehmet Kılıç, Teacher	13.07.2021	15:30
Meeting with Kilis Municipality	Erkan Yabanoğlu, Environmental Engineer	13.07.2021	14:00
Meeting with Project Team	Ersin Dağdur, Projects Coordinator Beyza Önal, Project Associate	13.07.2021	11:30
Meeting with Ministry of Environment	Demet Erdoğan, Expert	14.07.2021	10:00
ToT Trainee	Merve Çetindağ	11.08.2021	11:00
ToT Trainee	Lütfiye Avcı	11.08.2021	13:00

11.4 List of documents reviewed

Document
Project Document
Quarterly Reports 1-5 including Annexes
Awareness Raising Campaign Plan Final Version
Social Behavior Assessment Report
Needs Analysis Report on Zero Waste Management System Investments - Kilis Municipality (Turkish)
Needs Analysis Report on Zero Waste Management System Investments - Haliliye Municipality (Turkish)
Conducting Awareness Raising Activities and Training/ToT Sessions on “Zero Waste” in Şanlıurfa Haliliye and Kilis Center
MoUs with Kilis and Haliliye municipality
Various data sheets from Kilis and Haliliye municipality
BTOR Mission 24-25 June 2021
PB Meeting Minutes
Stakeholder analysis report
Trainings participants lists
UNDP Turkey CPD 2016-2020
ME System Tool
United Nations Development Cooperation Strategy

11.5 Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Name of Consultant: Manfred Stockmayer

Signed at *Wiener Neustadt* on *20 August 2021*

Signature:  _____