

TERMS OF REFERENCE
for
Deliverable Based Individual Consultancy Services on Final Evaluation
within the scope of
“Employment and Skills Development Programme Component II (ESDP II)”
Project ID No: 00093272
Funded by the KfW

I. INTRODUCTION

This Terms of Reference (ToR) specifies the details for the assignment of an Individual Contract for Final evaluation of Component II of the Employment and Skills Development Project implemented by the United Nations Development Programme (hereinafter UNDP) and the Ministry of Industry and Technology (MoIT) Directorate General of Strategic Research and Productivity.

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 has been facing multiple development challenges and increasing the productivity of the manufacturing sector and generating decent jobs have been two of these challenges recently. Responsively, “Competitive Production and Productivity”, one of the main objectives stated in the 11th National Development Plan is an important topic on the agenda of Turkish Government. Besides, improving productivity and technology levels, particularly of SMEs, is also one of the strategic objectives of Turkey’s SME Strategy and Action Plan 2023 and Strategy of Industry and Technology (2015-2018). In the same vein, Turkey’s Productivity Strategy and Action Plan (2015-2018) pays a special attention to productivity levels of the SMEs in the manufacturing industry.

Additionally, 2023 Industry and Technology Strategy approaches digital transformation as one of the main drivers of productivity policy. Therefore, the enterprises should strengthen their infrastructure and core capabilities on lean manufacturing, digitalization (within the context of Industry 4.0), quality management, innovative product development, energy efficiency etc. through some well-developed transformation programs and practice-based trainings in order to improve capabilities of technical staff, engineers and mid-level managers.

On the other side, Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. Currently, the majority of over 3,5 million¹ Syrians under Temporary Protection (SuTP)² live in provinces near Syrian border (Gaziantep, Şanlıurfa, Kilis, Hatay, Adana, Mersin) and metropolitan cities such as İstanbul, İzmir, Ankara, Konya, Bursa where they form an important part of cheap work force in economic sectors such as textile, automobile, agriculture, plastic, chemistry, machinery & furniture manufacturing and

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

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

construction. The share of Syrians in the formal labor market is estimated to be around 1.5 per cent - 2.5 per cent according to TEPAV. A high share of Syrians holds low and semi-skilled occupations. On the other hand, Syrians living in Turkey are increasingly engaged in building up their own businesses.

Project Background:

KfW and UNDP signed a financing agreement in June 2016 for implementation of the Employment and Skills Development Program. The program originally included three outputs: Output 1-Systems are strengthened for active labor market policies that target Syrian population implemented by İŞKUR; Output 2-Stronger capacities available in Şanlıurfa, Gaziantep and Hatay for skills building and employment services and Output 3-Job opportunities and income generation activities to absorb highest possible labor absorption developed for the host communities and Syrians under temporary protection. Activities related to Output 1 of the original agreement kicked off in September 2017 in cooperation of UNDP and İŞKUR. In July 2018, an amendment agreement was signed between the parties, replacing the last two original outputs with a new one: Output 2: Sustainable job opportunities created for Syrians and Turkish host community members in Ankara, Kayseri and in Konya. With this amendment, the project closure for both outputs (components) was determined as end of June 2020. The implementation of the Output 2 officially kicked off in December 2018 within the Applied SME Capability Center (Model Factory) Project.

It has to be stated that The Applied SME Capability Project kicked off earlier in December 2015 in cooperation with (and with funding from) the Ministry of Industry and Technology to establish and operationalize the center in Ankara. With the new Output 2 of KfW project, Kayseri and Konya Model Factories were included into the original agreement with the Ministry which only included operationalization of Ankara Model Factory. The theory of change of this output briefly assumed that SME's receiving business development support focusing on productivity and competitiveness will expand resulting in additional job opportunities. Respectively in July 2020 and October 2022, the timeframe of the Employment and Skills Development Program was extended twice and the closure is scheduled for 30 June 2022.

Brief Description of the Current Project:

Title of the Action	Employment and Skills Development Project Component II (ESDP II)
EU contribution	EUR 5,688,124.31
Location(s)	Ankara, Kayseri, Konya
Duration	7 December 2018 – 30 June 2022
Objectives of the Action	To address the productivity challenges of manufacturing industry through replicating the Government led policy tools on Applied SME Capability Centers. To invest in local capacities to be able to absorb higher levels of labour force through as a results of an expanded manufacturing base.
UNDSC outcome and CPD Output served (2016-2020)	UNDSCS OUTCOME INVOLVING: 1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development CPD Output 1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth CPD Output 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment CPD Output 1.1.5. Policy makers at national and local level equipped with knowledge

	and tools for informed decision making and implementation on inclusive and sustainable growth
UNSDCF outcome and CPD Output served (2021-2025)	<p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under Law on Foreigners and International Protection are supported towards self-reliance Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community Output 1.4 Sustainable job opportunities created for displaced populations and host communities</p> <p>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners. Output 2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and nonfinancial assets and skill formation to benefit from sustainable livelihoods and job</p>
Primary SDGs served	<p>SDG 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p> <p>SDG 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p> <p>SDG 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p>
Target group(s)³	<p>100 SME's received business advisory and innovation services 150 SMEs received SME Capability Center Services, as well as ASO-SEM 500 Syrians and Turkish host community members have benefitted from awareness raising activities 1000 Syrians and Turkish host community members have been placed in jobs</p>
Estimated results	<p>Existing SME Capability Center in Ankara is replicated in Konya and Kayseri 100 SMEs including received business advisory and innovation services 150 SMEs received SME Capability Center services including services of ASOSEM. 500 Syrians and Turkish host community members received awareness raising services 2000 Syrians and Turkish host community members are placed in jobs.</p>

Summary of Project and the Progress:

Currently, there are 8 Model Factories operating in Turkey. Establishment of Konya and Kayseri Model Factories and expansion of Ankara Model Factory's service lines are financed by KfW. Ankara Model Factory was established in 2018 after the installation of all machines and equipment, mobilization of the core team and completion of

³ "Target groups" are the groups/entities who will directly benefit from the action at the action purpose level.

Training of Trainers regarding the lean production. After its operationalization in 2018, Ankara Model Factory provided training and consultancy services in lean production for more than 200 companies until 31 August 2021.

Through completion of the similar processes, the establishment of Konya and Kayseri Model Factories were completed in 2020. All the model factories are operational, offering experiential lean trainings and Learn & Transform Programs. Service lines of Ankara, Kayseri and Konya Model Factories are in the process of extension with the additional digitalization scenarios.

Model Factories are expected to support the transformation of the manufacturing industry and support local capacities to absorb more labor force. However, this transformation can only be expected in the medium term and the new jobs through this intervention modality can only be created in the long term. In addition, jobs created through this intervention are difficult to measure within the life cycle of the project. Considering the deadline of the project, in order to reach the job creation targets and complement the transformation in the manufacturing industry, different intervention modalities have been determined to create new jobs in the short run. These complementary measures have been prioritized under the “roadmap for job creation activities”.

To create sustainable jobs for SuTPs and local communities, local stakeholders were incorporated to achieve private sector engagement. Through this public-private sector partnership model, interventions penetrating into labor demand and supply have been adopted to produce sustainable solutions.

Three intervention tools used in target provinces:

- Vocational Training
- Matchmaking Activities
- Entrepreneurship Programs

Within the scope of the action, as of December 2021, 2440 Syrians under Temporary Protection and host communities have been placed in jobs and more than %90 of them have been placed in the firms of manufacturing sector. Remaining beneficiaries placed in service industry are closely working with sub-sectors of manufacturing industry.

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

III. SCOPE AND OBJECTIVE OF EVALUATION

An Individual Contract on Final Project Evaluation for Component II of Employment and Skills Development Programme will be initiated for preparing an independent evaluation that measures the expected results and specific objectives achieved against those stated in the Project Documents and associated modifications and identifying the lessons learned which are relevant to the planning, preparation and implementation phases of a possible subsequent project through the conduct of an evaluation mission.

This final evaluation has the following *specific objectives*:

- To measure to what extent the project has contributed to solve the needs identified in the design phase.

- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.
- To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to 2023 Industry and Technology Strategy
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
- To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.

IV. KEY EVALUATION QUESTIONS

In the light of the evaluation parameters, the Evaluation Consultant is expected to analyse data and share its findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation, the 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 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 ESDP II design relevant in supporting job creation and replication and improvement of model factories?
2. To what extent was the design and strategy of the development intervention relevant to national priorities? (Including clear linkage to National Development Plan and 2023 Industry and Technology Strategy)?
3. To what extent was the design and strategy of the ESDP II aligned with UN and UNDP priorities (CPD and UNSDCF)?
4. To what extent was the theory of change applied in the ESDP II relevant to serving the job creation for Syrians Under Temporary Protection?
5. To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive?
6. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. other projects implemented for productivity growth and job creation for Syrians and host communities, ongoing UNDP Project activities or strategic plans of MoIT?

Effectiveness:

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

- 1.To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (The Consultant is expected to provide detailed analysis of: 1) planned activities and outputs and 2) achievement of results.)
- 2.What are the key factors contributing to project success or underachievement? How might this be improved in the future?
- 3.Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- 4.Compared to 2018, to what extent do key stakeholders now better create jobs and deliver lean transformation services? To what extent are any changes linked to ESDP II interventions?
- 5.To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the effectiveness of the ESDP II?
- 6.To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals and National Development Plan?
7. To what extent has the project contributed to the well-being and human rights of vulnerable groups, including persons under temporary protection, women and girls in the project provinces? Did the project effectively contribute to leave no one behind agenda?
8. Did Covid-19 measures have a positive or negative effect on the achievement of project results?

Efficiency:

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

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

Sustainability:

Under this parameter, the 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 will the ESDP II achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?
2. To what extent have development partners committed to providing continuing support? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?

3. Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?
4. To what extent will the project be replicable or scaled up?
5. To what extent will the benefits and outcomes continue after external donor funding ends? What is the likelihood of financial and economic resources not being available once the donor assistance ends?
6. What can be done to maximize the likelihood of sustainable outcomes?

Cross-Cutting Issues:

All the above-mentioned evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
2. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
3. Is the gender marker data assigned to this project representative of reality?
4. To what extent has the project contributed to leave no one agenda?
5. To what extent has the project contributed to sustainable livelihoods?
6. To what extent has the project contributed to crisis prevention and recovery issues?

V. METHODOLOGICAL APPROACH

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

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

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

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

Desk Review: This should include a review of inter alia

- Project document
- Result Framework/M&E Framework

- Project Quality Assurance Report
- Annual Work Plans
- Annual Reports
- Highlights of Project Board meetings
- Studies relating to the country context and situation

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

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

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

Gender and Human Rights-based Approach

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

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

VI. ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

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

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen between the Evaluation Consultant and Project Team in connection with the findings and/or recommendations. The Evaluation Consultant must corroborate all assertions and disagreements.

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

VII. GOVERNANCE AND ACCOUNTABILITY

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

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

1. Evaluation Manager

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

- Supervise the evaluation process throughout the main phases of the evaluation (preparation of the ToR, implementation and management and use of the evaluation)
- Participate in the selection and recruitment of the 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 consultant for finalization of the evaluation report
- Contribute to the development of management responses and key actions to all recommendations addressed to UNDP
- Ensure evaluation terms of reference, final evaluation reports, management responses are publicly available through Evaluation Resource Center within the specified timeframe
- Facilitate, monitor and report on implementation of management responses on a periodic basis

2. Inclusive and Sustainable Growth 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.Evaluation Consultant will be responsible for the overall coordination and quality of the final evaluation report to be produced. It is the Evaluation Consultant who will be held accountable to UNDP in the quality of the final product. The consultant will conduct the evaluation study by fulfilling their contractual duties and responsibilities in line with this ToR, United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines. This includes submission of all deliverables stipulated under Article XII (Terms and Payments) of this ToR, to the satisfaction of UNDP. Individual Consultant's functions do not include any managerial, supervisory and/or representative functions in UNDP, end beneficiaries and implementing partners. All documents and data provided to the Individual Consultant are confidential and cannot be used for any other purpose or shared with a third party without any written approval from UNDP. The scope of work for the Consultant of this evaluation will include but not be limited to:

- To develop and finalize the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;
- To design the tools and data collection;
- To conduct data collection, analysis and interpretation;
- To develop the draft evaluation report;
- To finalize the evaluation report;
- To present of findings and de-brief
- To plan, execute and report, kickoff and feedback meetings and debriefings;
- To ensure compliance with the Final Evaluation TOR; and
- To utilize best practice evaluation methodologies

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

VIII. ACTIVITY, DELIVERABLES AND SCHEDULE

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

Deliverable	Indicative person/days to complete the deliverable*	Related Activity	Responsible Party	Expected Date of Completion**
Inception Report	6	Kick off meeting	UNDP	16.02.2022
		Review of relevant documentation and submission of draft Inception Report	Consultant	28.02.2022
		Providing feedbacks to Draft Inception Report	UNDP	07.03.2022
		Finalized Inception Report based on the feedback received from UNDP	Consultant	12.03.2022
Draft Evaluation Report	14	Data collection and interviews with UNDP and key stakeholders	Consultant	12.03.2022 – 30.03.2022
		Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Consultant	21.04.2022
Final Evaluation Report	9	Review the Draft Evaluation Report and provide feedback	UNDP, Evaluation Reference Group	16.05.2022
		Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Consultant	30.05.2022
De-briefing/Presentation	1	De-briefing/Presentation to UNPD and Stakeholders	Consultant	15.06.2022

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

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

1) Inception Report:

This report will be 30 pages maximum in length and will propose the methods, sources and procedures to be used for carrying out the independent evaluation. The report should justify why the said methods are the most appropriate, given the set of evaluation questions identified in the ToR. It will also include a mission programme which indicates proposed timeline of activities and submission of deliverables. This document will be used as an initial point of agreement and understanding between the Evaluation 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 detailed under Annex B. It will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. UNDP will disseminate the draft evaluation report to the evaluation reference group in order to seek their comments and suggestions. Comments and suggestions of UNDP and Evaluation Reference Group will be collected in an audit trail and will be shared with the Evaluation Consultant for it to make final revisions.

3) Final Evaluation Report:

The final evaluation report will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and

its main findings, conclusions and recommendations. The report should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, questionnaires or participatory techniques following high level of research ethics and impartiality. In addition, the Final Evaluation Report should contain clear recommendations that are concrete, feasible and easy to understand. The Final Evaluation Report will be shared with UNDP to be disseminated to the key stakeholders. In principle, this report is expected to contain the sections stated in **Annex B** of this Terms of Reference. The Evaluation Consultant will also submit its answers to the Audit Trail to show the actions taken/not taken and revisions made/not made in line with suggestions and recommendations of UNDP and Evaluation Reference Group providing detailed justifications in each case.

4) Presentation/Debriefing

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

Reporting Line

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

Reporting Conditions

The reporting language will be English. All information should be provided in electronic version in word format. The Evaluation Consultant shall be solely liable for the accuracy and reliability of the data provided, along with links to sources of information used.

Title Rights

The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

IX. FACILITIES TO BE PROVIDED BY UNDP

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

X. EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT

The contract is expected to start on 15 February 2022 (starting date is indicative and may be updated considering actual contract signature date) and expire on 31 August 2022.

XI. DUTY STATION

Duty Station for the Assignment is Home-based. The Consultant will be requested to travel to provinces where the Project has been implemented as indicated in the expected interview schedule table below. All the costs associated with travel, accommodation and any other living costs shall be borne by UNDP. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency.

The costs of these missions may either be;

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

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

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

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

However, as the COVID-19 pandemic is quickly evolving, field visits defined under Expected Interview Schedule might not be possible and interviews might be held virtually through telecommuting and online conferencing tools, or any other alternative method to protect the safety of consultant, key actors and informants whilst ensuring the successful conduct of evaluation mission. "Interviews" referred in this Terms of Reference comprises such telecommuting and online conferencing tools as well. All travel arrangements shall be subject to pre-approval of the UNDP.

Expected Interview Schedule

Partners/ Stakeholder(s) to be Interviewed	Location ⁴	Estimated Day(s)*
KFW (Kreditanstalt für Wiederaufbau)	Ankara	0,5
Ministry of Industry and Technology, DG Strategic Research and Productivity	Ankara	0,5

Ankara Chamber of Industry (ASO)	Ankara	0,5
ASO Vocational Training Center	Ankara	0,5
Konya Chamber of Commerce (KTO)	Konya	0,5
Kayseri Chamber of Industry (KAYSO)	Kayseri	0,5
Abdullah Gül University (AGU)	Kayseri	0,5
Ankara Model Factory	Ankara	0,5
Kayseri Model Factory	Kayseri	0,5
Konya Model Factory	Konya	0,5
Erciyes Technopark	Kayseri	1
Konya Innopark	Konya	0,5
Selected companies from Ankara, Kayseri and Konya	Ankara, Kayseri and Konya	3,5
ESTIMATED TOTAL		10

Covid 19 Specific Measures:

The Consultant shall review all local regulations, as well as that of UN and UNDP concerning the measures, he/she must take during performance of the contract in the context of COVID-19. The Consultant shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect his/her health and social rights, as well as UNDP personnel, Project Stakeholders and third parties. UNDP shall not be held accountable for any Covid-19 related health risks or events that are caused by negligence of the Consultant and/or any other third party.

XII. SKILLS REQUIREMENTS OF THE CONSULTANT

The expected qualifications of the Consultant are as follows:

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

⁴ 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.

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

The consultant should avoid any kind of

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

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

XIII.PRICE AND SCHEDULE OF PAYMENTS

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

deliver such deliverables. Payments will be made against submission of the deliverable(s) by the IC and approval of such deliverables and by UNDP on the basis of payment terms indicated in below table:

Deliverable	Percentage of Payment	Condition of Payment
1. Inception Report	70% of Total Contract Amount	Upon acceptance and approval of the corresponding deliverables by UNDP, on the basis of the lump-sum price of the deliverables
2. Draft Evaluation Report		
3. Final Evaluation Report	30% of Total Contract Amount	
4. Presentation/De-briefing		

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

Proposals shall be submitted in US\$. In case a Turkish national is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.

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

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

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

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,⁵ 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):

Project information	
Project/outcome title	
ATLAS ID	
UNDCS Outcome and CPD Output	
Country	
Region	

⁵ Annex 2 outlines different data collection methods.

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

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.
 - Summarize principle findings, conclusions and recommendations.
6. **Introduction**

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated now, and why it addressed the questions it did.
 - Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
 - Identify the intervention of the evaluation (the project(s) programme(s) policies or other intervention—see upcoming section on intervention).
 - Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.
7. **Description of the intervention** provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide enough detail for the report user to derive meaning from the evaluation. It should:
- Describe **what is being evaluated, who seeks to benefit** and the **problem or issue** it seeks to address.
 - Explain the **expected results model or results framework, implementation strategies** and the key **assumptions** underlying the strategy.
 - Link the intervention to **national priorities**, UNDCS priorities, and objectives, corporate multi-year funding frameworks or Strategic Plan goals, or other **programme or country-specific plans and goals**.
 - Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
 - Identify and describe the **key partners** involved in the implementation and their roles.
 - Include data and an analysis of **specific social groups** affected. Identify **relevant cross-cutting issues** addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind.
 - Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
 - Indicate the **total resources**, including human resources and budgets.
 - Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
 - Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).
8. **Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.
- **Evaluation scope.** The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
 - **Evaluation objectives.** The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
 - **Evaluation criteria.** The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the criteria used in the evaluation.

- **Evaluation questions** define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.
9. **Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. **The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups.** The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:
- **Evaluation approach.**
 - **Data sources:** the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
 - **Sample and sampling frame.** If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
 - **Data-collection procedures and instruments:** methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.
 - **Performance standards:** the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
 - **Stakeholder participation** in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results.
 - **Ethical considerations:** the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).⁶
 - **Background information on evaluators:** the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
 - **Major limitations of the methodology** should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.
10. **Data analysis.** The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of

⁶ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.
12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.
13. **Recommendations.** The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.
14. **Lessons learned.** As appropriate and/or if requested by the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.
15. **Report annexes.** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:
 - TOR for the evaluation.
 - Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
 - List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation consultant and UNDP.
 - List of supporting documents reviewed.
 - Project or programme results model or results framework.
 - Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators.
 - Code of conduct signed by evaluator.

Annex C – Documents to be Reviewed

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

- Revised UNDP Evaluation Policy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2018-2021)
- UNDP Social and Environmental Standards (January 2021)
- UNEG Ethical Guidelines for Evaluation (2020)
- Guidance on Evaluation Institutional Gender Mainstreaming (2018)
- UNEG Norms and Standards for Evaluation
- UNEG Integrating Human Rights and Gender Equality in Evaluations
- UNDP Strategic Plan 2022-2025
- UNDCS 2021-2025 and UNDP Country Programme Document 2021-2025
- Turkey’s Response to the Syrian Refugee Crisis and the Road Ahead (World Bank – December 2015)
- 5 years National strategic development plan
- Business Plans for Digital Transformation and Lean Manufacturing Centers
- 11th National Development Plan
- Turkey’s Productivity Strategy and Action Plan (2015-2018)
- Turkey’s SME Strategy and Action Plan (2015-2018) 2023 Industry and Technology Strategy

Project Documents, which will be provided after Contract Signature

- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- Technical Field Visit Report
- Monitoring Mission Reports
- KfW Monitoring Reports
- Training reports and records,
- M&E System Design Report for Model Factories
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports
- Communication and Visibility Plan
- Monitoring Reports for Job Creation Component

○ **Results Framework**

- **Intended Outcome as stated in the UNSDCF [or Global/Regional] Programme Results and Resource Framework: 2.1.** By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.

Project title and Atlas Project Number: Employment and Skills Development Programme								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	Baseline	Current Value	TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			2017	As of November 2021	2018	2019	TOTAL	
Output 2: Sustainable job opportunities created for Syrians and Turkish host community members in Ankara and in Kayseri and in Konya	# of additional service lines on innovation are identified	MoSIT database Project Reports	0	1	1	-	1*	Through project-based M&E tools and systems
	# of additional service lines on innovation became operational for Ankara	MoSIT database Project Reports	0	0	-	1	1**	Through project-based M&E tools and systems
	#of existing SME Capability Centers replicated in Kayseri and Konya	MoSIT Database Project Reports	0	2	-	2	2	Through project-based M&E tools and systems
	# of additional SMEs have received <u>business advisory and innovation services</u> , (women entrepreneurs and women empowerment will be also targeted)	Project Reports	0	477	10 SMEs 20 people w/business ideas	90 SMEs 130 people w/business ideas	100 SMEs 150 people w/ business ideas	Through project-based M&E tools and systems
	# of additional SMEs have received SME Capability Center Services, as well as ASOSEM	Project Reports	0	494	-	150	150	Through project-based M&E tools and systems
	# of additional SMEs are <u>newly established</u> focusing on innovation (set up by Syrians or Syrian/ Turkish joint ventures)	Project Reports TOBB Registration database	0	In progress	-	100	100***	Through project-based M&E tools and systems
	# of Syrians and Turkish host community members have benefitted from <u>awareness raising</u> activities (including networking,	Project Reports	0	2850	30	470	500	Through project-based M&E tools and systems

	match making event, capacity building training programmes, entrepreneurship training programmes)							
	# of Syrians and Turkish host community members have been placed in jobs	ISKUR Database Project Reports	0	2440	-	2000	2000	Through project-based M&E tools and systems

*, **, *** First, second and sixth indicators are related to Innovation Center to be established in Ankara with the funding of the Turkish Government. The background studies were completed within the scope of the component and a report prepared for the next steps to be taken. Ministry decided to put establishment of Ankara Innovation Center on hold. They stated that they are currently evaluating studies related with all Innovation Centers at the Ministerial level and their final decision will be based on this high-level evaluation. It is important to underline that indicator related to establishment of new SMEs focusing on innovation is completely related with Ankara Innovation Center, therefore without finalizing this study, it will be not possible to reach to this target