



This project is funded by the European Union.
Bu proje Avrupa Birliđi tarafından finanse edilmektedir.
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Final Evaluation of the Turkey Resilience Project in Response to the Syria Crisis

Final Report

22 May 2023

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Project information	
Project/outcome title	UNDP Turkey Resilience Project in Response to the Syria Crisis (TRP)
ATLAS ID	108274 – TRP C1 Job Creation 108275 - TRP C2 Municipal Service Delivery 108276 – TRP C3 Adult Language Training

UNDCS Outcome and CPD Output (2016-2020)	<p>UNDCS 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</p> <p>CPD Output 1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth</p> <p>CPD Output 1.1.2. Solutions developed and applied to improve sustainable management of natural resources and waste</p> <p>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</p>	
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</p> <p>Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community</p> <p>Output 1.3 Core government functions and inclusive services strengthened post-crisis for harmonization and durable solutions to displacement</p> <p>Output 1.4 Sustainable job opportunities created for displaced populations and host communities</p>	
Country	TÜRKİYE	
Region	Europe and Central Asia	
Date Project document signed	15 December 2017	
Project Dates	Start	End Date
	1 February 2018	30 June 2023
Total Committed Budget	\$ 59.007.867.72	
Project expenditure at the time of evaluation	\$ 58.955.424,13	

Funding Source	EU Regional Trust Fund in Response to the Syrian Crisis (the “MADAD fund”)	
Implementing Party	UNDP TÜRKİYE Country Office	
Evaluation Information		
Evaluation type	Project Final Independent Evaluation	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	01 February 2018	30 June 2023
Evaluators	Gökçe Baykal, Team Leader Murat Çevik, Evaluation Consultant	
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Evaluation Dates	Start	Completion
	5 Septemberr 2022	30 May 2023

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LIST OF ACRONYMS

3RP	Regional Refugee and Resilience Plan
C1	Job Creation Component
C2	Municipal Service Delivery Component
C3	Adult Language Trainings Component
COVID-19	Coronavirus 2019
CPD	Country Programme Document
DTC	Digital Transformation Centers on Lean Manufacturing
ET	Evaluation Team
ERG	Evaluation Reference Group
EU	European Union
EUD	Delegation of the European Union to Türkiye
EUTF	EU Trust Fund in Response to the Syria Crisis
GSD	Greenhouse Solar Dryer Facility
HATSU	Hatay Municipality General Directorate of Water & Sanitation
IC	Innovation Center
ILBANK	Bank of Provinces Inc.
KII	Key Informant Interviews
MBT	Mechanical Biological Treatment Facility
M&E	Monitoring and Evaluation
MoFSS	Ministry of Family and Social Services
MoIT	Ministry of Industry and Technology
MoNE	Ministry of National Education
PEC	Public Education Centre
PDNE	Provincial Directorates of National Education
PMM	Presidency of Migration Management
SME	Small and Medium Sized Enterprise
RCOP	Regional Competitiveness Operational Programme
TRC	Turkish Red Crescent
SUMAF	Technical Assistance to Support the Monitoring Actions Financed under the Facility for Refugees in Türkiye
SuTP	Syrians under Temporary Protection
TRP	Turkey Resilience Project in response to the Syria Crisis
UNEG	United Nations Evaluation Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDCS	United Nations Development Cooperation Strategy
UNSDCF	United Nations Sustainable Development Cooperation Framework
WTS	Waste Transfer Station
WWTP	Wastewater Treatment Facility

EXECUTIVE SUMMARY

Introduction

This report presents the findings of an independent evaluation of the Turkey Resilience Project in Response to Syria Crisis (TRP) 2018-2022, which was commissioned by the United Nations Development Programme (UNDP) Türkiye. The evaluation was conducted during the period of September 2022 – February 2023 by two independent national evaluation consultants, Gökçe Baykal (Team Leader) and Murat Çevik (Team Member-particularly responsible of evaluation of Municipality Service Delivery Component II of TRP).

The project is funded by EU Regional Trust Fund in Response to the Syrian Crisis (the “MADAD fund”) and the Action has been launched on February 1st, 2018. The locations of the project are Gaziantep, Hatay, Şanlıurfa, Kilis (all four are pilot municipalities) and Izmir, Adana, Mersin, Istanbul, Bursa, Konya. The primary stakeholders are The Ministry of Industry and Technology (MoIT) Directorate General for Strategic Research and Productivity for Component I (Job Creation), ILBANK for Component II (Municipal Service Delivery) and Component III (Adult Language Training)’s implementing partner is Ministry of National Education (MoNE) Directorate General of Lifelong Learning. TRP aims to strengthen the economic and social resilience of SuTP and their host communities and relevant national and local government institutions and has three components: Job Creation Component (C1), Municipal Service Delivery Component (C2), and Adult Language Training Component (C3):

Job Creation Component (C1): The objective of Component 1 is to strengthen the local economies that are most affected by the large-scale displacement through increasing their potential to create new jobs in a sustainable way through productivity, innovation, industrial transformation, training in business development and entrepreneurship while ensuring private sector engagement in the response.

Municipal Service Delivery Component (C2): The objective of Component 2 is to strengthen the economic and social resilience of Syrians under Temporary Protection through supporting the following municipal activities including establishment of Mechanical Separation and Biological Treatment Facility, Waste Transfer Stations, construction of Green-House Solar Sludge Dryer Facility, provision of firefighting vehicles and construction of waste water treatment plant in certain municipalities and overall, increasing technical capacities of Municipalities.

Adult Language Training Component (C3): The objective of Component 3 is to strengthen the economic and social resilience of Syrians under Temporary Protection through delivery of the Blended Turkish Language Trainings to facilitate their access to decent job opportunities.

The evaluation focused on the assessment of the outcomes, outputs, implementations, and achievements of TRP. The scope of this TRP evaluation is defined to cover the totality of the 2018-June 2023 TRP’s all three components and plus COVID-19 activities under contingency budget within approximately four and half years of TRP implementation from February 2018 to the time of the evaluation’s field work. So far, all activities under three components were completed, except for a new activity that has been added lately as a contingency activity for strengthening firefighting capacity of Hatay municipality. As noted by the project team, the containers procured for the firefighting department will be repurposed for the use of Hatay municipality for earthquake related needs, as of February 2023, due to the big earthquake hit 10 provinces on 6 February and following days.

Objective

The overall aim of the evaluation is to critically assess the activities implemented under TRP and whether the activities led to the achievement of the planned results and objectives; to identify the project's relevance, efficiency, effectiveness, sustainability and cross cutting issues (its contribution to resilience, crisis response and recovery) in achieving planned results; to draw out lessons learned and identify *good practices* and draw *lessons* and forward-looking *recommendations* to UNDP for similar interventions. The intended users of the evaluation include the line Ministries, Ministry of Industry and Technology, Ministry of National Education, ILBANK, implementing agency UNDP, donor EU, partners from the civil society and academia and other development partners, and the beneficiaries of the project, including SuTP population and host community.

Methodology

The evaluation is based on a non-experimental design, using mixed methods combining qualitative and quantitative methods and triangulation of data to compile a robust and credible evidence base. The evaluation applied a mixed-method approach and included the following methods: in-depth and structured document review of the TRP design, implementation approaches and results; policy documents and legislative frameworks; contribution analysis to determine factors that promoted or impeded the progress against intended results; systems analysis of management, monitoring, quality control and assurance strategies; mapping of risks analyses and mitigation measures; analysis of sustainability strategies and systemic barriers to sustainability, a total of **51 key informant interviews** (KIs) conducted with key stakeholders, where 21 of them are women and the rest is male. and 3 focus group discussions (FGDs) with the beneficiaries of Digital Transformation Centers in Izmir and Gaziantep and Innovation Center in Izmir under Job Creation Component (C1), where **16 beneficiaries** attended (6 of them are female and 10 of them are male), and 2 interviews conducted with male beneficiaries of business development trainings of Job Creation Component (C1). No FGDs were conducted with the beneficiaries of Adult Language Training Component (C3) due to the completion of component activities by mid-2021 therefore, it was hard to reach out to beneficiaries. The fieldwork took place in October 2022 in Gaziantep, Mersin, Adana, Izmir for all Digital Transformation Centers and Innovation Centers. Interviews and site visits were made to Gaziantep Metropolitan Municipality, Hatay Metropolitan Municipality, Kilis Municipality and Sanliurfa Metropolitan Municipality specifically for Component 2.

The main limitations while conducting the evaluation is the gap between the completion of activities in mid-2021 except two of the activities, Mechanical Biological Treatment Facility, and provision of firefighting vehicles under the Municipal Service Delivery Component (C2) and the time of the evaluation which started in September 2022. The time gap between the completion of all of activities except the one mentioned above and the initiation of the final evaluation report caused a limitation when accessing to beneficiaries of the project. However, the evaluation ensured accessing the relevant beneficiaries where possible, who are eligible, knowledgeable about the projects' activities in where their contribution makes a positive impact on the quality of the final evaluation findings.

MAIN FINDINGS

Relevance

The evaluation has found that the project was highly relevant in addressing major constraints faced by SuTP population regarding access to job market and having Turkish language skills facilitating their integration both economically and socially to Turkish society. On the other hand, the project made highly relevant intervention to increase capacity of municipalities, which are the first responders to the challenges caused by the unprecedented refugee crisis in Turkiye.

The design and implementation of the components of the project are also highly relevant to the national priorities and Türkiye's main strategic documents underpinning migration and refugees including United Nations Development and Cooperation Strategy (UNDCS) 2016-2020 and UNSDCF 2021-2025, 10th and 11th National Development Plan. TRP also aligns to relevant ministries' four year-long strategic plans and priorities (The Ministry of Industry and Technology Strategic Plan (2019-2023), Ministry of National Education 2019-2023 Strategic Plan, ILBANK's strategic plan (2019-2023) and regional (i.e. Regional 3RP and the Chapter on Turkey) and international priorities, and evolving contextual changes in Turkey. The project is also fully in line with the mandates of UNDP and its vision and strategic directions and has also created strong linkages with Inclusive Sustainable Growth (ISG) Portfolio. Particularly, the priorities set by UNDP's Country Programme including risk informed sustainable economy and environment, durable solutions to displacement and effective, modern governance systems, are highly relevant considering TRP's design and strategy. UNDP's strategic priority areas i.e. environment, municipal infrastructure, inclusive sustainable growth and women empowerment gives a pivotal role in creating synergies and linkages between crisis response and those areas (i.e. "creating livelihoods opportunities for Syrians in renewable energy through Blended Learning System of MoNE")

TRP's design and strategy align with the objectives of FRIT (Facility for Refugees in Türkiye) as well. Some of the elements outlined in the priority areas (socioeconomic support and municipal infrastructure), strongly relate to the design and strategy of TRP. The Project has been contributing particularly to achievement of the Sustainable Development Goals and post-2015 agenda as well. The TRP project has a strong focus on vulnerable populations, particularly SuTP, who experience challenges to make the ends meet, who have lack of access to job market due to lack of certain vocational skills, language skills, etc. Therefore, many of the results have provided support to achieving SDG 1 (end poverty in all its forms everywhere), SDG 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG 6 (ensure availability and sustainability management of water and sanitation for all), SDG 8 (promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all), SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable), SGD 12 (ensure sustainable consumption and production patterns). All three components of TRP have made significant contributions to the effort towards achieving the SDGs.

Overall, the project was highly aligned with the national priorities, relevant Ministries' long-term strategies, fully in line with the objectives of UNDP and its vision and strategic directions and fits into UNDP Türkiye's Syria Crisis Response and Resilience Portfolio and sector policies and fit in the already existing phase of transition from humanitarian to development nexus regarding responding to the refugee crisis in Türkiye.

Based on above analysis, the relevance of the intervention is rated as **Relevant**.

Effectiveness

The project was broadly effective in terms of reaching out and even exceeding the targeted number of SuTP and host communities via collaborating successfully with relevant national partners, investing, and enhancing their capacities in responding to the Syrian refugee crisis, particularly enhancing operational capacity of the municipalities, first port of call, for helping them better address the heavy burden of the refugee crisis in the cities.

Across Job Creation Component (CI), TRP has played a significant role, and managed to establish strong partnerships at national and sub-national levels to respond to needs of local economy. As a result of TRP project efforts, Digital Transformation Centers have created positive impact on enhancing the productivity, therefore increasing competitiveness for SMEs in SuTP populated provinces. On the other hand, this component has experienced the main challenge faced by the project overall, which is the dilemma between the "development-driven" approach that requires long term commitment to attain and measure the intended livelihood results, sustainability, and impact; versus

the “crisis response” demanding quick results. Therefore, it didn’t reach out as many Syrian SMEs due to the low number of Syrian owned SMEs running in the field. However, through the adaptive management, 2001 SuTP and host community has benefited from various activities including employment, mentoring, consultancy, training, and financial & technical support which helped to build networks, establish new enterprises, and overall contribute to creation of new jobs. The achievement of this component lies where TRP has focused on an area, such as entrepreneurship, consultancy support for business development, where there have been less interventions and accordingly more demand/need particularly requested by SuTP. On the other hand, one of the underachievement of the component was reaching out to less Syrian women and host community members due to the male dominance of manufacturing sector nationally and globally and SMEs, social norms, low labor force participation rates among women in general.

Across Municipal Service Delivery Component (C2), the interventions have successfully achieved their proposed objectives and targets in the implementation period, including official extension time. The component successfully contributed and enhanced the operational capacity of the municipalities in Kilis, Hatay, Gaziantep and Şanlıurfa and especially in waste management related topics, as well as externally funded project management and implementation both for municipalities and İLBANK Regional Directorates. The contribution of the TRP in terms of increased waste capacity has also a great impact on the environment and on the overall service capacity of the beneficiary municipalities. For instance, the landfills are normally planned for the local populations where the additional refugee population has shortened the lifetime of these landfills by twice or more, creating an urgent and crucial need for rapid response for a healthy environment operation in those provinces. Beyond its contribution to waste management capacity, TRP has also increased the overall financial and operational capacity of municipalities to enable them to re-purpose their resources for providing better public services for the whole population in other sectors as well. One of the eight sub-outputs defined in the Result Framework which is establishment of “Mechanical Biological Treatment (MBT) facility seem to be the only problematic case in the whole component activities, that affected the overall project timeliness, due to some external conditions emerging with Covid-19 pandemic, Although the operational and managerial problems occurred in the project design, with various interventions via the involvement of relevant parties, the issues were solved.

Adult Language Training Component (C3) has successfully reached out SuTP and has contributed to their economic and social resilience through the delivery of the blended Turkish language courses from A1 to B2 levels and overachieved its target of reaching 54.648 SuTP, where 70 per cent of the beneficiaries are women, where 30 per cent of them men. Particularly, B1 and B2 level language courses have provided the beneficiaries Turkish language skills that facilitate their access to job market in Türkiye. This also brings positive returns in integration of Syrian women socially in the short-run and economically in the long-run, which helps them to build both social and economic resilience as it is projected as a goal under C3 component. The project has also successfully introduced ‘Blended Learning’ (BL) model to Public Education Centers for adult Turkish language training. The BLS has been a signature solution where a hybrid/ online learning system was integrated into MoNE’s national education system called EBA and is now used by MoNE for other adult training programmes. Indeed, the BL modality has been used for a training on renewable energy for Syrians and host community members in Türkiye, conducted by UNDP, together with MoNE. Finally, since the demand for vocational skills training courses and art and craft courses have been quite high among SuTP, the refurbishment and construction of PECs have contributed to the capacity of MoNE to deliver such trainings targeting both Syrian and host community population.

In general, the evaluation team finds facilitating factors which contributed to the project’ effectiveness, including (i) collaborating with the experienced and relevant partners and willingness of the partners increasing ownership (ii) UNDP’s project team’s high level of engagement both on technical and field level, particularly project team’s adaptive and on time responses while dealing with the challenges during implementation. The major factors that had an impact on project’s progress were (i) economic and sociopolitical context in Türkiye, particularly has an impact on job creation component (C1), (ii)

the slow operation of approval mechanisms within the relevant Government departments (iii) in famous COVID-19.

Based on above analysis, effectiveness of the intervention is rated as **Satisfactory (S)**.

Efficiency

The program's efficiency has been evaluated under two main themes looking at (i) efficiency of program management and implementation, (ii) the human resources, and (iii) financial efficiency.

Efficiency of Programme Management and Implementation: The project was managed through the successful collaboration with the relevant Ministries, MoNE and MoIT and ILBANK and strong local SME umbrella organizations such as Chambers, Organized Industrial Zones, expert institutions like Anadolu University, leading and willing local actors such as municipalities. Each stakeholder is known as having strong expertise in their fields and willingness to have ownership of TRP's outcomes, which ensure the successful implementation of the project and achievement of its objectives.

Regarding the *human resources* overall qualified CO staff with technical capacity has been one of the added values of UN, acknowledged by all stakeholders interviewed but there is scope to strengthen technical expert pools. High turnover rates in UNDP and stakeholders' part is observed as well. However, the change of staff members in UNDP team took place in the last year of the project, where more than 90 per cent of its activities were already completed. The project was supposed to be closed in early 2021 but due to impact of COVID-19 especially on construction works in municipalities component, the project had to be maintained with a smaller team, which contributed to the project's cost-effectiveness.

Efficiency in financial means: By the end of December 2022, the project had completed its course. All estimated and requested budget is used across different items and tasks. Although there were fluctuations in costs of different budget items, the project has successfully used all estimated budgets without exceeding or failing. This was made possible with the use of a contingency budget made available in relation to the COVID-19 pandemic. The intervention delivered is resulted in an economic and timely way. What we mean by economic is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcome, and impact, in the most cost-effective way possible, as compared to feasible alternatives in the context. The main costs of the project pertain to costs of key staff in Turkiye, which aligns to the rates of key staff in other international agencies in Turkiye. Since high quality, very experienced and qualified staff needed in Turkiye to contribute technically such a comprehensive project, the daily consultancy rates for long-term advisor positions are also aligned to international standards. This assessment is done in comparison with market rates known to the evaluation team. Outputs are delivered within the intended timeframe.

Based on above analysis, efficiency of the intervention is rated as **Satisfactory (S)**.

Sustainability

The sustainability of many achieved results and benefits seems to remain robust. TRP has invested considerable efforts in developing strong relations with national and local partners through implementation of activities. While collaborating with UNDP, national actors showed their willingness to work together and willingness to take ownership of the outcomes. Therefore, enhanced national and local capacities, their willingness, and their ownership of TRP are the guarantors of sustainability of outcomes of the project. Beyond contribution of national stakeholders, the sustainability of the project outcomes largely lies on UNDP's development-driven approach to crisis response and its full integration to local and national systems as in the case of MoNE's adaptation and integration of Blended Learning as well as the use new models, practices, methodologies, and tools to sustain the benefits of the project. UNDP's mandate is based on supporting the governmental and administrative institutions and on improving existing systems, policies, in contrast to traditional approaches to humanitarian crisis.

However, the long-term sustainability of many interventions is threatened by factors, many of which are outside of UNDP's control. These include but are not limited to general economic fragility furthered by negative repercussions of COVID-19 which can force SMEs not to make new hirings or even lead to layoffs; staff turnover in targeted institutions; socio-political and community resilience related challenges such as limited implementation of new employment/ refugee policies may further affect the employment of Syrians under Temporary Protection ; political complexities such as incoming elections and rhetoric over sending the SuTP back; as well as rooted social norms and attitudes of public.

Based on above analysis, sustainability of the intervention is rated as **Likely (L)**.

Cross Cutting Issues

The project has a strong gender mainstreaming focus with gender and do no harm policy and human rights integrated across all its components, particularly Job Creation Component (C1) and Adult Language Training Component (C3). However, log frame and stakeholder interviews point to inevitable limitations of reaching out Syrian women under Job Creation Component (C1), which is not unique to TRP project. In general, Syrian women arrive unprepared for integration into the destination labor markets due to having lower levels of education, patriarchal norms, childcare responsibilities, etc. On the contrary, the evaluation found deliberate effort to ensure that all interventions and achievements mainstream gender equality. Indeed, Adult Language Training Component (C3) reached out a way more Syrian women than men and contributed to their language skills and at the same time, facilitated their integration to the society.

In terms of its contribution to crisis prevention and recovery, TRP contributed within the framework of COVID-19 response activities. Besides COVID-19 response activities, both Job Creation Component (C1) and Adult Language Training (C3) has contributed to refugees' resilience by offering opportunities for SuTP such as developing new jobs and offering livelihood opportunities, increasing their interaction with the host community. The support in project management and emergency operations of TRP contributed to crisis prevention and recovery capacity enhancement of the municipalities as well.

Based on above analysis, the Cross Cutting Issues of the intervention is rated as **Satisfactory (S)**.

Conclusions

Conclusion 1 (Relevance): The design of TRP has been significantly in line with Türkiye's national development priorities and responsive to the evolving needs in the light of refugee situation. TRP project used the *resilience-based development approach*, which was quite relevant to the political and socioeconomic context of the time. The project aligns to UNDP's strategic priority areas i.e. environment, municipal infrastructure, inclusive sustainable growth and women empowerment, which gives a pivotal role for TRP in creating synergies and linkages between crisis response and those areas. The project was successful in establishing linkages with national priorities and ensure complementarities with interventions funded by various funding resources, including national budget.

Conclusion 2 (Effectiveness): The project was broadly effective in terms of reaching out and even exceeding the targeted number of SuTP and host communities. The project is quite successful particularly in actions listed as (i) collaborating successfully with relevant national partners; (ii) investing and enhancing their capacities in responding to the Syrian refugee crisis; (iii) enhancing operational capacity of the municipalities for helping them better addressing the heavy burden of the refugee crisis in the cities; (iv) facilitating SuTP's and host communities access to job market and; (v) contributing to their Turkish language skills while helping them to integrate into the society both in economic and social terms.

Conclusion 3 (Effectiveness): There are facilitating factors which contributed to the project's effectiveness. The major factors influencing the achievement of the project's objectives were (i) collaborating with the right project partners and willingness of the partners (ii) UNDP's project team's high level of engagement both on technical and field level, including project team's adaptive and on time management skills. The major factors that had an impact on project's progress, (i) economic and sociopolitical context in Türkiye, particularly might have an impact on job creation component in the long run (C1), (ii) the slow operation of approval mechanisms within the relevant Government departments due to high turnover rates (iii) in famous COVID-19.

Conclusion 4 (Efficiency): Overall, UNDP has exercised meticulousness in project financial management. The project delivered its results in an economic and timely way.

Conclusion 5 (Sustainability): While the evaluation team was able to observe significant achievement and positive results in the short term, where many achieved effects and benefits seems to remain robust, the long-term sustainability of the many interventions is threatened by a variety of factors. These include but are not limited to general economic fragility which is worsened by COVID-19; staff turnover rates in targeted institutions; socio-political and community resilience related challenges such as lack of new employment/ refugee policies which may further affect the employment of Syrians under Temporary Protection; political complexities such as incoming elections and rhetoric over sending the refugees back; as well as rooted social norms and attitudes of public; and funding shortages on the side of national partners.

Conclusion 6 (Cross cutting issues): The project has a strong gender mainstreaming focus with gender and do no harm policy and human rights integrated across all its components. The project framework and interventions embed the principle of 'leave no one behind', though with variations as found by this evaluation, with strong engagement within the response to the refugee situation and less so when it comes to the most vulnerable groups, the most disadvantaged groups such as persons with disabilities. TRP has contributed to the sustainable livelihoods particularly through Job Creation Component (C1) and Adult Language Training Component (C3). The establishment and operational capacity enhancement of the waste management facilities, namely MBT, wastewater treatment and waste transfer facilities found to be the main group of investments contributing the environmental management and protection providing a healthy and safe environment for all type of communities. In terms of its contribution to crisis prevention and recovery, TRP contributed significantly within the framework of COVID-19 response activities.

Lessons Learned

General

- The project has three comprehensive components, where each can be a project on its own, which made it challenging to build and strengthen the link between the components.
- For such comprehensive interventions with a range of thematic areas within challenging context, strong ToC is a key to ensuring clear understanding of how different interventions mutually contribute and provide for transformational change across a given topic.
- **For such a comprehensive project, the timeframe was quite limited.** To some extent the short-term project duration of the EU's humanitarian activities is not well-suited to the slow approval mechanisms of a government ministry. While working with government institutions, the project needs to consider time needed for approval mechanisms within the relevant Government departments. In cases like land allocation (C2), approval processes (C3) or the time required for job creation and monitoring requirements (C1), the project experienced difficulties.
- Majority of the projects, like TRP have been targeting only Syrians under Temporary Protection (SuTP) and host communities while responding to the migration crisis in Türkiye. Support needs to be extended to include broader groups of population under international protection, such as Iraqis, Afghans, who are under international protection.

Job Creation Component (C1)

- Job Creation Component has complex and sophisticated interventions that requires mid to long term to get tangible results in terms increasing the employment opportunities through improving the productivity or the commercialization of a product. Within the limited time frame of the project, it is challenging to create impact and follow up results.
- The interventions under C1 did not attach conditions to the services it provides to SMEs, for example commitments to employ SuTP, which might have contributed to their integration into labor market.
- It is a lesson learned for all UN projects on promoting female labor force through labor market integration of Syrian women don't achieve very successful outcomes. For instance, designing skill building programmes promoting gender equality, taking into attention the realities of women in everyday life and at the same time the realities of economic sector and the barriers that girls and women face benefiting from livelihood programmes, would be a starting point.

Municipal Service Delivery Component (C2)

- Active involvement of (highly) qualified experts and sub-contracting companies is more important than the financial dimension for the success and sustainability of the implementation under Municipal Service Delivery Component. For a high-level success in technical and financial efficiency, management structures and technical dimensions should be designed and defined with an integrated vision and method. For example, increasing qualified human resource capacities of the implementing and operating institutions in any (similar) action is of high importance for success in implementation and enhancing institutional capacities at all levels.

Adult Language Training Component (C3)

- In the design stage, it would have been ideal if there had been a direct referral mechanism from Job Creation Component (C1) to Adult Language Training Component (C3) so that beneficiaries of Job Creation component (C1) might have been the beneficiaries of adult language trainings Component (C3).
- Even though MoNE put effort to standardize the amount of fees given to the beneficiaries, unharmonized fee structure between international agencies in providing stipends to the language course beneficiaries still persists. Due to this, drop outs were observed at some point in attendance rates of language training courses provided by TRP. However, it is equally important to note that the completion rate of the language courses delivered by TRP were higher compared to other available language courses targeting refugee population (%78 vs. %72). The standardization of stipends must be coordinated and aligned with the involvement of UN agencies and INGOs implementing projects targeting SuTP population and MoNE could make sure they are all aligned,.

Recommendations

Recommendation 1. (Addressed to UNDP Türkiye) Build an elaborate project theory with a precise definition of causal linkages within and across project components and their corresponding interim results (outputs and outcomes) clarifying how they contribute to the project goals and overall goal of UNDP engagement in Türkiye.

Recommendation 2. (Addressed to UNDP Türkiye) Re-think, re-plan and implement small-scale interventions and initiatives as pilots to be pursued consistently and seriously which in some cases brought important and scalable models of work if they succeed and dropped if they do not prove to be promising, so efforts are prioritized and invested in potential scale-up and sustainability of what works.

Recommendation 3. (Addressed to UN Agencies and UNDP Türkiye) Besides this project, the livelihood response to the Syrian refugee crisis has also been suffering from a lack of efficient coordination between UN agencies and between UN Agencies and national stakeholders. Consider making partnerships with other UN Agencies, where joint interventions of two or more UN agencies contribute additional value. UNDP should look for areas to collaborate with other UN Agencies, where it might find opportunity to broaden its support into focused areas and select strategies across sectors that have higher internal coherence and synergy potential.

Recommendation 4. (Addressed to UNDP Türkiye) Maintain, strengthen, and enhance partnerships with national and local stakeholders, including line Ministries, the private sector, municipalities, and civil society. Expanding the partnership particularly with women NGOs could facilitate reaching out vulnerable segments of society, such as Syrian women, where it doesn't only create an impact on them and emphasize leave no one behind agenda but also works for changing the social norms that produce gender inequalities, to enhance social cohesion, and to strengthen national and local actors in Türkiye.

Recommendation 5. (Addressed to UNDP Türkiye, UN Agencies and EUD) There is also lack of coordination with other implementing actors on the field to develop strategies for harmonization and coordination about stipends paid to SuTP and host community population. Close coordination and advocacy with other implementing actors on the field need to be built.

Recommendation 6. (Addressed to UNDP Türkiye, UN Agencies and National Ministries) One important need in strategic level efforts to bridge supply and demand policies, particularly with respect to Syrians has been the data for job profiling of these groups. Another database is also needed to follow up the course attendants, and to prevent these training courses to become income generating sources and that turn SuTP into professional students.

Recommendation 7. (Addressed to UNDP Türkiye and MoNE) Adopt a holistic approach to competitiveness and inclusiveness for long-term income and employment creation and build on UNDP's strengths and experience on digitalization of language trainings collaborated with MoNE. Together with MoNE, UNDP should consider offering digital literacy, and other vocational training courses via digital platform, which might enable particularly SuTP and host community women to participate in the digital economy.

Recommendation 8. (Addressed to UNDP Türkiye) Envisage as community based solid waste management programme where it promotes a culture of cleanliness, environmental consciousness, and social responsibility. It might create a viable and cost-effective environmental solution that SuTP, and host communities can adopt and implement themselves.

Recommendation 9. (Addressed to UNDP Türkiye) Adult Language trainings Component (C3) have contributed to the social integration of particularly women beneficiaries. However, in this regard, a clearer strategy should be defined, and a more comprehensive, evidence-based and holistic approach would produce better results in social cohesion.

Recommendation 10: (Addressed to UNDP Türkiye and İLBANK) A detailed update for the status in the field for the waste management infrastructure, especially MBT facility recommended after the recent earthquakes hit the region in February will be beneficial.

INTRODUCTION

1. This report presents the main findings, conclusions, and recommendations of a final evaluation of the Turkey Resilience Project in Response to Syria Crisis (TRP) 2017-2022, which was commissioned by the United Nations Development Programme (UNDP) Türkiye. The evaluation was conducted during the period of September – December 2022 by two independent national evaluation consultants, Gökçe Baykal (Team Leader) and Murat Çevik (Team Member-particularly responsible of evaluation of Municipal Service Delivery Component (C2) of TRP). The evaluation field mission took place face to face in Türkiye and online between October 03 to November 2, 2022.
2. The overall aim of the evaluation is to critically assess the activities implemented under TRP and whether the activities led to the achievement of the planned results and objectives; to identify the project’s relevance, efficiency, effectiveness, sustainability, and cross-cutting issues in achieving planned results; and to draw out lessons learned.
3. The scope of this final evaluation is defined to cover the totality of the 2018-2023 TRP’s three components, within approximately four years of TRP implementation from February 2018 to the time of the evaluation’s field work.¹ Taking into account the fact that the size of the funding invested by the European Union Regional Trust Fund in Response to the Syrian Crisis has been considerable, evaluation aims to respond to accountability requirements and to provide an in-depth overview based on an independent assessment. On the other hand, evaluation is envisaged to be forward-looking, aiming to take stock and learn from the work done in this project towards informing the preparation of the subsequent projects targeting SuTP population and host communities in the future.
4. The intended users of the evaluation include the UNDP, European Union, Government of Türkiye, partners from the civil society, academia, private sector, local government, other development partners, and the international and national community and beneficiaries.

1.1. Background and Context

5. Since 2011, the mass influx of Syrians fleeing the war in their country has made Türkiye, the country with the largest refugee population in the world. Türkiye currently hosts more refugees than any other country in the world. There are 4 million registered people under temporary and international protection in Türkiye, of which approximately 3.64 million are Syrian under Temporary Protection.² Just under half of SuTP (approximately 47%) are children and there are slightly more male SuTP (53.8%) compared to female SuTP.³ SuTP are dispersed across all provinces, with large concentrations in metropolitan cities as well as along the Aegean coast. The provinces in the Southeast host by far the highest concentrations of SuTP population. 81% of the SuTP are concentrated in just four provinces: Şanlıurfa, Gaziantep, Hatay, in the Southeast, and Istanbul.⁴

¹ TRP Evaluation TOR p. 4: “Turkey Resilience Project in response to the Syria Crisis (TRP, referred also as “the Action”) between United Nations Development Programme (UNDP) and EU Regional Trust Fund in Response to the Syrian Crisis (the “MADAD fund”) has been signed on 15 December 2017 and the Action has been launched on February 1st, 2018, with an agreed duration of 24 months. Three addenda have been made, first on 27 August 2019, second on 21 January 2021 and the third on 30.07.2021 for no-cost extension of the Action until 30.06.2023”.

² Türkiye: Key Facts and Figures, UNHCR Registered Asylum Seekers by Age, Gender and Country <https://reliefweb.int/sites/reliefweb.int/files/resources/72544.pdf>, accessed on 10th of September, 2022.

³ PMM (01/09/2022) The distribution of age and gender of registered Syrians under temporary protection <https://www.goc.gov.tr/gecici-koruma5638> accessed on 10th of July, 2022.

⁴ PMM (01/09/2022) Syrians under temporary protection (top 10 provinces) <https://www.goc.gov.tr/gecici-koruma5638> accessed on 10th of September, 2022.

6. As the influx of refugees grew, UN agencies have expanded their cooperation with the relevant governmental partners and civil society partners to support the identification, referral, and response to refugees with specific needs. Since 2013, the response strategy of the humanitarian community has been consolidated through the annual Regional Response and Resilience Plans (3RP). This plan coordinates support from UN and NGO partners to the Government of Türkiye in the sectors of education, protection, basic needs, livelihoods, health, and nutrition. As the refugee situation became protracted, the 3RPs have transitioned to provide increased support to national and local systems.
7. The Government of Türkiye (GoTR) has demonstrated a strong commitment to supporting people under temporary and international protection. Under the Temporary Protection (TP) regime, people are issued with an identification document which grants the right to stay in Türkiye and access to main public services, including free access to public health and education services, and access to social assistance for vulnerable cases. As of January 2016, SuTP can apply for work permits to access formal employment within their province of residence, six months after acceptance of his or her Temporary Protection status. As of January 2020, GoTR stated their estimation of spending on SuTP since 2012 was over \$30 billion. The estimation is based on spending by Turkish authorities, including AFAD, PMM, Turkish Red Crescent (TRC) and other organizations, including municipal services.⁵

Livelihoods and Economic Inclusion of Syrian under Temporary Protection

8. In January 2016, the government began allowing registered SuTP to access formal employment opportunities by making it easier to obtain work permits. However, this has not significantly improved the picture, as only around 62,369 work permits had been issued by the end of 2020, according to the labor statistics published by Ministry of Labor and Social Security.⁶ It is reported that out of 62,369 work permits, only 6.3 percent is given to women, which means only 3,967 women had a working permit, whereas 58,402 men are given legal working permits. It is not surprising if we take social norms into account, where men are expected to work away from home while women are expected to do so at home. According to a recent study, only 11.2 per cent of Syrian women aged 15-65 work compared with the 71.0 per cent of men who do so.⁷ The small percentage of working women among Syrians is not uncommon across MENA region countries. Although Turkish female labor force participation has been rising (25.2 percent in 2006) and now, 32.8 in July 2021, it still lags OECD average of 69.⁸ Besides social norms accompanied by problems of childcare and male dominated nature of homes, lack of Turkish language fluency, low education attainment, skills levels are among the additional barriers for employment of Syrian women.
9. As of July 2020, there are 2.1 million working age (15-65)⁹ registered Syrians in Türkiye, but the number of Syrians actively participating in the labor market is unknown, as the informal nature of their employment makes it difficult to know exactly. In the absence of comprehensive data on the labor-market status of Syrians in Türkiye, it is estimated that between 500,000 and one million Syrians work. Most sources indicate that Syrians are working predominantly in the textile and apparel sectors, as well as in education, construction, services, and especially agriculture. A survey conducted by the Turkish Red Crescent in 2019¹⁰ showed

⁵ Anatolian News Agency <https://www.aa.com.tr/tr/info/infografik/8044>
https://espas.secure.europarl.europa.eu/orbis/sites/default/files/generated/document/en/Toward_Long-Term_Solidarity_with_Syrian_Refugees_web_final_update_101118.pdf, accessed on 10th of September, 2022.

⁶ <https://www.csgeb.gov.tr/media/87487/yabanciizin2020.pdf>, accessed on 10th of September, 2022.

⁷ Luis Pinedo Caro, "Syrian Refugees in the Turkish Labor Market", February 9, 2020.

https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/publication/wcms_738602.pdf, accessed on 10th of September, 2022.

⁸ https://stats.oecd.org/Index.aspx?DataSetCode=GENDER_EMP, accessed on 10th of September, 2022.

⁹ Source: <https://www.goc.gov.tr/gecici-koruma5638>, accessed on 10th of September, 2022.

¹⁰ https://reliefweb.int/sites/reliefweb.int/files/resources/MnE_Livelihoods_Survey_Findings_03042019.pdf

that 20.7% of the Syrian workers in education are employed in irregular jobs, while this rate increased to 92% for those Syrians employed in the agricultural sector. Informal and irregular employment inevitably come with low wages—well below legally prescribed minimum pay—as well as poor working conditions and exploitation. Looking at those through a gender lens renders visible that such circumstances often have even more severe effects on women.¹¹

10. COVID-19 is the most serious health crisis the world has experienced in a century. Besides a health crisis, it could also be one of the biggest destroyers of jobs in human history. The economy in Türkiye and SuTP living in Türkiye is no exception to this. According to a survey that was conducted by TEPAV in 12 provinces of Türkiye to reveal the impact of COVID-19 pandemic on employment of Turkish citizens and SuTP, in May 2020, Syrian employees became more fragile than Turkish employees and women suffered the most.¹² Loss of income was 88% for SuTP, but it was only 50% for Turkish citizens. The rate of dismissal and unpaid leave of Syrians was higher than Turkish citizens. Nearly half of SuTP lost their livelihood for an indefinite length of time. It was revealed that most of them (90 per cent) could not benefit from the COVID-19 support. Similar to these results, another survey conducted by Association of Asylum Seekers and Migrants Solidarity (ASAM), SuTP in Türkiye have become more impoverished during COVID-19 pandemic¹³. A survey revealed that before the pandemic, unemployment rate was only 18 per cent among them, but then it increased to 88 per cent after March 2020. Participants (43 per cent) stated that they lost their jobs because the company or institution they work for stopped their activities.

Turkish Language Courses

11. Turkish language skills continue to be regarded among the largest barriers for employment of SuTP in Türkiye, accompanied by lack of skills and low education. According to the research report conducted and published by Economic Policy Research Foundation of Türkiye (TEPAV)¹⁴, one of the biggest obstacles in SuTP' daily life is language barrier. Indeed, Turkish language skills continue to be regarded as the most essential employability skill for many potential employers of SuTP in Türkiye. According to the World Food Program (WFP) and Turkish Red Crescent Society (TRCS) Livelihoods Survey¹⁵, when asked about the main barriers to finding employment in Türkiye, language comes to the forefront as the most frequently mentioned reason by SuTP¹⁶. Thus, 46 per cent of respondents highlighted language, followed by lack of job opportunities (37 per cent), lack of information (24 per cent) and lack of skills/experience (23 per cent). Groups that had greater job irregularity are more likely to be Syrians with only a basic command of the Turkish language¹⁷. Having a good command of Turkish proved to be a major factor for them to find a job or get a better job. As it is stated in the mid-term evaluation of Facility for Refugees in Türkiye (FRIT)'s socioeconomic sector

¹¹ Rejane Herwig, "Syrian Women's multiple burden at the labour market and at home."

¹² Akyıldız Ş. How has COVID-19 affected Türkiye's labor market? Economic policy Research Foundation of Türkiye. 2020. <https://www.tepav.org.tr/en/haberler/s/10170> Accessed 10th September, 2022.

¹³ Association of Asylum Seekers and Migrants Solidarity. Sectoral analysis of outbreak of COVID-19 on refugees in Türkiye. 2020, May 21. <https://data2.unhcr.org/en/documents/details/76640> Accessed 10th September, 2022.

¹⁴ TEPAV Report-check

¹⁵ The Livelihoods Survey was conducted by WFP and TRCS in 2018 and is representative of ESSN applicants within the 19 provinces included in the survey.

¹⁶ WFP and TRCS (2019). Refugees in Turkey: Livelihoods Survey Findings. Retrieved from: [https://reliefweb.int/report/turkey/refugees-turkey-livelihoods-survey-findings-2019-entr#:~:text=The%20results%20show%20that%2084,one%20person%20who%20is%20working.&text=According%20to%20the%20survey%20findings,and%20artisanship%20\(10%20per%20cent\).](https://reliefweb.int/report/turkey/refugees-turkey-livelihoods-survey-findings-2019-entr#:~:text=The%20results%20show%20that%2084,one%20person%20who%20is%20working.&text=According%20to%20the%20survey%20findings,and%20artisanship%20(10%20per%20cent).)

¹⁷ Ibid.

report¹⁸, most international organizations working in refugee related sectors have included language training in the actions they are implementing. Therefore, standardised Turkish language education for SuTP can accelerate their economic integration.

12. Beyond economic integration, language ability furthers social integration as well. The SuTP who can communicate in Turkish at any level feel significantly safer and think that there is a future for their children in Turkey compared to those who do not speak Turkish at all.¹⁹ According to the European Commission, knowledge of Turkish language remains a basic requirement not only for learning purposes, but also as a key factor to support integration, both for Syrian children as well as for their parents and adult family members.

Municipal Service Delivery Component

13. Currently, out of the 3,2 million registered SuTP, more than 2,6 million of them live amongst Turkish host communities,²⁰ which 45% of them concentrated in 3 provinces in the Southeast and one (Hatay) in Mediterranean Region. Within these provinces, there are four municipalities in Türkiye that are particularly impacted, each hosting more than 100,000 Syrians. In these cities, the ratio of the Syrian population to that of host communities is higher than 15%, including Kilis, Hatay, Gaziantep and Şanlıurfa Populations which have either reached or exceeded 2023 population projections. Kilis, for instance, hosts almost as many SuTP as its local population.
14. Considering this condition, the service provision capacities of the municipalities planned and operated with the government funding from national budget, which is strictly based on the registered citizen population, are not sufficient to cover the additional load of the additional Syrian communities. Such a capacity gap mainly affects the waste management related operations, as well as other social and emergency services support for municipal service delivery.

1.2. Project Description

1. Turkey Resilience Project in response to the Syria Crisis (TRP, referred also as “the Action”) between United Nations Development Programme (UNDP) and EU Regional Trust Fund in Response to the Syrian Crisis (the “MADAD fund”) has been signed on 15 December 2017 and the Action has been launched on February 1st, 2018, with an agreed duration of 24 months and a budget of €50,000,000 / \$59,135,000 of which \$57,365,362.22 have been received. Five addenda have been made, first on 27 August 2019, second on 21 January 2021 for no-cost extension of the Action until 30.09.2021, third on 30 July 2021 for the no-cost extension until 31 March 2022, fourth on 31 March 2022 for the no-cost extension until 31 July 2022 and the fifth one for no-cost extension accepted until 30 June 2023. The “Novel Coronavirus 2019 Disease” (COVID-19) affected widely the implementation of the activities, leading also to the use of \$ 1,544,502 from the Contingency Reserve of the Action Budget. An additional contingency reserve of \$98,003.29 was received in 2022, initially for the use of Hatay Firefighting Services; however, following the Kahramanmaraş earthquake happened in February 2023 that devastated Hatay along with 10 cities, the contingency amount was repurposed to support Hatay Municipality in earthquake response.
2. TRP is placed within the portfolio of Actions funded by the EUTF MADAD and belongs to a wider scope of internationally supported Actions in this domain, which includes the portfolio

¹⁸ “Strategic Mid-term Evaluation of the Facility for Refugees in Türkiye: Sector Report on Socioeconomic Support” with Francis Watkins, Meltem Aran, Gokce Baykal, Nazli Aktakke, Lewis Sida and Tom Barton https://ec.europa.eu/neighbourhood-enlargement/strategic-mid-term-evaluation-facility-refugees-Türkiye-2016-201920_en#files, accessed on 11th of September, 2022.

¹⁹ WFP Survey 2020,

²⁰ Mostly in the South East, particularly Gaziantep, Kilis, Sanliurfa, and Hatay

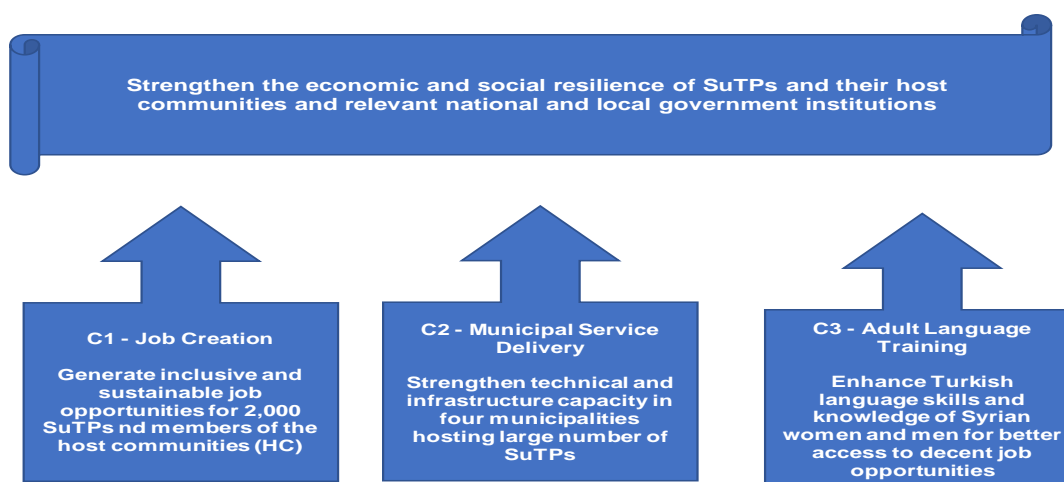
of the Facility for Refugees in Türkiye (hereafter Facility). The two are therefore complementary and their respective objectives and implementation frame are shown in Table I below.

Table I. The objectives and implementation frame of EUTF MADAD and FACILITY

	EUTF MADAD	FACILITY
Objectives	Help refugees thrive, not just survive, and thus foster more self-reliance. Assist host countries and communities, in particular vulnerable people, in managing their additional economic and social costs. ²¹	Enhance the efficiency and complementarity of support provided to refugees and persons eligible for subsidiary protection, and their host communities, national and local authorities in managing and addressing the consequences of the inflow of refugees and persons eligible for subsidiary protection ²²
Managed by	DG Near Headquarters, Brussels	EU Delegation to Türkiye
External Monitoring	Operated from Brussels and covering MADAD portfolio of Actions implemented outside Türkiye	Operated from Ankara and covering Facility portfolio and MADAD Actions implemented in Türkiye

The global objective of TRP and specific purposes of its three Components are visualized in the Figure I below²³:

Figure I. The objectives of TRP and its 3 Components' Purposes



The project's budget is 50 million Euro. The locations of the project are Gaziantep, Hatay, Şanlıurfa, Izmir, Adana, Kilis, Mersin, Istanbul, Bursa, Konya. The primary stakeholders are The Ministry of Industry and Technology (MoIT) Directorate General of Industry and Productivity for Component I (Job Creation), ILBANK for Component II (Municipal Service Delivery) and Component III (Adult Language Training)'s implementing partner is Ministry of National Education (MoNE) Directorate General of Lifelong Learning.

²¹ Source: https://ec.europa.eu/trustfund-syria-region/our-mission_en

²² COMMISSION DECISION of 14.3.2018 on the Facility for Refugees in Türkiye amending Commission Decision C(2015)9500 as regards the contribution to the Facility for Refugees in Türkiye

²³ Formulation source: UNDP TRP draft Yearly Progress Report III, Executive Summary

As it is seen from the visual above, the Action aims to strengthen the economic and social resilience of SuTPs and their host communities and relevant national and local government institutions and has three components mainly focusing on the facilitation of Job Creation Component (C1), Municipal Service Delivery Component (C2) and Adult Language Training Component (C3).

Component I: (Job Creation for Syrians and Host Community): The overall objective of Component 1 is to strengthen the local economies that are most affected by the large-scale displacement. The Action will do to increase their potential to create new jobs in a sustainable way through productivity, innovation, industrial transformation, training in business development and entrepreneurship while ensuring private sector engagement in the response. The main activities included establishment and operationalization of Digital Transformation Centres on Lean Manufacturing in Izmir, Mersin and Gaziantep, establishment and operationalization of Innovation Centres in Izmir, Adana and Mersin, Industrial Transformation Programme for Gaziantep and its economic environs including the development of a strategy for the Polateli Industrial Zone, conducting entrepreneurship trainings, holding business development trainings for Syrian-owned enterprises, mapping of Syrian-owned enterprises and conducting private sector survey. Under this component, UNDP collaborated with the local partners including Gaziantep Chamber of Industry, Adana Chamber of Industry, Mersin Chamber of Commerce and Industry, Mersin Tarsus Organized Industry Zone, Aegean Region Chamber of Industry, Izmir Chamber of Commerce and universities, such as Ege (Aegean) University, Izmir Economy University and other relevant stakeholders including business associations, such as Arab Business Associations, NGOs, including INGEV and TRC.

Component II: (Municipal Service Delivery): The overall objective of Component 2 is to strengthen the economic and social resilience of Syrians under Temporary Protection through supporting the following municipal activities. It can also be described as supporting the provision of municipal services by relieving the increasing pressure on the municipalities due to migration, thus ensuring that the services provided to both the local people and the Syrians under Temporary Protection are provided uninterrupted and of high quality. These include establishment of Mechanical Separation and Biological Treatment Facility in Gaziantep, construction of 3 Waste Transfer Stations together with semi-trailers and backhoe loaders (2 WTS in Hatay and 1 WTS in Şanlıurfa), construction of Green-House Solar Sludge Dryer Facility in Kilis, provision of firefighting vehicles in Hatay and Şanlıurfa, construction of wastewater treatment plant in Hassa, Hatay and overall, increasing technical capacities of Municipalities.

Component III: (Adult Language Training): The overall objective of Component 3 is to strengthen the economic and social resilience of Syrians under Temporary Protection through delivery of the Blended Turkish Language Trainings to facilitate their access to decent job opportunities. UNDP and MoNE agreed on a joint project implementation structure. This structure consists of a dedicated focal group within the Directorate General for Lifelong Learning and designated representatives in 16 provinces covered by the project. Public Education Centres (PECs) and Provincial Directorates of National Education (PDNEs), where they were collaborated during the implementation of the project with Anadolu University. The project introduced a blended learning model, which blended face to face learning with e-learning system that offered a technology-assisted future prospect to adult learning system of national education in Türkiye. Under this component, SuTP were certified of A1, A2, B1 and B2 level of Turkish language courses. The refurbishment and equipment support were delivered to 53 PECs in 10 provinces and a new PEC was established in Gaziantep, which was visited by the evaluation team leader. Now, it was used as a shelter and serving for over 1000 earthquake survivors in Gaziantep for 10 days in the aftermath of the earthquake. The Action also conducted a detailed assessment on the efficiency of the blended learning modality and a Needs Assessment on the Digitalization of Life-long Learning Directorate of MoNE.

COVID-19 related activities: **Within the framework of COVID-19 Response activities**, online training courses on disaster preparedness the courses were delivered, online trainings on Life Skills at Workplace, Career Development and Gender Responsive Companies and Institutions were delivered,

Business Turkish Language trainings with TOMER certificates were delivered. The masks and personnel protection and medical equipment were produced and delivered in Gaziantep. In Adana Innovation Center, face shields were produced and delivered to the beneficiary institutions. Following COVID-19 outbreak, trainings have been provided to trainers to strengthen their capacity on online teaching techniques.

3. As stated in the TRP Yearly Progress Report III, the rationale of the Action lies in developing sector-specific strategies to help both SuTP and host communities acquire both technical and soft skills such as language skills and knowledge to better access labour market from one side; supporting urban infrastructure systems to better cope with significant and sudden population expansion that has led to increased social tensions between communities and SuTPs on the other side.
4. The outbreak and rapid spread of COVID-19 pandemic throughout 2020 has exacerbated the economic recession leading to increased competition between Syrians and host communities over employment opportunities while socio-economic consequences of COVID-19 are compounded each day with already a heavy toll on the society particularly on the refugee populations. Due to downsizing or total shut down of many businesses since the beginning of COVID-19 crisis, many SuTP and people under international protection that are mostly employed informally in low-skilled jobs found themselves unemployed. Moreover, the global and national economic downturn in post-COVID-19 world is likely to further affect overall working conditions and arrangements for all workers including Turkish nationals, potentially leading to social tensions. The pandemic and its socio-economic consequences affected the implementation of the activities as well. Overall procurement and construction activities (more specifically the construction of Digital Transformation Centers & Innovation Centers in Component I, the construction of Mechanical Biological Treatment Facility in Component II, the construction of a Public Education Center (PEC) in Component III) were slowed down due to restrictions in the mobilization of goods and persons, rotational work in public institutions, as well as unavailability of some machinery and materials as a result of slow-down or suspension in production activities of the market. In MBT construction, Digestion Unit that will be exported from Europe could not be delivered in due time to backlog and tail back.
5. Action has put in place several measures to ensure smooth implementation of the activities and to adapt to changing conditions and emerging needs when needed.

In Job Creation Component (CI), the Action used video conference for the delivery of the services (trainings on innovation, mentorship programs, etc.) and continued providing online business development services, consultancy services for work permit and company establishment and following up the existing beneficiaries via phone and online channels. Action followed closely the emerging employment needs and refer Syrians to those opportunities. Syrian entrepreneurs were also being informed regarding the e-commerce platforms to sell their products. Beyond taking measures against COVID-19, this component took an adaptive management to ensure the smooth implementation of the activities under Job Creation Component (CI) on time. Under Job Creation Component (CI) Digital Transformation Centers (DTCs) and Innovation Centers were established and provided business development services, including technical assistance and facilitation of individual investments to improve their productivity, product base and enhance their marketing capacities. According to this model, due to the increase in the productivity levels of local SMEs, including export potential, they would have recruited new employees. However, productivity creates jobs in the medium to long term, the present action should have a short-term employment creation result through both productivity increase as well as other forms of support to the enterprises (e.g. access to markets, increasing access to incentives, supply chain management, lean manufacturing). In the short run it was quite challenging for these newly established Capability and Digital Transformation Centres to lead to create more jobs for SuTP, therefore the Action took an adaptive measure and collaborated with INGEV to realize its goals under this output specifically. In partnership with INGEV, info sessions on how to do business

in Türkiye, business consultancy services to Syrian-owned enterprises including covering business registration and work permit fees and orientation program for Syrians (qualified and with low skills) to facilitate their integration to the professional life, b2b meetings between Syrian and Turkish businesses, start-up weekends were conducted.

- In Municipal Service Delivery Component (C2), despite the significant number of curfew days and temporary interruption of works due to Covid-19 cases, the construction of Mechanical Biological Treatment Facility (MBT) has continued. Several activities, including delivering (i) protective equipment and disinfection material for the municipality staff to all municipalities, (ii) one hauler truck and two waste transfer semi-trailers to Kilis Municipality, (iii) one hydraulic compaction waste collection vehicle to Kilis Municipality, (iv) IT equipment and/or software procurements in the scope of “Support to the Municipalities to shift to remote working modality during COVID-19 lockdown periods” to four municipalities and hiring individual consultant for “technical support to develop, implement and replicate projects in response to the Covid19 outbreak and potential crises” were included to the project with official revisions, for providing support on enhancing emergency response capacity of municipalities in the Covid-19 pandemic situation when strict measures applied in the sectors related to the municipal services.
- In Adult Language Trainings Component (C3), training and certification process has been completed as of 1st April 2021 and the action has stopped the trainings since the targeted beneficiary numbers have been reached during the project period. Despite the delays at the early phases of this Action and the additional constraints and challenges faced under unprecedented pandemic conditions, the Action has recorded a successful progress throughout 2021 and, so far in 2022, has achieved all its targets, even overachieving some of them. Within the framework of COVID-19 response, machinery and equipment for the production of personal protection equipment, face masks and medical equipment (laryngoscope) were delivered. All 53 PECs were provided protection equipment against COVID-19 and language course beneficiaries, both trainees and trainers were provided internet packages. Beyond strengthening PECs and beneficiaries against COVID-19, COVID-19 response and skills development approach were combined and accordingly, online contents were developed to both train SuTP on how to respond to the crises with a community-based approach and help them gain soft skills that might be useful in participating to the social and economic life. 5 different online training modules were developed including, business English/Turkish, career development, life-skills at workplace, disaster preparedness and response and first aid. The Blended Learning System was introduced by the TRP in early 2019, which offered a technology-assisted future prospect to adult learning system of national education in Türkiye. Even though it was introduced in the wake of a global pandemic crisis, the implementation of the new innovative system was very timely and responsive to the needs of pandemic.
- Kahramanmaraş and Hatay earthquakes that took place on 6th and 20th of February 2023, destroyed the cities of Hatay, Kahramanmaraş, Adıyaman and Nurdağı and İslahiye districts of Gaziantep; and caused damage in the cities of Malatya, Gaziantep, Kilis, Şanlıurfa, Adana, Diyarbakır, and Elazığ. At the time of earthquake, the Action has completed all its activities except for the delivery of containers for Hatay Firefighting Department and Defect Liability Period of Mechanical Biological Treatment Facility. The facilities established by the Action were reported undamaged or slightly damaged in Hatay, Gaziantep, Kilis, Şanlıurfa, Adana, Mersin. The containers have been quickly repurposed for the emergency response activities of Hatay Metropolitan Municipality.

PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

2.1 Object of the Evaluation

6. As it is stated in the ToR, the object of this evaluation is the assessment of the activities implemented under TRP 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, extensions made during implementation. As a result of this evaluation, the lessons learned, and recommendations identified by the evaluators are expected to improve the quality of the planning, preparation, and implementation of subsequent projects in future.

2.2. Purpose of the Evaluation

7. As described in the ToR, this evaluation is used to respond to accountability requirements but also for learning what has worked, what has not and why. The evaluation team understands that the evaluation's purpose is to assess the outcomes of the activities, acquire and analyse important information for strengthening programming and results at the country level, particularly for informing planning and decision-making for the next UNDP projects focusing on similar themes. UNDP and other stakeholders, both national and international, can learn from the process of documenting good practices. In line with best practice, the evaluation will present an objective verification of achieved results within the framework of the project, thus enabling the donor and public to hold the UNDP accountable for fulfilling their commitments. This is seen as crucial given the project's broad-based scope and the large resources involved in this project.
8. The evaluation team understands the primary rationale to be to analyse and draw lessons from the experience of the UNDP regarding the project, to help inform the design of possible further project targeting both for Syrian and host community in Türkiye. It is expected that the conclusions and lessons drawn from the evaluation will also support future collaborations with national and international stakeholders.
9. ToR²⁴ also stipulated the specific objectives of the evaluation listed below:
 - 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 Türkiye, Sustainable Development Goals (SDGs) as well as to the Facility for Refugees in Türkiye (FRIT).
 - Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management, and resource allocation.
 - Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
 - To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.

²⁴ Terms of Reference, p.5

- As such, this Final Evaluation is an external, independent exercise which will conduct a thorough assessment of results, successes, challenges, and lessons learned to inform the UNDP and other stakeholders and feed into the next programming cycle.

2.3 Expected Users of the Evaluation

10. Main recipients of the Evaluation findings, conclusions and recommendations are divided into two categories: primary and secondary stakeholders. The first (primary stakeholders) are those involved in implementation of the project – including national and international partners, donor and staff involved in the implementation of project. The second (secondary stakeholders) consists of beneficiaries of the project, SuTP, who benefit directly from the contributions of the project and experts and service providers, such as language trainers, Public Education Centers' staff, Anadolu University providing language course, chamber of commerce, chamber of industry, beneficiaries of model factories and innovation centers.

11. The primary stakeholders are identified as follows:

UNDP. Management and project staff at UNDP Office in Türkiye. Besides the UNDP Türkiye Country Office Management, this includes a variety of internal users including project staff at UNDP Office in Türkiye, both in Ankara and Gaziantep. Senior management, including portfolio managers in UNDP who can draw upon the evaluation findings for regional and corporate learning and accountability purposes. The evaluation may inform future programme design; assessments of how local, national and regional priorities are implemented; and it may further UNDP's work on achieving structural transformation towards sustainable equitable employment and productivity growth (CPD Output 1.1.1), improving sustainable management of natural resources and waste (CPD Output 1.1.2.), and increasing access to inclusive services and opportunities for employment (CPD Output 1.1.4.).

The Government. The Ministry of Industry and Technology (MoIT) (particularly DG Strategic Research and Productivity), Ilbank and Ministry of National Education (MoNE) (particularly DG Lifelong Learning) constitutes the main national partners of the project. The evaluation will be of particular interest to the line ministries stated above with which UNDP collaborates during the implementation of the project. It is expected that the evaluation conclusions and lessons learned will be important for this collaboration, not least to optimize joint contributions, synergies, and complementarity.

Donor. As a donor, the EU Trust Fund in Response to the Syria Crisis– without which a project of this scale and diversity would not be possible – have a direct stake in the evaluation findings, particularly as these related to UNDP and its partners' performance (accountability).

NGO partners. INGEV as a non-governmental organisation (NGOs) and a partner of this project will also have a direct stake in the findings and recommendations.

Private sector: Small and Medium Enterprises (SMEs), entrepreneurs receiving business advisory consultancy services, enterprises and partnerships established by Syrians and/or Syrian-Turkish joint ventures, will also have a direct stake in the findings and recommendations.

Local partners: There are local partners located in the cities where the language training courses were provided such as Public Education Centers, Anadolu University where the language courses were provided online, Chamber of Commerce in project provinces, Chamber of Industry in project provinces, Innovation Centers and Digital Transformation Centers, Gaziantep Municipality. They all have a direct stake in the findings and recommendations.

Syrians under Temporary Protection (SuTPs) and host community members: SuTP and host community members, who benefit directly from the contributions of the project via attending language trainings, receiving business advisory consultancy services, improving their knowledge on business development, receiving work permit, to being employed.

2.4 Evaluation scope

12. **Time period under review:** As stipulated in the TOR, the evaluation covers the totality of the September 2018- October 2022 C1, C2 and C3 components, covering all outputs as described in the Object of the Evaluation (above). The evaluation covers approximately four years of TRP implementation.
13. **Geographical scope:** TRP's activities have been implemented and active at national level and subnational levels across Türkiye, including Gaziantep, Hatay, Şanlıurfa, Izmir, Adana, Kilis, Mersin, and the project has engaged in a range of activities and processes. The geographical scope is therefore national and in consultation with the Evaluation Management, it was decided that to analyse in-depth all project components, as explained in the ToR, the Evaluation includes all provinces where the project was implemented. This also includes Ankara due to the project team is based in Ankara and intention to look at the TRP as a portfolio of interventions as well.

3 METHODOLOGY

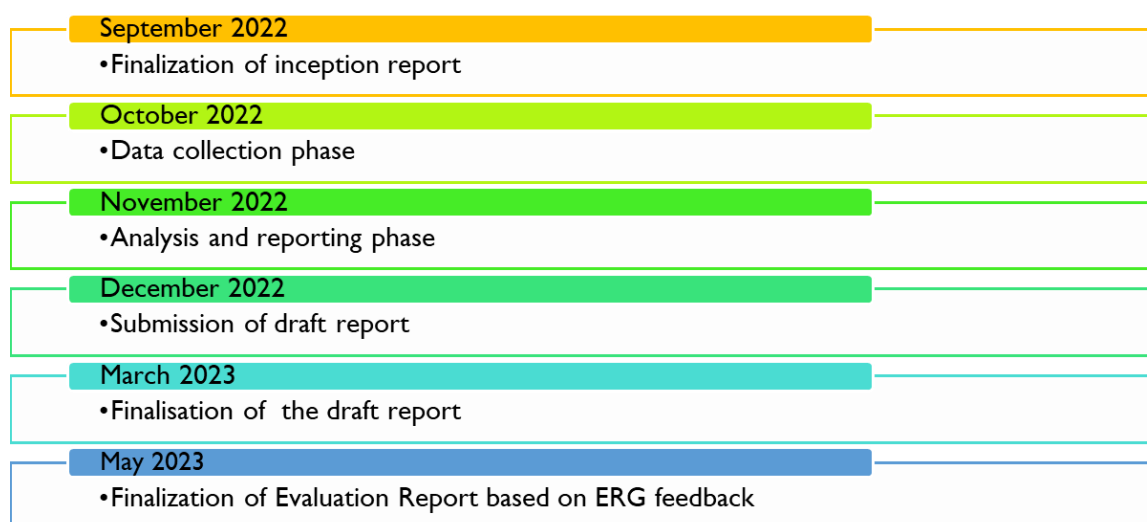
14. The evaluation methodology considered the requirements of the ToR, as well as the evaluation criteria defined by OECD DAC²⁵ with an emphasis on the criteria of relevance, effectiveness, efficiency, sustainability and cross-cutting issues. The entire evaluation process adhered to the “Ethical Guidelines for Evaluation” and the UNEG²⁶ “Norms and Standards”, particularly in terms of integrating gender equality and leave no one behind.
15. The evaluation is based on a non-experimental design, using mixed methods combining qualitative and quantitative methods and triangulation of data to compile a robust and credible evidence base. The evaluation applied a **mixed-method approach**,²⁷ and included the following methods: in-depth and structured document review of the TRP design, implementation approaches and results; policy documents and legislative frameworks; contribution analysis to determine factors that promoted or impeded the progress against intended results; systems analysis of management, monitoring, quality control and assurance strategies; mapping of risks analyses and mitigation measures; analysis of sustainability strategies and systemic barriers to sustainability; **key informant interviews** (KIIs) with key stakeholders and **semi-structured interviews** (SSI) with the beneficiary SuTP and **group discussions** (GDs) with UNDP and other stakeholder. (See Data collection tools in Annex 3 and 4).
16. The ET was composed of two independent evaluation consultants and the evaluation officially commenced in September 2022, and was implemented as shown in the Figure 2 below:

²⁵ <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

²⁶ United Nations Evaluation Group (2020). Norms and Standards for Evaluation. New York: UNEG.

²⁷ See Stern et al., ‘Broadening the Range of Designs and Methods for Impact Evaluations’, DFID, Working Paper 38, 2012.

Figure 2. The Evaluation Timeline



Inception Phase of the Evaluation

- I. The Inception phase of the evaluation included review of the evaluation requirements and the evaluation questions as well as assessment and confirmation of the evaluation methodology outlined in the ToR. During this phase, some slight adjustments in the evaluation questions were made which were approved by the Project Team (See Annex 2). As mentioned, some changes to the initial set of evaluation questions have been introduced to reduce overlap and to reinforce the assessment within the respective criteria. The changes to the questions stem from the inception phase findings and from a more explicit emphasis on criteria. Some of the evaluation questions were repetitive, it might have caused the evaluation team to lose their focus. Therefore, with some modifications on the initial question set, the evaluation team ensured focused assessment, reduce overlap and strengthen the OECD criteria.
17. Based on structured document review that started at the inception, the evaluators worked closely with the Project Team to identify key informants from UNDP, government, municipalities, civil society, private sector, donors and beneficiaries of activities who would be consulted within the framework of the evaluation. ET also designed a set of interviews and focus group discussion guides as well. (See annexes 3 and 4). The Inception report went through a commenting phase by the UNDP and accepted in September 2022.

Data Collection Phase

18. The evaluation used an evidence-based approach, combining qualitative and quantitative data, which helped to ensure that the limitations of one type of data would be balanced by the strengths of another. Due to the qualitative nature of the evaluation, main quantitative data sources are secondary data and existing documentation. (See Annex 5 with the list of documents). The ET generated qualitative data through Key Informant Interviews (KIIs) and focus group discussions (FGDs) as elaborated below. Triangulation is used to strengthen the reliability and robustness of all findings.
19. The ET consulted the following types of sources within the data collection phase:
 - ⇒ **UNDP strategic, programme and project level documentation:** UNDP documents annual progress reports, country programme and monitoring mission reports; steering committee meeting minutes, design and implementation stage QA reports, and other reports and presentations about the project such as feasibility studies, needs assessments, follow up surveys etc.

- ⇒ **Strategic and other relevant documents prepared by the Government counterpart:** strategy papers, national plans and policies and related programme documents.
- ⇒ **Key informant Interviews with UNDP Türkiye Country Office Türkiye, Ministry of Industry and Technology, Ministry of National Education, İlbank, municipalities, civil society, private sector and the donor. A total of 30 Key informant/expert interviews (KIIs) conducted** (14 male, 16 female) including ministry, municipalities, non-governmental organizations, trade unions, chamber of commerce and private companies in Ankara (remote), Gaziantep, Adana, Mersin and Izmir, as agreed with the UNDP project team. **Four focus group discussions (FGDs) engaging with 18 beneficiaries** (11 male, 7 female) were held as well. The KIIs and FGDs served as the primary data collection method towards capturing the views and feedback from most relevant stakeholders. Figure 3 below presents an overview of stakeholders consulted within the evaluation process.

Figure 3. The overview of KIIs conducted during the fieldwork (October 2022)

Partners/ Stakeholder(s) Interviewed	Location ²⁸	Remote or in person
UNDP	Ankara	Remote
EU Delegation Facility for Refugees	Ankara	Remote
SUMAF	Ankara	Remote
Ministry of Industry and Technology, DG Strategic Research and Productivity	Ankara	Remote
İLBANK	Ankara	Remote
Ministry of National Education, DG Lifelong Learning	Ankara	Remote
INGEV	Istanbul	Remote
Anadolu University	Eskişehir	Remote
İzmir Chamber of Commerce (IZTO)	İzmir	In person
İzmir Capability and Digital Transformation Center	İzmir	In person
Adana Chamber of Industry (ADASO)	Adana	In person
Adana Innovation Center	Adana	In person
Mersin Tarsus Organized Industrial Zone (MTOSB)	Mersin	In person
Mersin Capability and Digital Transformation Center	Mersin	In person
Gaziantep Capability and Digital Transformation Center	Gaziantep	In person
Gaziantep Chamber of Industry (GSO)	Gaziantep	In person
Gaziantep Metropolitan Municipality, Environment Protection and Control Department	Gaziantep	In person
Sample Beneficiaries of Employment Services	Istanbul	Remote
Gaziantep Metropolitan Municipality, Environment Protection and Control Department	Gaziantep	In person and Site Visit (C2)
Kilis Municipality	Kilis	In Person / Site Visit (C2)
Şanlıurfa Metropolitan Municipality	Şanlıurfa	In Person (C2)

²⁸ Location refers to where the stakeholder is located.

Hatay Metropolitan Municipality	Hatay	In Person / Site Visit (C2)
İLBANK INC.	Ankara	In Person (C2)
Contractor and Operator Companies	Gaziantep	In Person / Site Visit (C2)

20. Data collected through these different steps was triangulated and findings were used to respond to each of the evaluation questions, within the limitations expressed in the corresponding chapter below.

3.1 Evaluation limitations

21. Table 2 below includes the evaluation's limitations and the measures taken by the ET to mitigate them.

Table 2. The Limitations of the Evaluation and Mitigation Measures Taken

Limitation	Mitigation Measure
All the project activities have been completed in 2021 except one of the activities, Mechanical Biological Treatment Plan, under the Component 2. The time gap between the completion of all of activities except the one mentioned above and the initiation of the final evaluation report might cause a limitation when accessing to beneficiaries	The evaluation consultants did their best to secure accessing the relevant beneficiaries that are eligible, knowledgeable about the project' activities in where their contribution makes a positive impact on the quality of the final evaluation findings.
Since there is a high circulation of UNDP staff members, for some key personnel, it might be hard to respond to EQ questions in relation to decisions taken four years ago during the development/implementation stage of the project.	The ET made sure to connect with previous UNDP TRP Project key personnel who changed during the implementation of the project via zoom to receive feedback and further information on implementation and the design process of TRP. From this perspective, the ET considers that the evaluability appears relatively good.
Limited availability of quantitative data	All the supporting data was provided by UNDP and quantitative data drawn from previous surveys with Job Creation component (C1) and Adult Language Training component (C3) beneficiaries were used for the purpose of this evaluation.
Lack of possibility to meet with beneficiaries of adult language training programme due to the component being finalized back in 2021	Instead, the evaluation team leader reviewed monitoring reports, annual reports, surveys conducted with beneficiaries and observations shared by project staff during their field missions. Even though lack of FGDs with adult language training beneficiaries still constitute a limitation, the consultant found other secondary documents quite useful to evaluate the adult language training component (C3) of the project.

- i. **Data availability.** The ET was provided with significant documentation such as strategic and programme documents, annual workplans, annual reports and publications, for use in the evaluation process. Other sources, such as inception report, SUMAF monitoring mission notes, addendums, and studies were also shared. During the inception phase, the ET had a chance to conduct an initial analysis of the documents which shows the lack of initially envisaged. Mid-term evaluation of the TRP, while the description of the implementation strategies or activities contributing to outputs and outcomes is at times uneven and not presented in unified manner. The Annual Progress notes provide a wealth of information on achievements of TRP. From this perspective, evaluability appears to be relatively good. The design of the evaluation focusing on the qualitative aspects of the TRP and TOR also recognizes

limitations with regards to quantitative data. Hence, the ET conducted comprehensive document review and validated preliminary findings gathered from pre-existing data.

2. **Timeframe and scope:** Attribution of results at outcome level is relatively easy to assess since the TRP is finalized, however initial document review shows that the project is comprehensive and encompass three ambitious outcomes, so the timetable for the evaluation is relatively short to evaluate the large and complex portfolio of interventions (16 outputs in total). On the other account, the field visits to sites where the actual interventions have been made, combined with key informant interviews made the evaluation valid and the results will be generalizable from that perspective. Since it is a project evaluation rather than strategic one as it is stated in the TOR, the evaluation team conducted in-depth analysis of each single project component. The ET was particularly vigilant and drew conclusions based on thorough analysis of UNDP and other key stakeholders' achievements, considering the contextual challenges in Türkiye, particularly with regards to economic context, the influx of refugees and migrants and COVID-19 pandemic.

Data Analysis Phase

The key informant interviews and FGDs followed separate guidelines that were aligned with evaluation criteria and evaluation matrix (see Annex 2). According to the question guidelines and transcripts/interview notes, a coding tree was designed. This coding tree covers selected thematic issues according to OECD/DAC criteria, such as the impact on beneficiaries, challenges, facilitating factors, collaboration between partners, etc. Even though ET hypothesized over coding themes, ET built up categories/themes based on the frequency of mentions while coding the data. The coding of the transcripts of interviews allows for an analysis of patterns. Besides, memorable quotes from the data were also coded as well. Then, after these rounds of coding qualitative data that was collected, the set of findings is informed by these codes and categories.

The quotations or extract used in this review were there to support the interpretations and explanations presented. The use of quotations interspersed within selected paragraphs can subtly signify the richness of data. Yet, a lengthier extract illustrating a condensed finding over multiple paragraphs better represents extensive data and the informants' experiences, which is an ideal case in social science and evaluation studies as well.

The ET conducted the review and analysis of the data and the formulation of key findings, conclusions and recommendations collected through the document review, FGDs and interviews against the evaluation questions and judgement indicators outlined in the evaluation matrix, per OECD/DAC principles. To ensure data validity, and as part of the process of synthesizing information derived from different data sources and through various means of data collection, methods such as triangulation and complementarity were used.²⁹

²⁹ Triangulation = comparing data generated from different data sources to identify trends and/or variations. Complementarity = using data generated from one data collection method to expand on information generated through another, for example, using stakeholder consultations to explore the various reasons for strengths or shortcomings indicated in existing documents.

4 MAIN FINDINGS

4.1. RELEVANCE

- I. To what extent was the TRP design relevant in supporting job creation, municipal service delivery and adult language education?

As it was discussed in the context section of this report, designing projects targeting SuTP, particularly projects with the objective of providing SuTP livelihood opportunities and delivering services to municipalities and providing adult language course trainings has been quite relevant considering the socioeconomic and political context in Türkiye. Indeed, the design of TRP, particularly the components of the project have become more relevant since the *humanitarian intervention phase* has been leaving its place to *development phase* in responding Syrian refugee crisis in Türkiye, where the projects need to focus on livelihood programmes rather than social protection projects. The key informants also confirmed the discussions about focusing on skill building, livelihood opportunities targeting SuTP' needs within circles of public institutions.

UNDP's resilience-based development approach, where both design and implementation modalities aimed to reduce vulnerabilities and contribute to individuals, communities, local institutions's ability to cope with and recover from the large influx of SuTP. Even though it is a relevant approach, it requires long term commitment to attain and measure the intended results, sustainability, and impact; versus the "crisis response" which demands quick results. Particularly, Job Creation Component (C1) has complex and sophisticated interventions to support local economic development through Capability and Digital Transformation Centers (DTCs) and Innovation Centers that requires mid to long term to get tangible results in terms increasing the employment opportunities through improving the productivity of an SME. The thematic selection was quite relevant, the way the component was designed, and the time frame of the Action did limit the attainment of the outcome in the short term. Furthermore, as it was shared by key informants, Digital Transformation Centers are part of an overall National Plan where UNDP has been providing technical and financial support to Ministry of Industry and Technology. When the crisis funds started to be dispersed by European Union, the ongoing projects carried out by the public with their own resources whose objectives coincided with the crisis were repurposed to become a component of this project. Therefore, particularly Digital Transformation and Innovation Centers output seems like an add-on to the initial Theory of Change of TRP rather than having an organic link with the other components of the project from the beginning. Other outputs of Component I, including designing tailor-made business development and employment services provided to SuTP and host community members through financial and technical support, conducting sectoral assessment in Gaziantep which is heavily populated with SuTP, strengthening crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported are all relevant interventions in responding to the Syria crisis and supporting job creation in the short term.

Municipal Service Delivery Component (C2) is highly relevant and essential in a setting where both SuTP and local citizens have been learning to adapt to living side by side. Making contribution to provision of municipalities' daily services that they have been providing to the SuTP and host community was a timely intervention where the national government realized that the SuTP would stay permanently so there was a space for managing the migration from the local level, which was an urgent need for the government as well as for international actors. The needs, priorities, and capacities of the municipalities in the target provinces, potential areas for an effective and efficient support to municipal resilience, funding and implementation arrangements, as well as inclusion of the pipeline projects of İLBANK were discussed in a number of meetings with UNDP. The component was informed by İLBANK, which has a detailed and updated database on the needs of the municipalities, and capacity to evaluate the conditions and propose solutions. Therefore, this cooperation and process seem to facilitate the design process. The Municipal Service Component (C2)'s framework

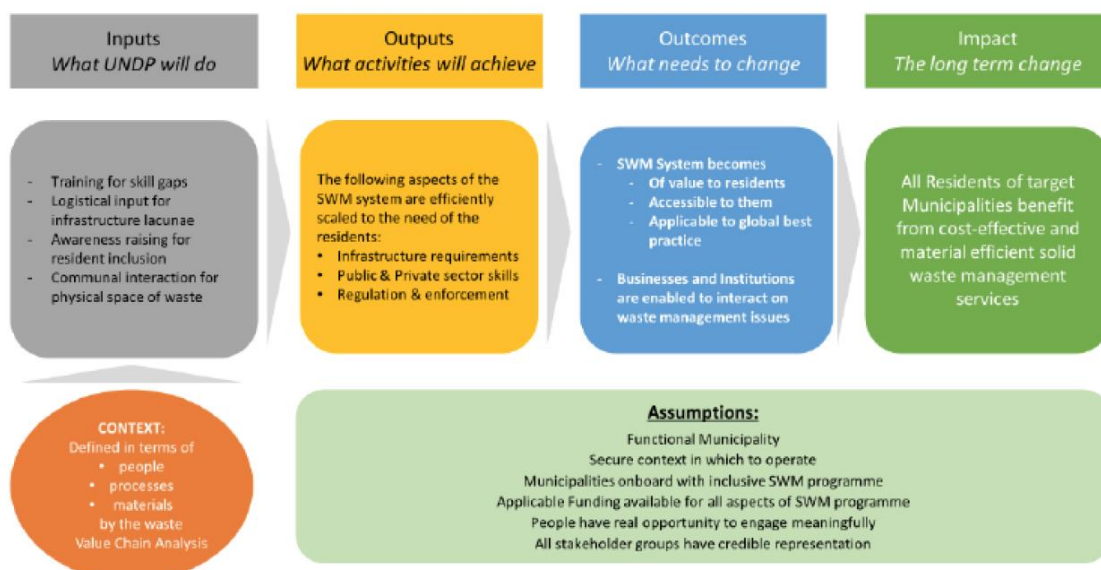
was shaped focusing on the relevant needs, plans, ongoing infrastructure applications and other national or international co-financing/ cooperations evaluated with the municipalities. The Adult Language Training Component (C3) is very relevant to the needs of the refugee population. A lack of Turkish language skills is an obstacle for SuTP trying to access into the labor market, in education, in learning in schools and a barrier to social cohesion. Even though SuTP can access health, social and education services, knowledge of Turkish language remains the largest barrier. The insufficient Turkish language skills is also a critical barrier for SuTP to find access to formal employment opportunities in Türkiye. Various language trainings for adults provided by many UN Agencies so far, however, does not meet the specific needs of Syrians and are not efficient in terms of teaching modalities since in class training for instance is challenging for many SuTP because of their livelihood priorities. The design of blended learning model is quite relevant and inclusive in that regard.

Therefore, while designing a project targeting SuTP’ needs and concerning host community needs as well, the design of TRP was quite relevant. The project design was also informed by priorities, strategies, and expertise of the national stakeholders, mainly MoNE, MoIT and Ilbank and the needs of SuTP and host community. This finding is also supported by evidence drawn from the field.

2. To what extent are three components of the project linked and feeding each other? Are their Theories of Change congruent?

TRP has an overall theory of change devised in 2017 that has not been revisited since. ToC presents a clear programme theory with a precise definition of causal linkages within the components but not across its components to enable the concerted efforts. They are all contributing to the overall goal of resilience building without necessarily being linked to each other. Therefore, each component was registered and managed by separate project teams within UNDP’s business management systems. There are three separate narrative ToC where each belongs to one specific component and one ToC figure representing ToC for Municipality Service Delivery Component (C2) (See Figure 4 below). The evaluation found that, in the absence of one unified theory of change, presenting all project components’ inputs, outputs, outcomes or a common framework to make linkages between the components and classify interventions to respective project outcomes, inconsistencies emerge.

Figure 4. Theory of Change (Municipality Service Delivery Component 2)



On the one hand, it is clear from the document review conducted for the purposes of this evaluation, ToC focuses rightly on the needs of refugee population informed by relevant Ministries, need assessment reports, and all three problem areas, namely employment issue, language barrier and

municipalities' emerging needs in facing refugee population, were relevant. It is clear from each ToC trail that TRP aims to address needs of refugees and host communities, how to make mentioned changes under each component and while responding these three specific needs, what kind of partnerships planned to be made. The ToC also emphasized and accepted the longer term change the project seeks to make, what needs to change and why, clearly explains the context for change, commitments of the project. However, there is no written trail on how and why these three components are logically connected. This makes it difficult to make sense of the interventions as a whole and to understand the eventual contributions to the output/outcome due to lack of linkages between project components, particularly between Job Creation Component (C1) and Adult Language Component (C3) where they were supposed to be interlinked to some extent.

3. To what extent was the design and strategy of the development intervention relevant to national priorities? (Including clear linkage to National Development Plan, FRIT objectives)?

TRP is aligned with and supports achievement of results outlined in main strategic documents of the Government of Türkiye. Data collected across primary and secondary sources indicates a high alignment of the TRP with Türkiye's main strategic documents underpinning Türkiye's Türkiye's development priorities. The TRP is closely aligned with and refers to the 10th National Development Plan (2014-2018) which was operating at the time of the design of UNDCS, and there is evidence of continued relevance of TRP to the 11th National Development Plan (2019-2023)³⁰ and its priority areas. Specifically, TRP aligns with Türkiye's development priorities involving stable and strong economy, competitive production and productivity, qualified people and livable and sustainable cities. TRP aims to strengthen social cohesion via language courses, which specifically align with some of the elements included in National Development Plan of the Government of Türkiye (Article 548.5³¹, 549.1 of NDP³²), therefore making TRP highly relevant.

Furthermore, **TRP's design and strategy align with the objectives of FRIT (Facility for Refugees in Türkiye)³³ as well.** In particular, some of the elements outlined in the aforementioned priority areas (socioeconomic support³⁴ and municipal infrastructure³⁵), strongly relate to the design and strategy of TRP. By aiming to promote job creation, strengthening local government capacities and offering Turkish language courses to SuTP, TRP strongly relates to the FRIT objectives in establishing social cohesion as well.

Finally, The TRP project has taken into consideration the global development agenda and was designed to generate progress towards achievement of SDGs and post-2015 agenda. The TRP project has a strong focus on vulnerable populations, particularly SuTP, who are vulnerable, experience challenges to make the ends meet, lack of access to job market due to lack of certain vocational skills, language skills, etc. Therefore, many of the results have provided support to achieving SDG 1 (end poverty in all its forms everywhere), SDG 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG 6 (ensure availability and sustainability management of water and sanitation for all), SDG 8 (promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all), SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable), SDG 12 (ensure sustainable consumption and production patterns) and TRP is well aligned with the 'Leave No One Behind' principle. Therefore, all three components of TRP project have made significant contributions to the effort towards achieving the SDGs.

³⁰ Presidency of the Republic of Türkiye, Presidency of Strategy and Budget, Eleventh National Development Plan, 2019-2023

³¹ 548.5. Access to education opportunities of persons under temporary protection will be increased.

(11th National Development Plan)

³² 549.1. Educational buildings will be designed in accordance with the technology and environment, as safe, economic, aesthetic and accessible with high architectural standards and quality.

(11th National Development Plan)

³³ Facility for Refugees in Türkiye (FRIT), Updated Strategic Concept Note, 2018

³⁴ Social cohesion is improved through the social inclusion and integration of refugees into their host communities (FRIT)

³⁵ Refugees and host communities benefit from improved public utility supply and Services (FRIT)

4. To what extent was the design and strategy of the TRP aligned with UN and UNDP priorities (CPD and UNSDCF)?

TRP's design and strategy is aligned with both UN and UNDP priorities. Particularly, the priorities set by UNDP's Country Programme³⁶ including risk informed sustainable economy and environment, durable solutions to displacement and effective, modern governance systems, are highly relevant considering TRP's design and strategy. Strengthening the local governance capacities and attempting to create sustainable economic structure via establishing durable solutions for displaced people and local communities is a perfect match with the project objectives.

Accordingly, among the four priority areas outlined in UNSDCF (United Nations Sustainable Development Cooperation Framework 2021-2025) document, TRP aligns with the objectives of strengthening inclusive and equitable social development; competitive production, productivity and decent work for all; and good governance. By promoting job creation, strengthening municipal governance and providing Turkish language courses, TRP relates to the priority areas involving decent work for all, good governance and inclusive social development in UNSDCF, thus aligning significantly with UNSDCF elements.

5. To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive?

Overall, the TRP project is characterized by a gender sensitive and human rights-based approach with a focus on the most vulnerable (refugees) and on building resilience.

The project contributed to raise awareness on the gender sensitive data collection in the partners and beneficiaries. All project components, particularly Job Creation Component (CI) was designed to promote women's employment and raise awareness on gender equality at workplace. During the implementation stage, through developing training modules, SOPs and providing consultancies on how to become "gender responsive companies and institutions", the Action realized this goal. In addition, these activities planned also benefitted from gender empowerment initiatives being implemented by UNDP both in Türkiye and in the Region where 3RP has been covering. The outcome statements of the project are not solely focusing on gender but the reporting on achieved results did reflect gender dimension.

Evidence drawn from beneficiary institution experts and project managers confirms that gender-based monitoring of infrastructure projects are not so easy unless a specific information system or model is established. As there is not any established gender-based monitoring and evaluation system for urban infrastructure, in municipalities, operated with a detailed data collection network and expertise, the gender data could only be estimated from the women ratios in the districts where the municipal services improved. The municipality managers met in the field visits noted their raised interest and awareness on improving their capacities on gender-based data collection and analysis in cooperation with relevant government institutions and universities, etc. İLBANK also emphasizes this topic as a special case they recently working on developing a gender-based monitoring framework.

The project is monitored by UNDP Project team as gender sensitive since the monitoring action revealed TRP has addressed the different needs and priorities of women and men. Based on document review, it is stated that the monitoring sheets were updated bi-weekly, and the data collected for monitoring purposes was disaggregated by gender. On the evaluation level, the gender needs, realities, and issues were consistently and specifically being considered at each stage of the evaluation such as ensuring reaching out women and men beneficiaries of components for the purposes of data collection.

³⁶ Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, Country Programme Document for Türkiye 2021-2025), 2020

The evaluation was conducted as inclusive, participatory and respectful of all stakeholders, especially the team ensured that women's voices, including key informants, project team members, beneficiaries are prevalent throughout the evaluation.

6. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. other projects implemented under the European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD), ongoing UNDP Project activities or strategic plans of MoIT, ILBANK and MoNE?

TRP's prioritization of the strengthening of local governance and establishing durable and economic conditions for SuTP and local communities align with the objectives of MADAD (European Union Regional Trust Fund in Response to the Syrian Crisis)³⁷ to a significant extent. While MADAD's primary objective is towards livelihood (such as protection, water and sanitation and access to basic services etc.) and children, it is still very relevant to TRP's objectives in terms of establishing durable solutions in meeting the needs of SuTP and maintaining social cohesion. Since MADAD aims to improve livelihood through strengthening municipalities, TRP's design in supporting municipal structures directly relates to its strategy, therefore making it relevant.

Although not directly, TRP aligns with the objectives of The Ministry of Industry and Technology (2019-2023)³⁸ by tapping into the issues of sustainability, innovation and entrepreneurship through promoting job creation, strengthening local governance infrastructure and offering Turkish language courses to SuTP. Furthermore, although not directly indicated, TRP's objectives relate to the Ministry of National Education³⁹ strategies in terms of providing innovative livelihood training and similar educational opportunities (as well as Turkish language courses) towards vulnerable and disadvantaged community members including Syrians under temporary protection. Thus, TRP's objectives align to a certain extent with MoNE's strategy in terms of highlighting importance of language acquisition in education and establishing social cohesion within the educational settings. As it was also noted by the key informant that MoNE has highlighted the importance of *social inclusion* in all of their policy documents. In Ministry's 2023 Strategic Plan, 10th National Development Plan, 2014-2018 MoNE Strategic Plan, Ministry's Vision Document all highlight the importance of hybrid learning model which was used in TRP project in the language component. This was one of the targets of the MoNE for a very long time and was turned into reality with TRP project while targeting the SuTP population. Another target and/or highlighted priority areas for MoNE is increasing women attendance to their programmes which was realized through language courses component of the TRP Project. In addition to all of these, the synergy created between MoNE and UNDP after the initiation of TRP led to the initiation of another project called "*Increasing Employability for Syrian Refugees and Turkish Host Communities in the Renewable Energy Sector*" together. On that end, TRP project led both UNDP and MoNE realize and appreciate each other's potentials, capacities and created a synergy between two institutions.

Although not directly and primarily, ILBANK's strategic plan (2019-2023)⁴⁰ also involves considering the influence of SuTP numbers on local governance structures and labor market, therefore being relevant to TRP's design and strategy to a certain extent in terms of TRP's aim towards strengthening municipal governance. In addition, although TRP funding is the smallest component of the bigger international funding programme of ILBANK, with a 3 billion USD amount portfolio with IFIs (EBRD,

³⁷ European Union Regional Trust Fund in Response to the Syrian Crisis: Municipal Service Delivery, <https://info.undp.org/docs/pdc/Documents/TUR/MADAD-%20Final%20Prodoc-C2-Municipal%20Service%20Delivery.pdf>

³⁸ T.C. Sanayi ve Teknoloji Bakanlığı, "2023 Sanayi ve Teknoloji Stratejisi", <https://www.sanayi.gov.tr/2023-sanayi-ve-teknoloji-stratejisi>

³⁹ Milli Eğitim Bakanlığı 2019-2023 Stratejik Plan, https://sgb.meb.gov.tr/meb_iys_dosyalar/2019_12/31105532_Milli_EYitim_BakanlYYY_2019-2023_Stratejik_PlanY_31.12.pdf, 2019

⁴⁰ Stratejik Plan (2019-2023), https://www.ilbank.gov.tr/storage/uploads/files/stratejik_plan_1586029730.pdf

JICA, AfD, etc.), developed/ organised for implementing the national agenda and strategies both in general municipal service delivery and related to Syrian Crisis response, İLBANK appreciates TRP's contribution to their national and local applications. As an example, the construction of the MBT in Gaziantep, mentioned as an important and key operation improved the integrated waste management infrastructure for Gaziantep, with other adjacent facilities, funded by JICA and AfD.

TRP Project has also created strong linkages with UNDP's Inclusive Sustainable Growth (ISG) Portfolio. Indeed, one of the outputs of the Job Creation Component (CI)'s "Digital Transformation Centers" has been introduced under the UNDP's Inclusive Sustainable Growth (ISG) Portfolio as *model factories* before the initiation of TRP project. The Employment and Skills Development Program (ESDP) was designed with an aim of sustainable job opportunities created for Syrians and host community in Ankara, Kayseri and in Konya within the Applied SME Capability Center Project (Model Factory Project). The project was funded by German Federal Ministry for Economic Cooperation and Development (BMZ) via KfW. UNDP and the Ministry of Industry and Technology (MoIT) Directorate General of Strategic Research and Productivity (DGoSRP) are two main implementing partners of ESDP II. Model factories were established to deliver the training and consultancy services, via Learn and Transform (L&T) Programs, to the SMEs. L&T program is a combination of theoretical training and practical implementation. The model factories established in Ankara, Bursa, Konya and Kayseri have introduced the SMEs with the lean manufacturing techniques and consult the firms on how to adopt them. In a similar manner, model factories have been established and operationalized under TRP project in different provinces, which are overpopulated by SuTP. The design of TRP Project's output I.I. of Job Creation Component (CI) was replicated the model that was adapted by ESPD project. Indeed, the selection of some target locations, such as Mersin and Izmir, was based on a comprehensive feasibility study previously carried out by UNDP and the MoIT in 2016, where they identified locations with the highest opportunities for job creation for SuTP.

UNDP also co-leads the Regional Refugee and Resilience Plan (3RP), including in Turkey. Based on the desk review and KIIs, this evaluation finds that the TRP project was also designed in complementarity with the interventions designed within the scope of the Regional Refugee and Response Plan, with particular focus on interventions in the sectors of livelihoods and basic needs (i.e. municipal support is coordinated through the basic needs sector). UNDP is also the sector lead for the Livelihoods Working Group, which contributed to its long experience and in-depth understanding of local and global socio-economic context and takes active part in the basic needs sector. UNDP's central role in the 3RP coordination structure ensured the complementarity and prevented overlaps of interventions under the TRP Project.

Beyond the TRP project, overall, the livelihood response to the Syrian refugee crisis has been suffering from a lack of efficient coordination between UN agencies and between UN Agencies and national stakeholders. The lack of coordination resulted in replication and oversupply of similar types of initiatives such as vocational training, skill building, small-scale initiatives for women's economic empowerment, handicrafts, which can be considered as projects providing only training, equipment and facilities that may not last once financial support ends.

7. What other interventions (and interlinkages between components) could have been envisaged to support livelihood creation, improving social cohesion and municipal capacity that might have been overlooked during design stage?

All three components have served for the same objective of enhancing the resilience for individuals (SuTP and host community members) and the Government institutions, particularly municipalities through their specific set of interventions, that were designed relevant to the needs of the refugee population. However, each component of the project could have been a standalone project on its own and the link between the components of the project was overlooked during the design stage. Indeed, the finding of a lack of link between the components didn't come out of blue. After the initiation of

the project, the project team realized as it was stated in all annual reports of TRP prepared by UNDP Project team. Therefore, there were in time, and to the point interventions designed and implemented by UNDP Project team to build and strengthen this link, particularly between Job Creation Component (C1) and Adult Language Training Component (C3). For instance, Action conducted assessments and surveys to better understand the motivation and capability of the beneficiaries of Adult Language Trainings Component (C3) with regards to the livelihoods. In addition, an assessment has been conducted for mapping of digital capabilities of MoNE DG Lifelong Learning, where it provided a map of courses, trainings that MoNE DGLL can offer online. In that point, innovative work models that could have been supported by digital platforms of relevant institutions, such as Anadolu University could have improved digital literacy at the same time with Turkish language skills, innovative work models could have offered significant opportunity to the digitally literate and could have improved livelihoods for vulnerable populations, including women and refugees, by allowing them access to flexible employment opportunities. Online marketplaces could have helped entrepreneurs reach local target audiences they may not otherwise be able to service, allowing small businesses to overcome fragmented markets that are common in developing countries like Türkiye. The digitalization of language courses and attaching them to MoNE system to make them sustainable is a significant contribution to the digital economy on the other side. The digital economy can offer a new and promising path forward for people seeking employment across the globe. If this connection had been built in the design stage, it would have contributed to strengthen the link between Job Creation (C1) and Adult Language Training Component (C3).

On the other side, the project has also Municipal Service Delivery (C2) component. Municipalities are the first port of call for the support provided to SuTP and Turkish host communities. To support municipalities to respond to the increase in demand for services at the local level throughout Turkey, 3RP partners have significantly increased their investments in municipal capacities and services. TRP has also provided support to municipalities to help them cope with the immediate impact of the crisis while also safeguarding development gains. In that regard, if the project could have been focused on a select group of SuTP in selected municipalities, where on the one hand the municipalities' capacities have been strengthened in their response to refugee crisis as they did through Municipal Service Delivery Component (C2), and where select group of SuTP who are eager to work and eager to learn language among youth population was provided services of vocational training and language courses, then interlinkages between components would have been more naturally established.

The project could have envisaged as community based solid waste management programme where it promotes a culture of cleanliness, environmental consciousness, and social responsibility. It could have created a viable and cost-effective environmental solution that SuTP and host communities can adopt and implement themselves.

Based on answers to questions 1 to 7, the Relevance of the intervention is rated as **Relevant (R)**.

4.2. EFFECTIVENESS

8. To what extent has the project achieved the objectives and targets of the results framework in the Project Document?

Overall, the project has achieved and overachieved the targets of the results framework in the project document with one minor exception, which is presented in Table 3 below. Overall, the log frame shows that out of 51 indicators, one of them is slightly below the target, which means 99 per cent of the target have been either achieved or over-achieved. At least 20 of the indicators are over-achieved which is 50 per cent of the logical framework (See Table 3 below).

Table 3. Logframe of TRP project

Results chain	Indicators	Current value	Target	Deviation from the target (exceeding is a + shortage is a -)	
		(31.12.2022)	(Total)	(Total)	
SO 1: To increase employability and employment opportunities for SuTPs and HC members in target areas	# of job opportunities created for Syrian refugees and HC members	2,001	2,000	+1	
	SO 2: To increase the capacities of targeted municipalities through the construction and rehabilitation of municipal infrastructure and technical capacity development for waste management, firefighting services and project development and implementation capacity and COVID-19 response capacity	# of municipalities with improved infrastructure and technical capacities	4	4	0
		# of persons benefitting from safely managed sanitation and solid waste management services	374,700	374,700	0
	SO 3: To increase Turkish language skills for adults	# of Syrian refugees completed Turkish language skills training	54,648	52,000	+2,648
# of public education centers established and/or equipped		54	50	+4	
Op 1.1: SME Capability and Innovation Centres established and made operational	1.1.a # of SME Capability and Innovation Centres established or rehabilitated and made operational	6	6	0	
	1.1.b # of existing SMEs participated in pilot programs, theoretical and experiential trainings and raising awareness activities on lean manufacturing and digitalization	284	150	+134	
	1.1.c # of existing SME, entrepreneurs and new start-ups benefitted from services through the innovation centers	373	200	+173	
Op 1.2: Industrial Transformation Programme for Gaziantep and its economic environs developed and implemented	1.2 # of sectoral assessments finalized	7	6	+1	
	1.3.a # of Syrian refugees and host community member employed	1,994	1,850	+144	
Op 1.3: Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.b # of new jobs created by supported SMEs	432	200	+232	
	1.3.c # of SMEs or partnerships established or expanded by Syrians and/or Syrian-Turkish joint ventures	181	150	+31	
	1.3.d % of supported SMEs still operating 6 months after termination of the support	82%	70%	+12%	

	1.3.e # of enterprises and entrepreneurs receiving training, consultancy, and mentoring services	1,239	1,000	+19
	1.3.f # of Syrian refugees and host community members with increased awareness and knowledge about entrepreneurship, employment services and women empowerment	2,299	2,000	+299
Op 1.4: Crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported	1.4.a # of personal protection equipment produced and delivered	7,550	7,550	0
	1.4.b # of face masks produced and distributed to the enterprises	1,002,250	200,000	+802,250
Op 1.5: Resilience and adaptation capacity of Syrians improved in response to COVID-19 outbreak and its impact on socio-economic situation	1.5.a # of tailor-made courses developed and delivered	5	5	0
	1.5.b # SuTPs participated to COVID-19 related courses	3,374	2,000	+1,374
Op 2.1: One Mechanical Biological Treatment (MBT) facility established and made operational in Gaziantep to serve processing of solid waste sourced from Gaziantep and its 7 districts with required vehicles and equipment	2.1 # of MBT facilities established and operational in Gaziantep	1	1	0
	2.2.a # of Greenhouse Solar Dryer Facility established and operationalized in Kilis	1	1	0
Op 2.2: One Greenhouse Solar Dryer Facility and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis	2.2.b # of leachate collection pond and recirculation system established and operationalized in Kilis	2	2	0
	2.3.a # of wastewater treatment facility established and operationalized	1	1	0
Op 2.3: One wastewater treatment facility established and operationalized in Hatay (Hassa)	2.3.b # of people with access to safely managed municipal sanitation	40,000	40,000	0
	2.4.a # of waste transfer stations established and operational with required vehicles and equipment	8	8	0
Op 2.4: Four waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay), with required vehicles and equipment	2.4.b # of conveyor belt waste transfer station provided	1	1	0
	2.4.c # of Waste Value Chain Study conducted	1	1	0
Op 2.5: Capacity of two municipalities strengthened for firefighting services through technical support and additional equipment (Hatay and Sanliurfa)	2.5.# of municipalities' capacities strengthened for firefighting services through technical support and additional equipment	2	2	0
	2.6.a # of municipalities with improved planning, design and implementation capacities through the establishment and operationalization of PMOs	3	3	0
Op 2.6: Three Municipalities strengthened with technical support through technical assistance and capacity building teams	2.6.b # of Integrated Solid Waste Management Plans prepared	3	3	0

	2.6.c # of Carbon Footprint Inventory and Climate Change Action Plan developed	1	1	0
	2.6.d # Municipalities integrated Gender mainstreaming in their service planning	2	2	0
Op 2.7: Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/ material support	2.7.a # of AWD long frame truck, trailers and Hydraulic Compaction Waste Collection Vehicle provided	4	4	0
	2.7.b # of sewage pipeline cleaning equipment provided	2	1	1
	2.7.c # of COVID-19 related projects developed and submitted by the Municipalities	10	8	+2
	2.7.d # of municipalities provided protective equipment, disinfection material and remote management & monitoring equipment	4	4	0
Op 3.1.: Certification of Turkish language skills courses from A1 to B2 levels	3.1.a # of SuTP certified in A1 level Turkish	26,748	26,000	+748
	3.1.b # of SuTP certified in A2 level Turkish	14,994	14,500	+494
	3.1.c # of SuTP certified in B1 level Turkish	7,835	7,500	+335
	3.1.d # of SuTP certified in B2 level Turkish	5,701	4,000	+1,701
Op 3.2.: Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS)	3.2.a # of tailor-made educational content (books and e-books) prepared, published and distributed	54,648	52,000	+2,648
	3.2.b # of Learning management system (LMS) and e-learning portal developed and made operational	1	1	0
	3.2.c # of trainers completed the Training of Trainers	318	300	18
	3.2.d # of teaching kits and learning kits distributed to teachers	318	300	18
	3.2.e # of 'person training days' provided to MoNE education service personnel with Facility support	2,670	2,670	0
	3.2.f # of digital mapping of MoNE carried out	1	1	0
	3.2.g # of qualitative assessment carried out	1	1	0
Op.3.3: Enhancement/ Improvement of public education centres	3.3.a # of classes/ PECs refurbished	53	53	0
	3.3.b # of additional PEC established and refurbished	1	1	0
Op.3.4: PECs and beneficiaries of Adult Language Trainings supported against COVID-19	3.4.c # of beneficiaries provided with Internet package for access to online courses	13,577	3,000	+10,577
	3.5.d # of PECs provided with protection equipment	53	53	0

Component I: Job Creation

Output I.1. SME Capability and Innovation Centres established and made operational

The Digital Transformation Centers (DTCs) were established in Gaziantep, Izmir, and Mersin and the Innovation Centers in Mersin, Adana and Izmir were established and made operational.

284 SMEs participated in pilot programs, theoretical and experiential trainings and raising awareness activities on lean manufacturing and digitalization, which reached the target (reaching 150 companies is the target). FGDs were conducted online with the beneficiaries of lean manufacturing trainings in Gaziantep and Izmir DTCs and all beneficiaries mentioned the positive impact of the training on their companies' process control level, productivity level, their export volume, production capacity and competitiveness. DTCs were intended to contribute to increased productivity and digital transformation of manufacturing enterprises, mainly SMEs and beside data collected in the field for the purposes of this evaluation, evaluation report on DTCs known as *model factories* has also supported this finding (The Final Evaluation Report of Employment and Skills Development Program Component II (ESPDII), July 2022). Even though the Digital Transformation Centres of TRP project was not the subject of evaluation of ESPDII (where Digital Transformation Centres in Ankara, Konya and Kayseri are within the scope of ESPDII), the findings on effectiveness of the trainings and the reflection on beneficiaries is very similar. As it is stated in ESPDII final evaluation report and in this study as well, beneficiaries attended interviews and/or FGDs stated that their company productivity has increased. Reduction in waste and the delivery times are quite commonly reported.

Through the implementation of output I.1, 91 per cent of the SMEs attending activities were Turkish owned companies, where 9 per cent of them are Syrian owned enterprises in Digital Transformation Centres in Mersin. In Gaziantep, out of 50 SMEs that were provided services, 5 of them were Syrian owned SMEs. Beyond that, out of 141 people attended the trainings on lean manufacturing and digitalization, only 3 of them were Syrian men, the rest of the attendants were Turkish. The recent updated number was 284 beneficiaries, however gender and nationality disaggregation is not reported for the year 2022. The low attendance rates of Syrian owned enterprises and/or Syrian beneficiaries might be due to the various reasons that were stated by key informants: (i) To begin with, there are a much fewer Syrian SMEs existed compared to Turkish owned enterprises. The project made a collaboration with Chambers of Industry while announcing the training programme; however, few Syrian companies are members of these chambers in all three provinces. In Adana, the key informant mentioned that only 5 Syrian companies are members among 2000 registered companies. In Gaziantep, out of 3000 companies, only 30 are member of Gaziantep Chamber of Industry, (ii) This is also a result of the legal framework which identifies the requirements of registration to Chambers of Industry. A certain capacity, number of employees, principles of manufacturing and similar criteria constitute which companies are qualified to register. The established Syrian led businesses that fulfill the legal requirements to be registered to chambers and have the capacity (in terms of production line and volume) to benefit from these centers are limited. However, Syrians have recently been establishing businesses in Türkiye and all these legal, industrial, or economic conditions outside of the project environment has caused low attendance, (iii) The language of instruction of the training was Turkish, therefore Syrian employers of SMEs might have difficulty to engage with the course material, particularly the lean manufacturing due to the lack of language skills.

Beyond these reasons, this output aims to enhance productivity in the SMEs so that it may lead to job creation in the long run in these selected cities, which are heavily populated by SuTP population. Overall, it reached its goals and established and operationalized the Digital Transformation Centres and productivity enhancement is achieved through this model, which may lead to job creation through the increased competitiveness and the market extension channel for both Syrian refugees and host community members.

Even though this component doesn't have a specific emphasis on women, out of 141 attendants, only 27 of them are women. As it is stated above, the updated number of attendants is 284 but there is no gender or nationality disaggregation reported for the updated value in 2022. Efforts were made by UNDP and the interviewed DTCs also mentioned their efforts to increase this figure. However, according to the Female Labor and Employment in Manufacturing Industry, employment of women in the sectors such as manufacturing industry is naturally low, therefore attendance of women employers into such trainings offered under output 1.1 was low as well.

Output 1.2. Industrial Transformation Programme for Gaziantep and its economic environs developed and implemented.

The main objective of this output was to support local economies, primarily Gaziantep and surrounding economies, by developing strategies to make the local economies adopt the challenges that have arisen after the Syria Crisis on the regional economy. This output produced sectoral strategic reports, mainly in four sectors namely plastic, textile, food, metal and machinery. All the sectoral reports also elaborated the current situation of the specific sector chosen in Türkiye and global sector trends as well, sharing the outcomes of discussions with the sector representatives including Chambers on how to achieve required transformation in sectors, and provide recommendations on the sector on labour absorption strategies and how to include Syrian workforce. These reports served as sectoral roadmaps for SMEs in the region, particularly in Gaziantep, Adana and its environs and these SMEs have also received consultancies on how to implement the roadmaps. Beyond the four sectors, a specific sector report on manufacturing entitled *New Approaches in Manufacturing Industry* was also prepared which include the discussion topics of national and global trends, innovation ecosystems, new tendencies, benchmarking, and development needs of the sector.

Another strategic report was also prepared for the operationalization of Polateli Organized Industrial Zone including feasibility studies of potential sectors with the industrial zone, financial analysis studies for efficient financing of establishment of the zone, and its potentials that Syrians living and Syrian-owned enterprises operating in the region and in Turkey in terms of their involvement in the Zone as an employee, entrepreneur, investor or trader and the report is accompanied by a road map for the operationalization in accordance with the strategic report.

Overall, 7 sectoral assessments were successfully finalized. The meetings were served as a floor that interested, relevant parties, both local and national, such as public and private sector representatives, business associations including Syrian businesses found a chance to come together and deliver their inputs and found a chance to networking between Turkish and Syrian companies. The consultancies on business development and employment and registration to İŞKUR database were also held, which contributed the capacity of SMEs, both business development capacity and networking capacity. Another achievement of this output is all these reports have been providing insights into the governmental institutions, local economies and UNDP regarding which sector shall be targeted to absorb the additional workforce in the region that originated following the Syria Crisis.

Output 1.3. Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support

Under the scope of business development and employment services, TRP made collaboration with Human Development Foundation (INGEV-*İnsani Gelişim Vakfı*), an NGO which aims to contribute to human development through advocacy, research, and programmatic interventions with the vision of being recognized as a reference organization for issues around human development. The job creation activities were supported by INGEV from July 2019 through employment, mentoring, consultancy, training and financial & technical support for seed, survival and growth process of entrepreneurs and existing Syrian-owned businesses and for the establishment of new partnerships or businesses.

As seen in the Table 4 below, the output has reached its targets and has successfully reached out to SuTP and less to host community population considering the targets were 50 per cent Syrian and 50 per cent host community members.

Table 4. The number of beneficiaries attended different activities of Job Creation Component (CI) by gender and nationality

	TRP Targets achieved as of 31.12.2022	Syrian		Turkish		Non Syr/T R		Overall I	Targets		
		M	F	M	F	M	F		Female 40%	Syrian 50%	Total Achieved
Op 1.3: Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.c # of SMEs or partnerships established or expanded by Syrians and/or Syrian-Turkish joint ventures (*former indicator 1.3)	156	14	5	6	0	0	150	11.00%	94%	181
	1.3.a # of Syrian refugees and host community member employed	169	97	15	43	9	0	1850	7%	89.80%	1994
Op 1.3: Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.b # of new jobs created by supported SMEs (*new indicator; duplicated value in 1.3.a and 1.3.c; only values in 1.3.a and 1.3.c should be counted)	218	23	14	35	8	0	200	13%	55.80%	432
	1.3.e # of enterprises and entrepreneurs receiving training, consultancy and mentoring services (*former indicator 1.2)	478	73	26	17	8	1	1000	24%	54.00%	1239
Op 1.3: Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.f # of Syrian refugees and host community members with increased awareness and knowledge about entrepreneurship employment services and women empowerment	393	85	34	18	8	6	2000			2299
	TOTAL	1851	111	155	49	9	0	2000	7% (for job creation)	89.6% (for job creation)	2175

According to feedback received from the survey conducted in February 2021 with 109 individuals who established companies or were placed in jobs; 84 per cent of enterprise owners were satisfied with their businesses, 64 per cent stated that they reached their business expectations and targets, 76 per cent would like to expand their business, 69 per cent stated that the financial consultancy service assisted them in solving the relevant problems.

Few other international agencies, including World Bank, ILO, UN Women, GIZ have been conducting livelihood projects under Facility for Refugees in Turkey (FRIT), where almost majority of them were concluded under FRIT I. Each of the actions supported has specific overall objectives, which broadly have similar aims of strengthening economic resilience of both SuTP and host communities, through improving employability and, to a more limited extent, entrepreneurship and job creation. TRP has made contribution to the later one, entrepreneurship and job creation, where other international agencies, has strengthened economic inclusion of refugees by providing formal and non-formal vocational trainings, and apprenticeship programmes, etc. Therefore, with this intervention, TRP project has filled the gap, where Syrian entrepreneurs and Syrian owned SMEs have problems and lack of knowledge mostly in these areas of developing their business. This output has successfully informed the participants from development partners and entrepreneurship eco-systems in Turkey including informing them about legal framework, useful services provided to Syrian entrepreneurs such as financial and legal consultancy, company founding, business licencing, financial support, accounting, marketing, e-commerce, integration into supply chains. All the services listed above that were provided by UNDP, collaborated with INGEV, TRC, targeted a need in the livelihood sector. Where majority of the projects implemented by different actors were focused on providing skills trainings, vocational education, etc, TRP has focused on an area, such as entrepreneurship, consultancy support for business development, where there is a gap and need and successfully reached out SuTP population.

One of the reasons behind this successful reach out is the output 1.3's provision of services where there is a less intervention and accordingly more demand particularly by Syrian young, educated, entrepreneurs, youth interested in initiating start ups. All these services have contributed to leveraging the potential of Turkish and Syrian youth for social stability, cohesion and socio-economic empowerment.

This evaluation also found a chance to hold semi structured interviews with two of Syrian beneficiaries of output 1.3 online, therefore it is important to note that the finding is not generalizable. However, what they mentioned is relevant for the purposes of this evaluation. The beneficiaries found the business consultancy services and the seminar on legal framework of contracting very helpful. One of them also benefited from work permit support. Regarding the work permits, a key informant in INGEV mentioned that there had been a high demand among SuTP for work permits before TRP project, where INGEV couldn't accommodate all needs. However, after collaborating with UNDP, they have been able to respond to the work permit requests in big numbers. INGEV admitted that the collaboration with UNDP has increased their capacity while responding to the needs of SuTP, particularly in terms of work permits.

Both attendants have difficulty to understand and speak Turkish and they stated that they need to attend Turkish language courses for their daily lives and business Turkish courses in order to comprehend the details of the legal documents, business documents that they use daily in their work, particularly the documents that they submit for bidding in export deals. They both believe that Turkish language skills will be very useful for them and open new areas of work, new business opportunities for them. Actually, TRP has a Adult Language Training component (C3) and if there had been any link between Job Creation component (C1) beneficiaries and Adult Language training (C3) beneficiaries, it would have been ideal. The survey conducted by UNDP about job placement shows that 70 per cent of beneficiaries of the job creation activities noted that they faced problems due to language barrier (Analysis of Job Placement Presentation Document, UNDP).

Both attendants benefited from counselling sessions and one of the interviewees mentioned that he found a chance to make new networks with other SuTP and host community members. He also mentioned as an owner of a company, he made a business agreement and collaborated with a Turkish owned enterprise to submit a procurement bid together soon.

Output 1.4. Crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported

Under this output, COVID-19 crisis response capacity of Ministry of Health and Provincial Directorate of Ministry of Family and Social Services in Adana and surrounding area supported through production and delivery of personnel protection and medical equipment. In the framework of Innovation Centers in Adana and Mersin, Fab-labs were equipped and produced 7550 face shields, 553 stands/penal, and 250 medical equipment (Laryngoscope Blade) that were used in intensive care services of hospitals in Adana and surrounding provinces had been produced and distributed between March and September 2021.

Output 1.5: Resilience and adaptation capacity of Syrians improved in response to COVID-19 outbreak and its impact on socio-economic situation

Under this output, the COVID-19 response and skills development approaches were combined and thorough this, online contents, including business English/Turkish, business development, career development, life-skills workplace, disaster preparedness and response and first aid, were developed to both train refugees on how to respond to the crises with a community-based approach and helped them gain soft skills that would be useful in participating to the social and economic life. The language of instruction of modules are Turkish, Arabic and English. The trainings targeted both job seekers, existing employees and employers. Modules were disseminated among the companies benefitting from Innovations Centers and Digital Transformation Centers, NGOs and INGO that are active in livelihoods sector, beneficiaries of the projects implemented by UNDP. Therefore, 3374 beneficiaries have been benefitted from the modules. The output has reached its goals in terms of reaching out the targeted number of both Syrian and host community beneficiaries. On the other side, since the courses were tailor-made, used the e-learning and blended learning system, and contributed to the life-skills and disaster preparedness for SuTP and host community members, this output contributed to the resilience and adaptation capacity of SuTP and the host community in Turkey in response to COVID-19 outbreak and its impact on socio-economic situation.

Municipal Service Delivery Component (C2):

The relevant Output of the TRP for the municipal services is defined as “Strengthened technical and infrastructure capacity for municipal services in 4 municipalities hosting large numbers of SuTP” in the Results Framework with 7 sub-outputs:

Op.2.1. One Mechanical Biological Treatment (MBT) facility established and operational in Gaziantep, to serve processing of solid waste sourced from Gaziantep and its 5 districts.

This sub-output seems to be the only problematic case among component activities which affected the overall project progress. This situation arose mostly due to the pandemic situation, where the import of necessary equipment parts required for the completion of the MBT was seriously delayed. Although the operational and managerial problems occurred in the project design, construction and operation processes, obstacles were solved through the cooperation between the assigned experts of the supervision company and UNDP. As of the field visit date, the ideal completion situation was not achieved, but a “partial completion” of the facility was approved for the initial operation of the facility, but this condition was improved as of this evaluation report date. In the final (reporting) stage of the evaluation, up to date information from the project team indicates the modifications designed and

applied by the municipality in the system contributed the operating company in increasing operationoperational efficiency.

Op 2.2: One Greenhouse Solar Dryer Facility and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis

The greenhouse solar dryer facility was established and integrated with the wastewater treatment facility area of Kilis municipality. Officers of the municipality mentioned some operational delays occurred after the construction of the greenhouse, due to a technical mistake based on the information and land analysis provided by the municipality but this was remedied with strengthening the ground and reconstruction of a side wall of the second greenhouse dryer unit, by the municipality. Municipality officers and assigned managers mentioned the sub-output was completed successfully, contributing to the operations of the municipality and the technical capacity of the team of operation engineers and relevant officers. The second part of the output, the leachate pond was also completed, operational and contributed to the municipal waste collection and management services, as observed in the field visit. Contribution of the facilities not only provided technical infrastructure support but also capacity improvement on such systems.

Op.2.3 One Wastewater treatment facility established and operationalized in Hatay (Hassa)

The Hassa Wastewater Treatment Facility was constructed and operational as per the field visit date. The responsible engineer and Metropolitan Municipality officers noted the contribution of the facility not only to the wastewater management operations, but also to the improvement of the capacity of the engineers and technical operations staff involved in the design, construction, and operational processes. A specific issue mentioned by the responsible engineer was the contribution of the construction process conducted by the contractors presenting a professional work and result, especially in quality of the construction, operations structure and additionally in odour reduction unit design and construction.

The official population of Hassa, the number of people which the facilities are forecasted to serve, recorded as a total of 56.675 person for 2022, which is higher than the proposed number 40.000 person. As this service is a technical service for the whole city and communities, it is not so easy to identify the gender, SuTP or other classifications.

Op.2.4 Four waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay), with required vehicles and equipment

In the field visits, two of the four facilities, namely transfer station in Kırıkhan, and conveyor belt WTS in Samandağ, were visited with the assigned officers and engineers of Hatay Metropolitan Municipality. Information on the other two was received from the project team and the relevant Municipality officers. In the visits to the facilities, accompanying municipality officers noted the contribution of these facilities, especially the semi-trailers supporting the organized waste collection operations in the field in accessing more locations. Another topic was the quality of the construction process and the facility , as they do not have a special technology, but functionality.

The managers related to the project, in Gaziantep MM and Hatay MM also mentioned the waste value chain analysis reports contributed their operations on waste management as a baseline and reference document, to be used and improved in existing and the future operations.

Op.2.5 Capacity of two municipalities strengthened for firefighting services through technical support and additional equipment (Hatay and Sanliurfa)

The responsible officers/ managers of Şanlıurfa and Hatay Metropolitan municipalities, met in the field visits mentioned the contribution of the provision of such equipment and vehicles for the local operations, not only for standard operations but also for emergency situations.

Op.2.6 Three Municipalities strengthened with technical support through technical assistance and capacity building teams

Below sub-activities and referred indicators for this output reported as fully completed: a) capacity improvement on project planning, design and implementation, b) Integrated Solid Waste Management Planning (ISWMP), c) Carbon footprint Inventory and Climate Change Action Plan development, d) integrating Gender Mainstreaming in service planning.

The officers and managers of four municipalities (Hatay, Şanlıurfa, Kilis, Gaziantep) met in the field visits, mentioned a cumulative contribution by the project activities on capacity enhancement, especially related to the sub output indicators. For example, Gaziantep Municipality noted they mostly benefited especially from the ISWMP, while Şanlıurfa Municipality mentioned the PMO capacity improvement support. Having said that, gender mainstreaming related aspects of the municipality component was remembered or mentioned as a secondary or tertiary level activity after the waste management infrastructure applications.

Op 2.7: Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/ material support

This was also a sub-output/ indicator observed to have a secondary level activity by the municipalities met in the field, that can be understood to have positive contribution in pandemic situation, Some of the officers (e.g in Şanlıurfa) met in the field visits did not directly mention this assistance under TRP activities, probably because they could not identify differentiate them from other support schemes at first, but stated details soon after the questions got deeper in the meetings.

Overall, İLBANK and municipality officers and managers met in the field visits, underlined the positive contribution of the project outputs especially in enhancing the operational capacity of the municipalities especially in waste management operations, technical capacity enhancement of municipality staff and more qualified infrastructure development, as well as externally funded project management and implementation experience both for municipalities and relevant İLBANK Regional offices. This was also confirmed in the field visits to the facilities by the relevant technical and managerial staff of the target municipalities. They also added the contribution of introducing most contemporary design frameworks with recent techniques to the design and operation of the facilities.

Adult Language Training Component (C3):

The overall objective of Component 3 is to strengthen the economic and social resilience of Syrians under Temporary Protection through delivery of the Blended Turkish Language Trainings to facilitate their access to decent job opportunities. For achieving this goal, UNDP and MoNE agreed on a joint project implementation structure. This structure consists of a dedicated project management team within the Directorate General for Lifelong Learning and designated representatives in each province covered by the project. The design, project guideline was all jointly developed by UNDP and MoNE and they facilitated the implementation together in field level. In terms of Learning Management System and the e-learning portal covering capacity, availability of content, ease of access, scale, interface platform and operational costs of existing systems in Turkey, Anadolu University's capacity has been found the most suitable. Indeed, the university currently provides e-learning to more than 1 million students per annum in Turkey and abroad and has very solid training management and LMS infrastructure to serve large numbers of trainees and students. The selection of right partners, MoNE, Anadolu University have contributed to the realization of objectives under Component 3.

Output 3.1. Certification of Turkish Language Skills courses from A1 to B2 level

As seen in Table 5 below, the goals have been achieved and the targeted beneficiary numbers were reached and overachieved successfully during the project period. Even though the demand for A1 and A2 level Turkish language course was much higher than B1 and B2 level, the demand for each level has increased progressively. The most common **levels** available in most language learning centers

in Turkey are A1 and A2. Therefore, by providing B1 and B2 level language courses, this output has filled a gap in the Turkish language skills courses provision targeting SuTP population. Indeed, many reports including Facility Results Framework Monitoring Reports⁴¹ pointed out the need for need for additional language training to enable SuTP to achieve certification at the B1 or B2 proficiency and this output served successfully for this purpose.

Table 5 The number of beneficiaries who completed Turkish language trainings

Level of Language Course	Achieved	Target
3.1.a # of SuTP certified in A1 level Turkish	26,748	26,000
3.1.b # of SuTP certified in A2 level Turkish	14,994	14,500
3.1.c # of SuTP certified in B1 level Turkish	7,835	7,500
3.1.d # of SuTP certified in B2 level Turkish	5,701	4,000

As it is stated in the context part of the evaluation above, lack of language skills constitutes a significant barrier in accessing to both social lives, in terms of integration and labor market in terms of economic empowerment. The impact is not only on SuTP but also host communities affected by the Syrian crisis as well. The language skills enhance resilience of SuTP but at the same time, it contributes to the social cohesion between SuTP and host community members. Overall, language learning builds resilience, whether it is giving a voice to young people and adults, building social cohesion in host communities, or providing individuals with the skills they need to access work, services, education and information.

This evaluation didn't find a chance to hold FGDs or semi-structured interviews with beneficiaries of language trainings due to the closure of the language training program much before the time of the evaluation. Therefore, this evaluation is not informed about whether providing this language training made any positive impact on refugees' life in terms of access to job market, integration into the social life, etc. However, opening up B1 and B2 level courses and demands from SuTP and good attendance rates showed that this output has a potential to serve for the purposes of facilitating SuTP' access to job market.

The number of women attending the trainings exceeded the number of men. About 71 per cent of SuTP beneficiaries who are certified of Turkish Language Skills were women (4th Annual Progress Report, UNDP). Indeed, Syrian women's more interest to these language training aligns with other Turkish language programmes offered by various agencies under FRIT. The project team shared their observations, particularly about women beneficiaries during the monitoring trips they held. The women beneficiaries shared that attending the language course increased their confidence, they are now more eager to go out and do their daily routines, such as shopping, helping their kids' homework and they seemed more eager to seek a job. An online survey was also conducted in January 2021 with the candidates of B2 level trainings. Out of 6728 women, only 673 of them stated that they were working. However, 57 percent of the women who were not working during the time of the survey mentioned that they were eager to work after attending Turkish language trainings.

Output 3.2: Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS)

The Action has successfully piloted and introduced 'Blended Learning' (BL) to PECs for adult Turkish language training. The blended learning modality includes face-to-face modality as well as an online part which provides trainees with preparatory work before class and homework after class, which works perfectly for those who are working during daytime.

⁴¹ https://neighbourhood-enlargement.ec.europa.eu/system/files/2021-10/7th%20FMR_I_Main%20Report.pdf

The timing of implementing blended learning platform and Learning Management System was perfect considering the pressures posed by COVID-19 in terms of reducing classroom contact among the course attendants. As it is stated in the SUMAF Monitoring Report (Mission Number 3, September 2020), beneficiaries were content with the blended learning methodology while learning the language. Beneficiaries like the approach as it allows home study at their own pace, which makes it easier to balance study with other commitments. Generally, women, more than men, expressed their desire for direct physical classroom interaction, giving them the rare opportunity to leave home and meet people. Beneficiaries stated that they faced no problems accessing course materials and videos on their personal computers and/or mobile phones, as students enjoy free access to internet in the Public Education Centers (PECs) to download the online course materials/chapters. Standardized stipend (covering transportation and meal) by MoNE was also paid through the Kizilay to beneficiaries for the three days per week spent in classroom, which made participation affordable even for poorer households. This is also quite important as increasing number of organizations stopped providing stipends with the fear that it might create “professional students” attending language trainings or vocational trainings only for money. However, it is quite important to cover transportation and/or meals of attendants since they are the vulnerable part of the society and particularly for Syrian women, their income relies on their husband or their father. Without a stipend, it might not be easy to cover expenses and/or secure allowance/permission from their families.

Another important contribution of this output is the development of a Learning Management System, and new training content and its integration to MoNE’s existing system. It is planned to provide language training through a blended educational modality. However, MoNE’s existing e-learning course definitions have been discovered to be incompatible with the proposed modality. As the programme needs to be in line with the Common European Framework of Reference for Languages in terms of learning outcomes, a whole framework language education programme has had to be designed from scratch. The framework programme has been presented at an official workshop attended by MoNE officials, subject experts from academic institutions, and teachers.

Preliminary research by MoNE shows blended learning might have higher yield in terms of student performance which is as high as 10-13 % compared to traditional methods. There has been very positive feedback from both the trainers and trainees regarding the language courses using blended methodology. It has both the advantage of a classroom training (where there is human interaction, and trainers can better discipline and monitor of the trainees) and online training (which ensures greater flexibility over trainees’ learning progress in terms of time and place). Due to successful implementation of the blended learning system under the project, the system is planned to be used and started to be implemented by MoNE after completion of the project, not only for Turkish Language courses, but also for other training courses that will benefit both the Syrians and host community members.

As can be seen by the Table 5 below, the language trainings have reached out to more Syrian women than Syrian men.

Table 6. Certified Beneficiaries of Adult Language Course by Course Level and Gender

Course Level	No of Certified Female Beneficiaries	No of Certified Male Beneficiaries	Total Certified Beneficiary Numbers
A1 level	19,104	7,644	26,748
A2 level	10,875	4,119	14,994
B1 level	5,704	2,131	7,835
B2 level	2,956	2,115	5,071
Total	38,639	16,009	54,648

MoNE teachers gained experience in online delivery, replacing face to face (F2F) in classroom with webinar sessions. This contributed to the capacity of MoNE in terms of having qualified staff for teaching Turkish language courses using blended learning system.

Output 3.3. Enhancement of Education Infrastructure

Since the needs assessment conducted before refurbishing Public Education Centers, the education infrastructure is enhanced, renovated in the 53 PECs in the targeted 10 provinces according to the needs of these centers. Therefore, delivery of equipments, restructuring of classrooms, opening new workshops were all aligned to the refurbishment/renovation needs of these centers. During the field work, the evaluation team conducted a visit to PEC in Şehitkamil, Gaziantep, where the facility is fully operational. The classrooms are full of women attendants, both Syrian and Turkish and due to the existence of childcare facility in the center, the women can attend to the courses that they have selected without a need to plan for their children. Besides childcare support, under the TRP project, transportation and meal was also provided to the Syrians and host community members.

As it is stated by key informants at PEC, the demand for vocational skills training courses and art and craft courses have been quite high among SuTP. Due to the refurbishment and construction of new PEC have contributed to the capacity of MoNE to deliver such trainings targeting both Syrian and host community population. The Center is also hosting attendants of The Social Cohesion and Life Education Program (SUYE)⁴² conducted together with IOM and Presidency of Migration Management (PMM) and up to date, 37000 SuTP attended SUYE programme in the renovated PEC Center in Gaziantep.

9. What are the key factors contributing to project success or underachievement? How might this be improved in the future?

The major factors influencing the achievement of the project's objectives were (i) collaborating with the right partners (ii) UNDP's project team's high level of engagement both on technical and field level, particularly project team's adaptive and on time responses while dealing with the challenges during implementation. The major factors that had an impact on project's under achievements were (i) economic and sociopolitical context; (ii) lack of link and feeding between the components of the project; and (iii) COVID-19. Both were summarized and discussed under this question:

Major factors contributing to the achievement of the project:

Collaborating with the right partners: The close collaboration between the partners reflected as a success in achieving project outcomes and smooth implementation of the project in the field. UNDP succeeded in choosing right partners and maintaining strong collaboration with both government partners, including MoNE, MoIT and ILBANK and local government partners, such as municipalities and last but not least, other stakeholders, including Anadolu University, TRC, INGEV, Public Education Center in Gaziantep, Adana Chamber of Industry, Gaziantep Chamber of Industry, Mersin and Tarsus Chamber of Organized Industry Zone, Izmir Chamber of Industry, Izmir Chamber of Commerce where these agencies added an additional value with their reach-out capacity, extensive network capacity and relevant experience. The mandates of these agencies are clear, and their duties, roles and responsibilities were clearly defined under the project and not overlapping with UNDP's roles and responsibilities. There is well defined division of labor that builds on stakeholder's strengths in respective sectors. This is a facilitator of internal coherence, where it is observed in the project under evaluation.

All the stakeholders mentioned their previous experience in collaborating with international agencies, particularly UN organizations and international NGOs and managing various projects funded by EU,

⁴² The Social Cohesion and Life Education Program (SUYE) was developed by the Ministry of Internal Affairs, Directorate General of Migration Management in cooperation with Ministry of Education to educate migrants about living in Turkey and to create a culture of living together with the local community.

USAID, World Bank, KfW and other international donors. They also have experience of working together with UNDP. The TRP project's Job Creation Component (CI) was also built on the previous collaboration of MoIT and UNDP on model factories that is mentioned above. MoNE is also a very good partner selection, where UNDP and MoNE jointly developed all project guidelines for the implementation stage. MoNE also has immense capacity in provincial level as well. Beyond directorates, PECs under guidance of MoNE were there to ensure their cooperation and ownership of the project activities. The certificates, on the other hand, given by MoNE have validity and credibility in the eyes of language course beneficiaries since with this certificate, as one of the key informants mentioned "you can apply for a driving license. All state institutions and private companies recognize such a language certificate."

Local stakeholders in the selected provinces of this project, particularly Chamber of Industry and Chamber of Commerce also have strong networks and hold international project experience. They have a strong network of members, such as Gaziantep Chamber of Commerce which has 3200 member companies, where 90 of them are Syrian owned businesses. Making collaboration with local partners which are based in target provinces, and which already have access to the SuTP to disseminate information regarding the DTCs or any related services and job opportunities was quite a successful move for the sake of the project. They are also reliable partners of MoIT which guaranteed smooth and successful implementation of the project.

ILBANK is also a very relevant partner for this type of project which needs a high volume of construction and procurement. The existence of sufficient human and financial resources for the implementation, qualified expertise/ consultants, and active cooperation between ILBANK and UNDP and municipalities partners. Ownership and active involvement of the ILBANK from design to implementation, with strong communication, is noted as another key factor for success.

Anadolu University is also a well-known expert in remote education, not only nationwide but globally. Project team mentioned extensive and *unlimited opportunities* that were provided by Anadolu University including but not limited to, Anadolu University's existing e-learning portal for Turkish language training to foreigners, university's capacity in providing e-learning to a total number of 1 million students per year, in-house development capacity for the modifications to the adult language training, its existing content up to B2 level of Turkish, in-house capacity of having seven studios with production capacities. It was also found to be much more cost and time effective working with them compared to working with private contractors.

As a partner to job creation component, INGEV (Human Development Foundation) has also long-term experience and interest in offering business development services to Syrian-owned enterprises and Syrian entrepreneurs. TRP project provided an opportunity to INGEV to inform the participants from development partners and entrepreneurship eco-systems on the activities for supporting Syrian entrepreneurs and SMEs, business development and employment job creation. Through an ongoing INGEV programme, TRP was able to provide employment related services to Syrian entrepreneurs such as financial and legal consultancy, company founding, business licensing, financial support, accounting, marketing, e-commerce, integration into supply chains and language support for both technical matters and business development.

Finally, **the willingness of the partners** is a key success factor of the project at the end. Based on the document review and data collected in the fieldwork, the eagerness of the partners was clearly seen in the interventions that they were part of implementation. They were aware of details of the project objectives, outcomes, and process.

UNDP's project team's high level of engagement both at technical and field level:

Based on the desk review and KIs conducted with the partners of UNDP, the TRP Project Team was found quite successful on both ends, (i) providing technical support (ii) supporting the field team and holding frequent field visits. Overall, from the field personnel to high level senior administrative staff members, they were all quite aware of all details of the project. Even though there was a high turnover rate and those who were deeply engaged into the project had left, it wasn't reflected to the field as a negative consequence. However, based on key informant interviews with project partners, even though it was not reflected to the field level, this caused a few disruptions in the project management. Since TRP project team was monitoring the implementation so closely, they found a chance to make interventions promptly, on time when there was a need. The best example among these interventions was their move to make a partnership with INGEV to reach out SuTP through providing them livelihood opportunities as one of the main objectives of TRP project. With their partnership with INGEV, they were quite successful in reaching the targets of the project in quantitative terms. In terms of qualitative terms, this shift created a positive impact on SuTP, who were eager to establish their own businesses and/or applying for work permits. As the project team tried to reach out SuTP to fulfil the the objectives of the project, many additional activities were carried out to make sure the project achieved its goals in time. Various interventions, such as match-making events studies, info sessions for employers, had to be carried out.

Particularly, the state institutions were quite satisfied with working with UNDP, while emphasizing UNDP project team' strengths as *"being respectful to state bureaucracy"*, *"collaborating and making brainstorming session together rather than acting/deciding solely"*, *"being empathetic about the bureaucratic process which led to some delays"*, *"being consistent about monitoring and evaluation and taking it seriously"* *"drafting the project documents meticulously and making alignments to state policies, strategies"*, *"being approachable"*, *"being on site/field frequently"*. Based on evidence collected from model factories, they all felt like they were supported by UNDP project team at every level of the implementation from selecting the equipment to drafting terms of reference for technical equipment purchases, from making need assessments to solving the problems together.

Timely intervention by UNDP as well as risk management, monitoring and close cooperation with the other stakeholders can be the key topics for success. As observed in the Gaziantep MBT case, the process started with the feasibility analysis and continued with the facility design to construction and operations which were strictly and proactively managed/ coordinated with the involvement of the companies (feasibility consultant, project design and construction), and UNDP. The relations were nicely managed and coordinated between stakeholders by UNDP and all parties' responsibilities were defined, agreed, and understood by all parties, particularly municipality, consultant and contractor, thanks to the UNDP project team efforts. To avoid any inconsistencies, timely monitoring has been conducted during the construction process.

Finally, the team successfully reflected lessons learned drawn from field, from previous experiences to the actual implementation of the interventions on time. For instance, hybrid learning method was emerged out of experiences of project team knowing that refugee population has been working outside or having care responsibilities inside home so that blended model, mixing face to face and online learning would work better for their circumstances, and it held true.

UNDP's management of the field via field coordinators in the project provinces gave them capacity to react promptly whenever there were some problems during the implementation of activities. All stakeholders appreciated UNDP's promptness while taking action, their way of managing the project while being connected to the field.

Major factors challenging the project:

Economic and Sociopolitical Context

Besides project's objectives and interventions, **the sociopolitical context, economic context, cultural values** always have an impact on achievements or non-achievements of the objectives. The economic crisis has negative impact on livelihood opportunities for both SuTP and host community population in Türkiye. Global economic recession, the high inflation accompanied by high unemployment rates in the post-COVID world all have negative impacts on creating livelihood opportunities for SuTP and host community. The economic recession, limited production, availability of material due to pandemic affected specifically the Job Creation Component (C1). The economic slowdown affects the priorities of the enterprises and increases the lay-offs and unpaid leaves. The establishment of new Small and Medium Enterprises (SMEs) became almost impossible as Syrian entrepreneurs did not want to risk their limited capital when the pandemic triggered shrinkage in all sectors.

Furthermore, host community can be resistant to any form of livelihoods programming that promotes the ability of SuTP to work and therefore compete with locals. During the few interviews conducted with SuTP, even without being asked, they were sharing their concerns about how anti-refugee environment increasing with the coming election, has created a sense of fear and uncertainty for people seeking protection in Türkiye. It looks like it is getting harder to keep SuTP focus on livelihood and other opportunities, where their future is at stake. According to a survey held by UNHCR in 2021, about 78 per cent of Syrians in Türkiye said they would not voluntarily return under any circumstances. Aligned to this finding, in the interviews, one of the attendants mentioned *"For Syrians, there is no other place where we can live except for Türkiye. If we can't stay here, the only other place we can try to go to is Europe. I would never return to northern Syria because it's not stable."*

The lack of link between the components (particularly between Job Creation Component I and Adult Language Training Component III)

Generally, interventions to support livelihood opportunities are often severely hampered by weak tailoring of interventions to local economic conditions, and the short-term, in this case long-term or small-scale nature of programmes. Through the implementation of TRP, two components, the Job Creation Component (C1) and Adult Language Training Component (C3) haven't been linked. The project team realized this as well and to create linkages, Action conducted assessments and surveys to better understand the motivation and capability of the beneficiaries of Adult Language Trainings with regards to the livelihoods. According to the survey conducted with the candidates of B2 level trainings during the registration to the courses, 77 per cent of them were not currently working and 46 per cent of them don't have an interest in working (UNDP TRP 3rd Progress Report). It would have been ideal to register the ones who have an interest in working. However, Adult Language Trainings Component III implemented jointly by the General Directorate of Lifelong Learning (DG-LLL) of the Ministry of National Education (MoNE) and UNDP. Public education centers are the institutions, which are under the responsibility of DG LLL of the MoNE. According to DG-LLL mandate, anyone applying to attend any courses provided by DGLLL is eligible and can attend the courses. Therefore, the Action couldn't have a chance to facilitate a selection process among the applicants but while the participants were selected for the courses, their Turkish and Arabic language proficiency was determined by the trainers and they were directed to the relevant courses. The aim of the project and the importance of language training were explained to the trainees and as mentioned by a key informant in MoNE, this could contribute to both social integration and career orientation. On the other hand, after attending B2 level Turkish language courses, the attendants have new language skills which might ease their access to labor market. More than half of them surveyed still have an interest in working and according to the same survey results, 64 per cent of them were in working age (21-40) and 84 per cent of the participants have higher school degree or higher such as holding bachelor's degree. Therefore, they still constitute an ideal group of SuTP that can be targeted by livelihood programmes.

COVID-19

The **COVID-19** pandemic caused delays in implementing the activities, which were detailed under the Evaluation Question #12. Reaching out the targets or completing the trainings took more time than expected. Even though the pandemic came unexpectedly and created challenges, UNDP took measures to prevent its negative impacts on project implementation and adapted itself to the new circumstances with monitoring the situation carefully, taking actions swiftly, holding consultation meetings with their partners, and having their opinions taken as well. As it is stated above as an innovation and one of the best practices of the project was blended hybrid learning system and its positive contribution of the project was due to its digital, online structure, it made the implementation of language trainings possible.

10. Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.

Good Practices:

Blended learning model: The blended learning model combines online learning with traditional in-classroom training. It enables students to have some flexibility over their learning progress in terms of time and place. It is quite important for the SuTP who are working during the daytime and/or particularly for Syrian women, who are busy with household chores and taking care of the children during the daytime. Indeed, insufficient Turkish language skills is a critical barrier for SuTP to find access to formal employment opportunities in Türkiye. Therefore, it is quite relevant to provide training with a better innovative methodology that suits the needs of the SuTP. As key informants mentioned “*language training for adults provided so far, does not meet the specific needs of Syrians and is not efficient in terms of teaching modalities*”. For instance, in-class training is challenging for many SuTP due to their other livelihoods priorities that prevents face-to-face encounters. The blended learning method (combination of in-class, face-to-face learning, and web-based learning environment) has been one of the most innovative offerings to the National education system in Türkiye. The training method provides flexibility and technological convenience that blends well with SuTP population. According to survey conducted with the participants of Adult Language Training Component III, 75 per cent of survey attendants (B2 level participants) and 66.2 per cent (A1 and A2 level participants) had required technology to benefit from the blended learning model. Beyond that, the blended learning model does not require participants to have constant Internet connection.

On the other side, the blended learning system, which combines both online and offline learning developed by the Action was successfully integrated into the ecosystem of MoNE for A1, A2 and B1 levels. The system offers a technology-assisted future prospect to adult learning system of national education in Turkey, is also integrated into MoNE’s existing e-learning platform/portal. After migration of the system to MoNE, blended learning modality was expanded to other adult learning courses provided by MoNE i.e., hygiene courses, digital literacy, digital marketing. The vocational training programme on renewable energy for SuTP and host community members, carried out by the UNDP Turkey in partnership with the MoNE DG LLL have been utilizing the blended learning modality. The work with academicians from Anadolu University on the new learning modality that combines online and face-to-face training and updating of the course content was relayed to the trainers of the programme. The participants got the opportunity to learn about the new educational technologies and techniques to further improve the effectiveness of the initiative.

Adaptive Management

Since TRP project team was monitoring the implementation so closely, they found a chance to make interventions promptly, on time when there was a need. The best example among these interventions

was their move to make a partnership with INGEV to reach out SuTP population through providing them livelihood opportunities as one of the main objectives of TRP project. With their partnership with INGEV, they were quite successful in reaching the targets of the project. Beyond numeric targets, this shift created a positive impact on SuTP, who were eager to establish their own businesses and/or applying for work permits. As the project team tried to reach out SuTP to fulfil the the objectives of the project, many additional activities were carried out to make sure the project achieved its goals in time. Various interventions, such as match-making events studies, info sessions for employers, were carried out and supported livelihood opportunities for SuTP.

Reflections of lessons learned to the implementation

The team successfully reflected lessons learned drawn from field, from previous experiences to the actual implementation of the interventions on time. For instance, hybrid learning method was emerged out of experiences of project team knowing that SuTP population has been working outside or having care responsibilities inside home so that blended model, mixing face to face and online learning would work better for their circumstances, and it held true.

Establishment of Public Education Center in Gaziantep: The establishment of PEC and operationalization of ateliers, language courses, skills building courses, all types of trainings that contribute to income-generation and employment creation expected in the longer term can be constituted as the best practices. The vocational trainings have taken place in the PECs, where they provide specialized occupational capability development services to the Turkish host community, as well as Syrians under temporary protection registered in Gaziantep. Beyond strengthening professional knowledge, PECs were also built to make contributioncontributions to beneficiaries' personal development. At the same time, it is innovative and quite useful to add childcare facilities to the newly built center so that women can attend without worrying about their kids. The children also find a chance to socialize with other children, in some cases with host community children, where it also contributed to social cohesion as well.

The Lessons Learned are attached at the end of this report, along with recommendations and conclusions of the report.

II. To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals, European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD)?

TRP's strategy and design relate in various ways to the fulfilment of the objectives of UNDCS, CPD and MADAD at all levels.

The Trust Fund aims at 'addressing the needs of refugees from Syria in neighboring countries, IDPs and host communities, in particular as regards to resilience and early recovery'. Field operations are related to accessing quality basic and further higher education, health and WASH, livelihood opportunities, protection, and social cohesion related services. Enhancing access to services to SuTP, internally displaced persons and vulnerable host communities is complemented with the strengthening of national, regional, and local institutions, as well as improvements of local infrastructure. By achieving these outputs, the Trust Fund aims at enhancing quality education, health, economic, and wellbeing outcomes among the different target groups towards improving people's quality of lives. While UNDP had been implementing this Action, they also complied with the ad hoc Monitoring and Evaluation Framework developed for the MADAD Fund as well as with the quarterly progress reporting requirements and tools being developed by the EU Trust Fund.

The UNDCS (2016-2020) was built around four pillars of cooperation: inclusive growth and sustainable development, democratic governance and human rights, gender and women's empowerment and migration and international protection. The UNDCS Document also

noted six Results Groups in the recent Strategy Document and agreed on their leadership and one the Results Groups `Inclusive and Economic Growth` and `Environmental Sustainability` were combined to the Results Group on Inclusive Growth and Sustainable Development biannually chaired by UNDP, along with FAO and UNIDO.

The UNDP Country programme is structured around the following outcome areas: inclusive and sustainable growth, climate change and environment, inclusive and democratic governance, and gender-inclusive policies and development processes. The UNDP Country Programme goals are very well aligned to TRP and UNDCS as it can be seen in the Table 6 below how the programme priorities overlapped with TRP' objectives.

Overall, TRP's strategy and design relates in various ways to the fulfilment of the objectives of UNDCS, CPD and MADAD. The table below outlines which of the TRP objectives are aligned with the objectives of UNDCS, CPD and MADAD.

Table 7. The objectives of TRP, UNDCS, CPD, and MADAD

The Objectives of TRP Project	Promoting Job Creation	Strengthening Municipal Structures	Turkish Language Courses for Syrians under Temporary Protection
UNDCS (Migration and international protection—cross cutting)	inclusive growth and sustainable development,		Migration and International Protection Gender and Women Empowerment
CPD (Crisis Response—cross cutting)	Inclusive and sustainable growth Gender-inclusive policies and development processes	Environment	Gender-inclusive policies and development processes
MADAD	Facilitating refugees' access to labor market	Improvements of local infrastructure	Social Cohesion

As it can be observed from the Table 6 above, TRP is highly relevant with both UNDCS and CPD in terms of its goals on promoting job creation, strengthening municipal structure and providing language courses for SuTP. However, since MADAD mainly focuses on livelihood, it only relates to TRP's objectives in terms of supporting municipal structures, thus making it relevant to a certain extent. Therefore, it is possible to state that the TRP has significantly contributed to the fulfilment of the objectives of UNDCS and CPD goals and contributed to some extent to the goals of MADAD.

12. Did Covid-19 measures have a positive or negative effect on the achievement of project results? Were Covid-19 related interventions effective in meeting the demands of beneficiaries and improving their response to Covid-19?

Globally, COVID-19 had a negative impact on the economy and accordingly, pandemic decreased employment and labour force participation of almost all groups. However, it created more negative consequences for vulnerable populations. Indeed, according to a survey that was conducted by TEPAV in 12 provinces of Türkiye to reveal the impact of COVID-19 pandemic on employment of Turkish citizens and SuTP, in May 2020, Syrian employees became more fragile than Turkish employees and

women suffered the most.⁴³ Loss of income was 88% for SuTP, but it was 50% for Turkish citizens. The rate of dismissal and unpaid leave of Syrians was higher than Turkish citizens. Nearly half of SuTP lost their livelihood for an indefinite length of time. For a project, like TRP, which has an objective of strengthening the social and particularly economic resilience of SuTPs while generating inclusive and sustainable job opportunities for SuTPs and host communities, it was quite challenging to fulfil this objective under the circumstances, particularly lockdown, layoffs, economic recession. This is much of a broader issue beyond achieving project results. However, it should be noted that COVID-19 affected widely the implementation of the activities, leading to the extension of the implementation period. The immediate impact of the COVID-19 on the activities was the (i) suspension of language courses due to the lockdown and related closure of PECs; (ii) suspension of work permits and other official procedures in public services; (iii) slowing down of procurement and construction activities, including Digital Transformation Centers & Innovation Centers in Job Creation Component (C1), the construction of Mechanical Biological Treatment Facility in Municipal Service Delivery Component (C2) in terms of equipment supply and supplies for construction and operation of facilities, the construction of Public Education Center (PEC) in Adult Language Training Component (C3); (iv) interruption of monitoring activities; (v) rescheduling of events, workshops, ceremonies.

However, to overcome these challenges that COVID-19 brought, the project team has put in place several measures and innovative ways to ensure smooth implementation of activities. In Component I, the project made a transition from face to face to online video conference for conducting training and mentorship programmes. An online rapid needs assessment among Syrian owned enterprises has been conducted. TRP followed closely the emerging employment needs and refer Syrians to those opportunities. Key informants mentioned the usefulness of sectoral needs assessment reports and added that these reports have been used by different stakeholders in the field. Syrian entrepreneurs were also informed about the increasing demand of medical equipment/hygiene products during the crisis and the e-commerce platforms to sell their products.

As it was stated in the UNDP Annual Progress Report (2020), in Municipal Services Component (C2), despite the lockdowns in the early days/months of COVID, concrete & structural works were initiated promptly, and the construction was accelerated accordingly. As one of the key informants mentioned this as an advantage of working with private companies where *“the constructions slowed down, but the contractor company continued to work, did not really stop, in that sense, everyone has that autonomy.”* By saying this, even though the construction side of the activity had been ongoing under COVID-19 circumstances, majority of works for the MBT facility is composed of supply and installation of machinery and equipment rather than structural works. Therefore, it faced considerable challenges particularly regarding the project timeline, especially due to the delays caused by the pandemic conditions in equipment imports needed for the installations in Türkiye.

Based on the desk review and key informant interviews, the adaptation of activities under Component 3 and the transition from face-to-face to digital was very effective. The adult language trainings were already designed to respond to the needs of the digital age. A key informant stated that the entire structure was already there at the same level of efficiency before the eruption of COVID-19:

“We had prepared very well without being aware of COVID-19 thanks to the blended learning system. Even though the classroom attendance has been reduced by half due to COVID-19 restrictions, all courses of A1, A2, B1 levels were carried out uninterrupted in blended learning method (classroom courses and online classes).”

Overall, design and adoption of a hybrid education model combining online and offline learning developed by the TRP before COVID-19, integrating this system to the Ministry of National Education’s Education Informatics Network (aka “EBA”), establishing a digital infrastructure,

⁴³ Akyıldız Ş. How has COVID-19 affected Türkiye’s labor market? Economic policy Research Foundation of Türkiye. 2020. <https://www.tepav.org.tr/en/haberler/s/10170> Accessed 26 January 2022.

collaborating with Anadolu University which is very well known for its remote learning infrastructure, providing internet package support to 13,727 beneficiaries (13,577 trainees and 150 trainers) has helped the component 3 meet its targets without being affected by COVID.

One of the positive unintended consequences of COVID-19 on beneficiaries attending to language courses, which was observed and shared by a key informant, was women beneficiaries' changing attitude, decisions towards entering the labor market. Two of the key informants at UNDP project team mentioned that during their monitoring visits, they found a chance to talk to the beneficiaries and they shared their experiences and feedback. Before COVID-19, the main motivation for women attendants (where 71 per cent of attendants were women) was to learn daily Turkish to use it in shopping, supporting their kids in school and interacting with their neighbors more. However, after COVID-19 followed by economic recession, *"when women attendants were asked their main purpose of attending language course, they stated that they are now more interested in seeking job in labor market."* Another positive unintended consequence of Municipality Service Delivery Component (C2) was its recruitment of some of the 220 trainers from among those who lost their jobs due to COVID-19 and they were eligible of being a trainer in language training programme.

13. Were visibility efforts effective in conveying the achievements and key messages of Turkey Resilience Project?

As it is stated in the Description of Action (DOA), and the project's inception report, communication and visibility are an important part of all European Union Trust Fund (EUTF) Actions to underline the importance of all stages of the planning and implementation of the Programme. Both institutions and individuals are aware of the EU's support in terms of funding TRP. Equally, the UNDP's role in the implementation was found to be visible to beneficiaries as well.

During the fieldwork, all facilities, including DTCs in Gaziantep, Mersin and Izmir and innovation centers in Adana, Mersin and Izmir, and Public Education Center in Gaziantep were visited. UNDP successfully produced and disseminated visibility items available in all 3 languages including but not limited to several brochures, posters, leaflets, thematic one pager, photographs of events, workshops and they all created positive impact on enhancing its corporate visibility. In all buildings' entrance, joint EU-Turkish project logo is available along with EU flags, smaller scale signboards and plaques indicating that the project is implemented by UNDP and funded by EU. During the DTC visits, presentations were also delivered via laptops and all slides have headers or have visibility items in their background.

On another level, public visits also contributed to the visibility of the TRP on different occasions. Following these visits, press releases were followed. Among all the events, organizations, visits, H.E. Ambassador, Nikolaus Meyer-Landrut's, Head of European Union (EU) Delegation visit led to a total of publication of 57 news at national newspapers and news sites. The total outreach was calculated as 344, 941. According to the 4th progress report by UNDP, a total of 63 articles were published at newspapers and digital news portals with 851.218 total outreach.⁴⁴

The visits and press trips were associated with appealing social media campaigns. UNDP team prepared prior social media campaign outlets and social media advisory and shared with all UNDP CO staff for further engagement and support to campaigns, for further outreach and engagement on the project on social media. Partners' and project beneficiaries' social media accounts were also mobilized. Journalists instantly shared their impressions live, engaged with both UNDP personnel, partners, and project beneficiaries through their own social media accounts.

Overall, UNDP was found successful in using all different types of media outlets, including social media, print media, TV, for (i) enhancing corporate visibility of the EU, UNDP, and implementing partners; (ii) optimizing opportunities for visibility of the impact of the project; (iii) strengthening the level of

⁴⁴ 4th Progress Report, UNDP

understanding on the main areas of the project's achievements. All key informants that were interviewed for this evaluation were very aware of the project objectives, activities, and its aim of being responsive to the Syrian crisis. Another issue stated during key informant interviews was an unintended consequence of the visibility activities. One of the key informants noted the confusion that the host community members have experienced when they saw the publicity board located in PECs saying the building was established for SuTP and it is written in Arabic and in English. However, this observation can't be generalizable since it is based on observations of few host community members. The evaluation team didn't interview host community members to verify this perception.

Based on answers to questions 8 to 13, the Effectiveness of the intervention is rated as **Satisfactory (S)**.

4.3. EFFICIENCY

14. To what extent were the TRP outputs delivered on time to ensure high quality?

In general, the project activities and interventions under all three components were found to be delivered in a reasonable amount of time and necessary measures were taken in cooperation with the beneficiaries and other parties to avoid any critical problems. The only case with delayed process is the Gaziantep MBT facility in the project interventions. Other activities in all four municipalities under Component II were found to be completed in a reasonable time frame. Gaziantep MBT case was considered as a lesson learned by all parties interviewed in the evaluation process. At the time of the field visits, the final acceptance of the works was not completed yet, but the facility operated with a partial acceptance of the municipality. The facility improved in being fully operational as understood from the communication with the project team in the preparation of this evaluation report. The main critical issue in this process observed as the problems in cooperation and coordination from feasibility stage to the construction, which was mostly solved with close cooperation with all relevant parties and assigning an intermediary consulting company.

15. What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?

By the end of December 2022, the project had completed its course. All estimated and requested budget is used across different items and tasks. Especially due to the outbreak of the COVID-19 pandemic, new lines of action were integrated, which incurred additional costs while reducing some other projected expenses. Eventually, the project budget, presented in detail in **Error! Reference source not found.** below, appears to be adjusted according to the emerging needs of the project region.

Table 1 provides the details of the differences between budget items in the last year of the project and the cumulative costs until the year before. This table highlights where the changes occurred in the implementation of the project. We observed that by the last year of the project, not all the budget items were remaining, and there were some changes with different sub-categories of the administration of the project. For example, in the final year, there was no longer a part-time working Syria Response Programme Manager. This role was reduced to one person who remained working at a 70% contract. There was no longer a Training Coordinator in the final year. There had been a total of \$ 135,701.88 increase in the total cost of Human Resources, mainly driven by the increased cost of Regional Coordinators, Project Associates, Project Managers and Assistants. It is important to note that despite being titled the same, the costs for the same roles were different. We did not observe the same amount of salary increase for all Project Associates, Managers or Assistants, which may be due to the different levels of seniority. However, there was no indication of the motivations behind it.

Some other changes across the budget items were due to the outbreak of Covid-19 pandemic and forced shifts in work conditions and the delivery of the project activities. For this statement may example, the mode of delivery of the language courses has changed from in-person to online. This shift created a necessity to ensure internet packages were provided to the instructors and the participants. The project's lifetime also coincided with some wildfires, which caused an increase in firefighting services. In a way, the project was very much operating as a living organization and had taken action to respond to external shocks quickly.

For example, some \$ 121,900.00 was spent on Additional Support for Hatay Municipality for Firefighting Services. This budget item is separated from the already existing Firefighting Services one. This appears as a sound new addition to the budget spending as recent years have witnessed frequent wildfires in the region, and more technical support is needed than ever before.

The last year of the project also shows a significant increase in investments in the Development of E-Learning and Blended Learning Systems, which is almost doubled to \$ 296,197.91. This appears to be a reasonable expansion, when educational needs are considered.

A complicated detail that requires attention about Component II is that the interventions are not funded solely by EU. The project partner ILBANK is coordinating a programmed valued at 3 billion USD co-funded by IFIs, which the TRP is a part of. The other institutions involved in the financing of the TRP related operations are World Bank (IBRD), EBRD, JICA and AfD. TRP funding is considered and evaluated as a part of this larger programme with some differences in implementation modality and contribution to the staff and technical capacity enhancement in the municipalities. In Gaziantep MBT case, partially due to the increasing costs for such facility construction and operation, the proposed and allocated budget was not sufficient. This led to cuts from the original technical design and reallocation of funds by UNDP, Municipality, and the contractor, to achieve an optimum result within the project timeline.

Table 8 Total incurred costs

BUDGET FOR THE ACTION	REVISED BUDGET AS PER ADDENDUM No.5 - ALL YEARS			
Costs	Total Cost (in USD)	Total Actual 2023 Cost (in USD)	Forecast	Expected Landing point
1. Human Resources				
1.1 Salaries (gross salaries including social security charges and other related costs, local staff) ⁴				
1.1.1 Technical				
1.1.1.1 Resilience Advisor (70%)	\$448,244.29	\$461,563.30		\$461,563.30
1.1.1.2 Syria Response Programme Manager (70%)	\$124,741.04	\$125,135.19		\$125,135.19
1.1.1.3 Procurement Officer-1 (100%)	\$83,155.89	\$83,155.88		\$83,155.88
1.1.1.4 Procurement Officer-2 (100%)	\$99,596.32	\$99,596.32		\$99,596.32
1.1.1.5 Procurement Officer-3 (100%)	\$109,477.26	\$109,477.26		\$109,477.26
1.1.1.6 Budget/Finance Officer (100%)	\$81,224.37	\$83,399.19		\$83,399.19
1.1.1.7 Finance Assistant (100%)	\$71,771.39	\$71,771.39		\$71,771.39
1.1.1.8 Civil Engineer Ankara (100%)	\$17,866.59	\$17,866.59		\$17,866.59
1.1.1.9 Senior Civil Engineer (70%)	\$48,426.03	\$48,426.03		\$48,426.03
1.1.1.10 Communication Expert (100%)	\$108,020.02	\$108,020.07		\$108,020.07
1.1.1.11 M&E Expert (100%)	\$69,946.59	\$70,434.04		\$70,434.04
1.1.1.12 Gender Expert (50%)	\$96,877.75	\$96,877.83		\$96,877.83
1.1.1.13 Communication Officer (8.91%)	\$38,872.10	\$38,872.10		\$38,872.10
1.1.1.14 Communication Assistant (17.82%)	\$29,835.76	\$29,835.76		\$29,835.76
1.1.1.15 Assistant Resident Representative (Programme) (24.76%)	\$0.00	\$0.00		\$0.00
1.1.1.16 Portfolio Manager (29.7%)	\$0.00	\$0.00		\$0.00
1.1.1.17 RBM Associate (7.44%)	\$0.00	\$0.00		\$0.00
1.1.2 Administrative / Support Staff	0	0		0
1.1.2.1 Project Manager-1 (100%)	\$143,108.47	\$143,108.48		\$143,108.48
1.1.2.2 Project Manager-2 (100%)	\$121,205.01	\$120,751.57	\$9,245.42	\$129,996.99
1.1.2.3 Project Manager-3 (100%)	\$78,651.73	\$78,651.73		\$78,651.73
1.1.2.4 Project Associate- 1 and 3 (100%)	\$99,494.13	\$104,015.10		\$104,015.10
1.1.2.5 Project Associate-2 (100%)	\$84,370.02	\$84,132.99		\$84,132.99
1.1.2.6 Project Assistant-1 (100%)	\$59,817.53	\$59,817.53		\$59,817.53
1.1.2.7 Project Assistant-2 (100%)	\$35,036.93	\$40,480.93	\$1,219.32	\$41,700.25

1.1.2.8 Project Assistant-3 (100%)	\$41,205.63	\$41,205.63		\$41,205.63
1.1.2.9 Field Training Coordinator-3 (100%)	\$0.00	\$0.00		\$0.00
1.1.2.10 Environment Engineer (100%)	\$107,098.31	\$107,098.31		\$107,098.31
1.1.2.11 Field Coordinator-1 (Gaziantep-C2) (100%)	\$87,466.42	\$87,466.42		\$87,466.42
1.1.2.12 Field Coordinator-2 (Adana-C1) (100%)	\$96,589.06	\$96,589.06		\$96,589.06
1.1.2.13 Field Coordinator-3 (Izmir-C1) (100%)	\$118,149.80	\$118,149.87		\$118,149.87
1.1.2.14 Field Coordinator-4 (C3) (100%)	\$89,197.83	\$89,197.83		\$89,197.83
1.1.2.15 Civil Engineer (Gaziantep) (100%)	\$125,531.19	\$125,531.19		\$125,531.19
1.1.2.16 Project Associate-1 (Gaziantep-C2) (100%)	\$43,209.76	\$43,209.75		\$43,209.75
1.1.2.17 UNV- Ankara (100%)	\$781.80	\$781.80		\$781.80
1.1.2.18 UNV- Adana (100%)	\$35,495.27	\$35,495.27		\$35,495.27
1.1.2.19 UNV- Communication and Visibility (100%)	\$58,369.37	\$58,658.01		\$58,658.01
1.1.2.20 Budget and Finance Portfolio Administrator (29.7%)	\$71,304.32	\$71,304.32		\$71,304.32
1.1.2.21 Procurement Analyst (44.56%)	\$191,357.46	\$191,357.46		\$191,357.46
1.1.2.22 Admin Associate (22.29%)	\$52,229.77	\$52,229.77		\$52,229.77
1.1.2.23 Resource Management Associate (44.56%)	\$117,341.38	\$117,341.38		\$117,341.38
1.1.2.24 Human Resources Associate (37.14%)	\$94,272.63	\$94,272.63		\$94,272.63
1.1.2.25 Assistant Resident Representative (Operations) (24.76%)	\$0.00	\$0.00		\$0.00
1.1.2.26 Human Resources Portfolio Administrator (29.7%)	\$0.00	\$0.00		\$0.00
1.1.2.27 Programme Services Center (PSC) Associate (29.7%)	\$0.00	\$0.00		\$0.00
1.1.2.28 ICT Associate (29.7%)	\$0.00	\$0.00		\$0.00
1.1.2.29 Driver-1 (100%)	\$0.00	\$0.00		\$0.00
1.1.2.30 Driver-2 (100%)	\$0.00	\$0.00		\$0.00
1.1.2.31 Driver-3 (100%)	\$45,051.34	\$45,051.34		\$45,051.34
1.1.2.32 Regional Coordinator- South East (50%)	\$70,882.99	\$69,653.47		\$69,653.47
1.2 Salaries (Consultants)	0	0		0
1.2.1 International Consultants	\$52,000.00	\$52,000.00		\$52,000.00
1.2.2 National Consultants	\$308,329.89	\$310,297.85	\$24,475.02	\$334,772.87
1.3 Per diems for missions/travel⁵				0
1.3.1 Abroad (staff and UNDP staff assigned to the Action)	\$0.00	\$0.00		\$0.00
1.3.2 Local (staff and UNDP staff assigned to the Action)	\$319,329.00	\$315,195.24		\$315,195.24
1.3.3 Seminar/conference participants	\$0.00	\$0.00		\$0.00
Subtotal Human Resources	\$4,174,932.43	\$4,197,475.88	\$34,939.76	\$4,232,415.64
2 Travel⁶				

2.1 International travel (round trip)	\$0.00	\$0.00		\$0.00
2.2 Local transportation	\$205,789.80	\$205,571.47		\$205,571.47
Subtotal Travel	\$205,789.80	\$205,571.47	\$0.00	\$205,571.47
3 Equipment and supplies				
3.1 Purchase of vehicle (UN MOSS Compliant 4*4 Vehicle)	\$53,691.03	\$53,691.03		\$53,691.03
3.2 Furniture, computer equipment	\$65,362.65	\$65,362.68		\$65,362.68
3.3 Establishment of LMS System	\$926,241.35	\$926,241.35		\$926,241.35
3.4 Construction of a public education center	\$1,710,075.74	\$1,710,060.32		\$1,710,060.32
3.5 Premises refurbishment	\$2,224,680.73	\$2,224,680.73		\$2,224,680.73
3.6 Establishing e-learning platform	\$0.00	\$0.00		\$0.00
Subtotal Equipment and supplies	\$4,980,051.50	\$4,980,036.11	\$0.00	\$4,980,036.11
4 Local office				
4.1 Vehicle costs	\$62,710.70	\$94,645.15	\$3,000.00	\$97,645.15
4.2 Office rents	\$268,023.18	\$272,704.27		\$272,704.27
4.3 Consumables - office supplies	\$38,368.20	\$35,367.88		\$35,367.88
4.4 Other services (tel/fax, electricity/heating, maintenance)	\$15,006.70	\$14,041.26		\$14,041.26
Subtotal Local office	\$384,108.78	\$416,758.56	\$3,000.00	\$419,758.56
5. Other costs, services⁸				
5.1 Publications	\$31,398.15	\$31,398.19		\$31,398.19
5.2 Expenditure verification/Audit	\$0.00	\$0.00		\$0.00
5.3 Evaluation costs	\$110,694.44	\$77,001.59		\$77,001.59
5.4 Translation, interpreters	\$19,537.13	\$19,537.14		\$19,537.14
5.5 Financial services (bank guarantee costs etc.)	\$0.00	\$0.00		\$0.00
5.6 Costs of conferences/seminars	\$76,872.34	\$76,872.34		\$76,872.34
5.7 Visibility actions	\$397,703.34	\$413,647.76	\$970.00	\$414,617.76
5.8 Sectoral Assessments	\$52,715.60	\$52,715.60		\$52,715.60
5.9 Refurbishment/Improvement/Operationalization of Digital Transformation Centre on Lean Manufacturing in Mersin and Gaziantep	\$4,178,819.38	\$4,178,308.76		\$4,178,308.76
5.10 Refurbishment/Improvement/Operationalization of Digital Transformation Centre on Lean Manufacturing in İzmir	\$983,225.78	\$983,224.78		\$983,224.78
5.11 Refurbishment/Improvement/Operationalization of SME Innovation Centre in Adana and Mersin	\$1,927,669.59	\$1,905,148.89		\$1,905,148.89
5.12 Refurbishment/Improvement/Operationalization of SME Innovation Centre in İzmir	\$1,186,827.98	\$1,186,145.21		\$1,186,145.21

5.13 Industrial Transformation Programme in Gaziantep	\$1,216,714.13	\$1,216,714.13		\$1,216,714.13
5.13.1 Facilitation Tool for Job Creation	\$1,084,246.94	\$1,084,246.94		\$1,084,246.94
5.14 MBT facility	\$10,813,091.19	\$10,826,910.91		\$10,826,910.91
5.15 Leachate facility	\$1,344,622.83	\$1,344,622.83		\$1,344,622.83
5.16 Waste water treatment facility	\$4,586,331.82	\$4,586,331.82		\$4,586,331.82
5.17 Solid waste value chain assessment	\$56,550.00	\$56,550.00		\$56,550.00
5.18 Waste Transfer Station constructions (x3)	\$3,540,432.40	\$3,538,793.26		\$3,538,793.26
5.19 Technical support to municipalities (x3)	\$319,552.06	\$319,552.06		\$319,552.06
5.20 Firefighting Services	\$1,073,700.00	\$1,073,700.00		\$1,073,700.00
5.20.1 Additional support to Hatay Municipality for Firefighting Services	\$150,000.00	\$121,900.00	\$10,100.00	\$132,000.00
5.21 Services for monitoring, content validation and training of trainers	\$26,228.07	\$26,228.07		\$26,228.07
5.22 Trainer fees	\$2,902,113.70	\$2,902,113.70		\$2,902,113.70
5.23 Subsistence and provisions for trainees	\$4,403,625.13	\$4,403,625.13		\$4,403,625.13
5.24 Training of trainers: seminars, workshops and etc.	\$685,094.78	\$685,094.78		\$685,094.78
5.25 Development of Training Materials	\$106,121.19	\$106,121.19		\$106,121.19
5.26 Transfer management and verification of payments	\$2,735,559.16	\$2,735,559.16		\$2,735,559.16
5.27 Response to COVID 19	\$0.00	\$0.00		\$0.00
5.27.1 Procurement of raw material for the Innovation Center in Adana	\$19,652.33	\$19,652.33		\$19,652.33
5.27.2 Procurement of machinery for Gaziantep Union of Chambers of Artisans and Craftsmen	\$65,938.56	\$65,938.56		\$65,938.56
5.27.3 Support to waste management measures through provision of one AWD long frame truck, two trailers and one Hydraulic Compaction Waste Collection Vehicle to Kilis Municipality	\$525,246.57	\$525,246.57		\$525,246.57
5.27.4 Support to waste management measures through provision of sewage pipeline cleaning equipment to HATSU (Hatay Metropolitan Municipality)	\$0.00	\$0.00		\$0.00
5.27.5 Provision of technical support to develop, implement and replicate projects for four Municipalities in response to Covid19 outbreak and potential crises	\$86,958.12	\$86,958.12		\$86,958.12
5.27.6 Provision of protective equipment for the Municipality staff	\$147,885.68	\$147,885.68		\$147,885.68
5.27.7 Support to disinfection services of four Municipalities in response to COVID-19 outbreak	\$96,397.98	\$96,397.98		\$96,397.98

5.27.8 Support to four Municipalities to shift to remote working modality	\$58,673.77	\$58,673.77		\$58,673.77
5.27.9 Development of E-Learning and Blended Learning System	\$296,197.91	\$296,197.91		\$296,197.91
5.27.10 Provision of Internet package to Syrian refugees for access to online courses	\$0.00	\$0.00		\$0.00
5.27.11 Provision of protective equipment for the beneficiaries of adult language trainings	\$93,366.86	\$93,366.86		\$93,366.86
5.27.12 Countering the growing COVID-19 related mis/disinformation campaign against refugees	\$2,892.51	\$2,892.51		\$2,892.51
Subtotal Other costs, services	\$45,402,657.41	\$45,345,274.53	\$11,070.00	\$45,356,344.53
6. Other				
	0	0		
Subtotal Other	0	0	0	0
7. Subtotal direct eligible costs of the Action (1-6)	\$55,147,539.92	\$55,145,116.55	\$49,009.76	\$55,194,126.31
8. Indirect costs (7%)	\$3,860,327.79	\$3,810,307.58	\$3,430.68	\$3,813,738.26
9. Total eligible costs of the Action (7+ 8)	\$59,007,867.72	\$58,955,424.13	\$52,440.44	\$59,007,864.57
10. Provision for contingency reserve (maximum 5% of item 7, subtotal of direct eligible costs of the Action)				
11. Total eligible costs (9+10)	\$59,007,867.72	\$58,955,424.13	\$52,440.44	\$59,007,864.57
12. - Taxes ¹¹ - Contributions in kind ¹²	\$0.00	\$0.00		
13. Total accepted¹¹ costs of the Action (11+12)	\$59,007,867.72	\$58,955,424.13	\$52,440.44	\$59,007,864.57

TABLE 1 THE CHANGE IN ACTUAL BUDGET BETWEEN YEAR 5 AND 4

BUDGET FOR THE ACTION

COSTS		
1. HUMAN RESOURCES	The difference between the Year 5 to Year 4 in \$ (cumulative years for all project budget)	
1.1 SALARIES (GROSS SALARIES INCLUDING SOCIAL SECURITY CHARGES AND OTHER RELATED COSTS, LOCAL STAFF)⁴		
1.1.1 TECHNICAL		
1.1.1.1.1 RESILIENCE ADVISOR (70%)		9,287.47
1.1.1.1.2 RESILIENCE ADVISOR (25%)		
1.1.1.1.3 SYRIA RESPONSE PROGRAMME MANAGER (70%)		8,267.12
1.1.1.1.4 SYRIA RESPONSE PROGRAMME MANAGER (50%)		

1.1.1.3 PROCUREMENT OFFICER-1 (100%)	(7,088.88)
1.1.1.4 PROCUREMENT OFFICER-2 (100%)	25,635.34
1.1.1.5 PROCUREMENT OFFICER-3 (100%)	9,235.42
1.1.1.6 BUDGET/FINANCE OFFICER (100%)	2,175.94
1.1.1.7 FINANCE ASSISTANT (100%)	(9,124.29)
1.1.1.8 CIVIL ENGINEER ANKARA (100%)	(41,046.40)
1.1.1.9 SENIOR CIVIL ENGINEER (70%)	9,634.47
1.1.1.10 COMMUNICATION EXPERT (100%)	9,219.40
1.1.1.11 M&E EXPERT (100%)	(10,297.29)
1.1.1.12 GENDER EXPERT (100%)	1.01
1.1.1.13 COMMUNICATION OFFICER (8.91%)	3,546.90
1.1.1.14 COMMUNICATION ASSISTANT (17.82%)	6,525.12
1.1.2 ADMINISTRATIVE / SUPPORT STAFF	
1.1.2.1 PROJECT MANAGER-1 (100%)	1,063.63
1.1.2.2 PROJECT MANAGER-2 (100%)	23,698.33
1.1.2.3 PROJECT MANAGER-3 (100%)	(673.21)
1.1.2.4 PROJECT ASSOCIATE- 1 AND 3 (100%)	20,969.08
1.1.2.5 PROJECT ASSOCIATE-2 (100%)	(236.03)
1.1.2.6 PROJECT ASSISTANT-1 (100%)	11,885.84
1.1.2.7 PROJECT ASSISTANT-2 (100%)	5,445.00
1.1.2.8 PROJECT ASSISTANT-3 (100%)	1,045.75
1.1.2.10 ENVIRONMENT ENGINEER (100%)	1.01
1.1.2.11 FIELD COORDINATOR-1 (GAZIANTEP-C2) (100%)	(16,977.07)
1.1.2.12 FIELD COORDINATOR-2 (ADANA-C1) (100%)	(8,655.52)
1.1.2.13 FIELD COORDINATOR-3 (IZMIR-C1) (100%)	(7,006.76)
1.1.2.14 TRAINING COORDINATOR (C3) (100%)	1.00
1.1.2.15 CIVIL ENGINEER (GAZIANTEP) (100%)	6,978.78
1.1.2.16 PROJECT ASSOCIATE-1 (GAZIANTEP-C2) (100%)	(13,996.64)
1.1.2.17 UNV- ANKARA (100%)	(31,951.55)
1.1.2.18 UNV- ADANA (100%)	(10,233.33)
1.1.2.19 UNV- COMMUNICATION AND VISIBILITY (100%)	16,784.66
1.1.2.20 BUDGET AND FINANCE PORTFOLIO ADMINISTRATOR (29.7%)	5,332.27
1.1.2.21 PROCUREMENT ANALYST (44.56%)	14,064.04
1.1.2.22 ADMIN ASSOCIATE (22.29%)	7,963.30
1.1.2.23 RESOURCE MANAGEMENT ASSOCIATE (44.56%)	10,221.92
1.1.2.24 HUMAN RESOURCES ASSOCIATE (37.14%)	4,989.88
1.1.2.31 DRIVER-3 (100%)	1,729.38
1.1.2.32 REGIONAL COORDINATOR- SOUTH EAST (50%)	49,514.96
1.2 SALARIES (CONSULTANTS)	
1.2.1 INTERNATIONAL CONSULTANTS	
1.2.2 NATIONAL CONSULTANTS	26,771.86
1.3 PER DIEMS FOR MISSIONS/TRAVEL ⁵	

1.3.1 ABROAD (STAFF AND UNDP STAFF ASSIGNED TO THE ACTION)	
1.3.2 LOCAL (STAFF AND UNDP STAFF ASSIGNED TO THE ACTION)	17,148.82
1.3.3 SEMINAR/CONFERENCE PARTICIPANTS	
SUBTOTAL HUMAN RESOURCES	135,701.88
3 EQUIPMENT AND SUPPLIES	
3.1 PURCHASE OF VEHICLE (UN MOSS COMPLIANT 4*4 VEHICLE)	
3.2 FURNITURE, COMPUTER EQUIPMENT	
3.3 ESTABLISHMENT OF LMS SYSTEM	27,275.24
3.4 CONSTRUCTION OF A PUBLIC EDUCATION CENTER	(45,980.81)
3.5 PREMISES REFURBISHMENT	1,882.21
3.6 ESTABLISHING E-LEARNING PLATFORM	
SUBTOTAL EQUIPMENT AND SUPPLIES	(16,825.34)
4 LOCAL OFFICE	
4.1 VEHICLE COSTS	54,830.34
4.2 OFFICE RENTS	(44,562.41)
4.3 CONSUMABLES - OFFICE SUPPLIES	(27,661.40)
4.4 OTHER SERVICES (TEL/FAX, ELECTRICITY/HEATING, MAINTENANCE)	(21,048.51)
SUBTOTAL LOCAL OFFICE	(38,441.98)
5. OTHER COSTS, SERVICES ⁸	
5.1 PUBLICATIONS	(65,968.43)
5.2 EXPENDITURE VERIFICATION/AUDIT	
5.3 EVALUATION COSTS	779.35
5.4 TRANSLATION, INTERPRETERS	87.92
5.5 FINANCIAL SERVICES (BANK GUARANTEE COSTS ETC.)	-
5.6 COSTS OF CONFERENCES/SEMINARS	-
5.7 VISIBILITY ACTIONS	(16,128.82)
5.8 SECTORAL ASSESSMENTS	6,000.00
5.9 REFURBISHMENT/IMPROVEMENT/OPERATIONALIZATION OF DIGITAL TRANSFORMATION CENTRE ON LEAN MANUFACTURING IN MERSIN AND GAZIANTEP	119,409.28
5.10 REFURBISHMENT/IMPROVEMENT/OPERATIONALIZATION OF DIGITAL TRANSFORMATION CENTRE ON LEAN MANUFACTURING IN İZMIR	26,371.57
5.11 REFURBISHMENT/IMPROVEMENT/OPERATIONALIZATION OF SME INNOVATION CENTRE IN ADANA AND MERSIN	139,671.84
5.12 REFURBISHMENT/IMPROVEMENT/OPERATIONALIZATION OF SME INNOVATION CENTRE IN İZMIR	149,965.70
5.13 INDUSTRIAL TRANSFORMATION PROGRAMME IN GAZIANTEP	-
5.13.1 FACILITATION TOOL FOR JOB CREATION	(64,707.34)
5.14 MBT FACILITY	(21,920.28)
5.22 TRAINER FEES	211,100.80
5.23 SUBSISTENCE AND PROVISIONS FOR TRAINEES	(457,063.32)
5.24 TRAINING OF TRAINERS: SEMINARS, WORKSHOPS AND ETC.	(6,855.57)
5.25 DEVELOPMENT OF TRAINING MATERIALS	(135,086.68)

5.26 TRANSFER MANAGEMENT AND VERIFICATION OF PAYMENTS	331,075.76
5.27 RESPONSE TO COVID 19	-
5.27.1 PROCUREMENT OF RAW MATERIAL FOR THE INNOVATION CENTER IN ADANA	(263.97)
5.27.2 PROCUREMENT OF MACHINERY FOR GAZIANTEP UNION OF CHAMBERS OF ARTISANS AND CRAFTSMEN	(11,268.42)
5.27.3 SUPPORT TO WASTE MANAGEMENT MEASURES THROUGH PROVISION OF ONE AWD LONG FRAME TRUCK, TWO TRAILERS AND ONE HYDRAULIC COMPACTION WASTE COLLECTION VEHICLE TO KILIS MUNICIPALITY	(820.69)
5.27.4 SUPPORT TO WASTE MANAGEMENT MEASURES THROUGH PROVISION OF SEWAGE PIPELINE CLEANING EQUIPMENT TO HATSU (HATAY METROPOLITAN MUNICIPALITY)	-
5.27.5 PROVISION OF TECHNICAL SUPPORT TO DEVELOP, IMPLEMENT AND REPLICATE PROJECTS FOR FOUR MUNICIPALITIES IN RESPONSE TO COVID19 OUTBREAK AND POTENTIAL CRISES	26,973.15
5.27.6 PROVISION OF PROTECTIVE EQUIPMENT FOR THE MUNICIPALITY STAFF	-
5.27.7 SUPPORT TO DISINFECTION SERVICES OF FOUR MUNICIPALITIES IN RESPONSE TO COVID-19 OUTBREAK	-
5.27.8 SUPPORT TO FOUR MUNICIPALITIES TO SHIFT TO REMOTE WORKING MODALITY	11,268.42
5.27.9 DEVELOPMENT OF E-LEARNING AND BLENDED LEARNING SYSTEM	131,652.88
5.27.10 PROVISION OF INTERNET PACKAGE TO SYRIAN REFUGEES FOR ACCESS TO ONLINE COURSES	-
5.27.11 PROVISION OF PROTECTIVE EQUIPMENT FOR THE BENEFICIARIES OF ADULT LANGUAGE TRAININGS	(131,653.30)
5.27.12 COUNTERING THE GROWING COVID-19 RELATED MIS/DISINFORMATION CAMPAIGN AGAINST REFUGEES	(6,568.79)
SUBTOTAL OTHER COSTS, SERVICES	353,151.05
7. SUBTOTAL DIRECT ELIGIBLE COSTS OF THE ACTION (1-6)	432,036.14
8. INDIRECT COSTS (7%)	(19,608.05)
9. TOTAL ELIGIBLE COSTS OF THE ACTION (7+ 8)	412,428.09
10. PROVISION FOR CONTINGENCY RESERVE (MAXIMUM 5% OF ITEM 7, SUBTOTAL OF DIRECT ELIGIBLE COSTS OF THE ACTION)	
11. TOTAL ELIGIBLE COSTS (9+10)	412,428.09
12. - TAXES ¹¹ - CONTRIBUTIONS IN KIND ¹²	
13. TOTAL ACCEPTED ¹¹ COSTS OF THE ACTION (11+12)	412,428.09

16. To what extent was resource mobilization efforts successful? Was funding sufficient for the achievement of results? (funding analysis)

Throughout the life course of the project, there were some changes in the initial budget allocation plan. The motivation behind these changes is covered in annual progress reports. One crucial detail to keep in mind is that the implementation of the project coincided with the outbreak of the Novel Coronavirus. This external shock forced some shifts in activities and distribution of financial resources. In one way or another, some resource mobilization across budget items and tasks was almost obligatory for successful delivery of the project.

The first year's annual report specifies the fund transaction from budget items 5.11 and 5.12 to 5.9 and 5.10, which was executed upon receiving approval from the authorities. The proposed transfer was informed by the discussions with the Ministry of Industry and Technology and Innovation and was

used for the refurbishment, infrastructure costs, machinery, and equipment at the SME Capability Centres (DTCs) in Izmir, Mersin and Gaziantep.

The Covid-forced budget amendment requests were issued in mid-2020 and became effective as of July 2020. The contingency budget was used to support municipalities' Covid-19 response. In Gaziantep and Adana, this fund was also used in the facilitation of mask and medical equipment production. The switch to an online working set-up also created a need to provide laptops and other relevant technical support items to ensure that officers at municipalities were able to continue monitoring of the project.

Overall, reviewing all the budget items and justifications for the amendments in budget items and changed prices, the project looks to be carefully undertaken and delivered good value for money.

17. What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?

From the managerial aspect, the turnover rate was quite high among the project personnel of TRP Project. Particularly, the project manager changed four times during the implementation of the project. The turnover occurred particularly during the execution phase of the project life cycle, with the main causes being related to career and personal development, which happens very frequently in other UN agencies as well. Indeed, staff turnover has become a major concern for humanitarian agencies. It has sometimes been presented as a reality that humanitarian agencies must live with, but it has also been blamed for reducing the effectiveness of programmes because of discontinuity in staffing and loss of institutional memory. However, high turnover rates are a reality of international agencies and by reassigning employees who were already familiar with the project and/or part of the project team and move eligible people into new positions UNDP didn't let this situation create any negative impact on project's efficiency.

There were various administrative obstacles that the project faced due to the COVID-19 procedures. Due to the new working modalities within the Public Institutions, the overall progress of activities slowed down. For instance, Ministry of Family and Social Services, the evaluation, approval, issuance, and delivery of work permits for foreigners including those under temporary protection slowed down. Furthermore, the priorities of the Implementing Partners have also changed. For example, the Chambers of Industry and Commerce focus shifted from the Centers to supporting their member companies in response to the COVID-19 pandemic. As a result of the pandemic and this shift in priorities, the Innovation Centers in Izmir and Adana could not be completed within the current implementation period. Another instance that added up to the administrative obstacles was municipal elections that took place on March 2019. In the early days of the execution of the project, internal and external political challenges along with municipal elections in March 2019 slowed down the implementation of the Action due to turn-over or slowed down decision-making process in key institutions.

Regarding financial obstacles, the Project has experienced several delays due to slow procurement stages in UNDP and national stakeholders and time required for the mobilization of local stakeholders. The Action had a responsible party agreement with Turkish Red Crescent (TRC), which was the main party responsible for conducting the transactions for the payment of daily subsistence allowances to the trainees and salaries to the trainers of the adult language training component (C3). However, due to TRC's own internal processes, the TRC was behind schedule to start its preparations of procurement of required IT items, adaptation of the existing 'Kızılaykart' monitoring system to this partnership, integration of new mechanisms for delivering payments to beneficiaries based on language training activities. The payments made to trainers of Adult Language Training Component (C3) were belated as well due to the TRC's internal processes and the trainers' status who didn't have posts in public education centres (PECs) or other MoNE institutions.

Regarding Municipal Service Delivery Component (C2), the most important obstacle observed in the stakeholder and partner interviews can be noted as the problems regarding coordination of the parties, namely contractors and consultants with UNDP and beneficiaries, especially in Gaziantep MBT case under Municipal Service Delivery Component (C2). Another problem can be the capacity and experience of the relevant staff of the beneficiaries to operate with the modalities of external funds (IFI) and international organisations (UN). This issue seems not to create a major obstacle but required these staff some more time to comply with such procedures (as referred by Gaziantep MM and İLBANK) and became a capacity development opportunity and lesson learned for the institutions. An improved cooperation of project management, partners, and key stakeholders as well as beneficiaries seem to be established in the project lifetime, to overcome the existing and potential problem, which is a positive improvement for the project implementation and risk management.

18. To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

The evaluation identified maximum efforts for monitoring of results of project performance at activity-output level, which presents a facilitating factor to understand the scope of results and their sustainability. The main challenge faced by the project is the dilemma between the “development-driven” approach that require long term commitment to attain and measure the intended livelihood results, sustainability, and impact; versus the “crisis response” demanding quick results. Therefore, even though project activities are implemented smoothly despite time constrains due to COVID-19, achieving some targets remained challenging and required close monitoring, especially MBT construction (output 2.1) and the employment targets (output 1.1 & 1.3). Reaching out SuTP and recruitments through Digital Transformation Centres was challenging from time to time since the project M&E system provided a picture early enough so that mitigation measures and/or Plan B was being developed by Project team successfully. To reach the employment targets, a quite successful shift was made and through adding additional activities stated above in efficiency section under output 1.2 and collaborating with INGEV, project reached its goals in time.

In regard to output 2.1, the evidence collected from KII, and desk review confirmed that MBT construction site was regularly visited by all relevant stakeholders (UNDP, İlbank, Municipality) on the occasion of monthly and weekly meetings. In addition to regular monitoring, municipality focal points were known to perform frequent visits to the construction as they already visited their operational landfill and medical waste sterilization facilities. This also holds true for Digital Transformation Centres. The KIIs confirmed that regular visits and on-spot checks were carried out by SUMAF and UNDP to DTCs, the progress of the trainings was monitored regularly via visits and a data management system as was mentioned by the project team. Relevant Ministries have also conducted field visits, such as Ministry of Industry paid visits to DTCs. Beyond visits, the extensive database for Adult Language Education courses for more than 54,000 was built and maintained by MoNE and language statistics were provided by MoNE. In addition to this, another national stakeholder, INGEV also shared its database for job creation statistics.

Activity Info, an online data collection and reporting software, which was used to report project activities and results under 3RP, was adopted also for the use of monitoring of projects' components under the action. A separate database for the Syria Crisis Response and Resilience Programme (SCRRP) was established and was used to monitor results of the Action as well as other projects under the UNDP Syria Crisis Response and Resilience programme. On top of this, the desk review also suggested that the monitoring system of UNDP- ATLAS module was also used to update the project's progress through field visit reports, output verification forms and Progress Reports, quality assurance reports and other monitoring tools.

The project has also successfully monitored at many different levels, including facility level (through FRIT), EU level (through SUMAF), UNDP's Programme on Syria Crisis Response and Resilience,

UNDP County Office (through annual reporting), UNDP Global (tracking of these parameters at the UNDP Global level), UN Regional Inter-Agency and UN Global SDGs Toolkit.

Overall, the project was accompanied by an elaborate monitoring plan with a clear process pathway, division of roles and responsibilities, and a timeline for monitoring of activities. The project also benefited from monitoring and data reporting from national level as well. Besides monitoring for project management, conducting thematic studies (on gender, leaving no one behind) would have added value to the body of knowledge on project's results across thematic fields.

Based on answers to questions 14 to 18, the Efficiency of the intervention is rated as Satisfactory (S).

4.4. SUSTAINABILITY

19. To what extent will the TRP achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?

While the evaluation team is able to see significant achievement and positive results in the short term, the longer term sustainability of the project and its impact depends on *four* factors (i) scaling up of collaboration between main national stakeholders and Digital Transformation Centres (DTCs), and national stakeholders' continuation of supporting them (ii) providing government incentives to ensure sustainability of achievements in job placements, particularly supporting employers to recruit SuTP and supporting newly established enterprises, (iii) blended learning system combining both online and offline learning developed by the Action has been successfully integrated into the ecosystem of MoNE that ensure the sustainability and designing new projects that utilize the system will contribute the sustainability (iv) conducting policy advocacy addressing the sociocultural and economic barriers that constrain women's labour force participation potential, even though it is beyond the limits of TRP project

(i)The Digital Transformation Centres (DTCs) mentioned several needs for enhancing their viability and sustainability during the interviews that were held with them in the fieldwork. Some of these needs were already met by initiating second phase of DTCs such as increasing their own human resources including increasing the number of trainers while others require different kinds of support, In the second phase, eventually they will reach out more SMEs with more trainers, which will contribute to the desired impact of TRP project. As more companies participate in their programmes and increase their productivity, they may in return recruit more people which will help UNDP to reach the main objective of Job Creation Component (C1) in the long run. The monthly meetings should be continued with the Ministry with an agenda of sharing good practices, organizing field trips, etc. Bilateral meetings between DTCs are essential to keep each other informed about activities, trainings, useful collaborations that they have made. The general economic fragility constitutes a barrier to SMEs making new hirings which might threaten the sustainability of the project impact, however focusing on sectors with growth potential as well as an interest in hiring SuTP, maintaining, and developing collaboration with key actors that are actively working for inclusion of Syrian labour force into market might help to overcome barriers and contribute to the sustainability of achievements.

(ii) Beyond providing services to increase productivity and innovation capabilities of SMEs in targeted provinces, Job Creation Component (C1) has also supported existing and newly established enterprises, provided counselling to individuals and companies, advocated on decent job opportunities and gender balance in the workplace. As a result, over 1800 individuals are newly employed or received work permits and 172 new enterprises were supported. The follow-up survey confirmed that 94 per cent of the employees continue to work, 90 per cent of the employers declared their intention of work permit renewal. This data shows that the achievements have already been sustained in the short term. Government incentives that covers the costs of renewal of work permits and/or with tax incentives to the employers and tax incentives to newly established enterprises might ensure and contribute to the sustainability in the mid-term.

(iii) The SuTP population has been suffering from lack of knowledge of Turkish language in access to the labor market. Turkish language is not only necessary for accessing the labor market but for integration, for increasing social cohesion as well. A vast number of SuTP (over 52.000) benefited from adult language trainings during the implementation of TRP project. Attending language trainings, learning Turkish have a great potential to build resilience, to increase social and economic integration, to empower particularly female SuTP, who don't have many opportunities to go out of their home and socialize. Indeed, for SuTP, language skills are fundamental to contribute to their host communities, through livelihoods, employment, and income- generation activities. This reduces vulnerabilities and dependency and allows for a greater degree of independence in pursuing durable solutions. Beyond language courses' promotion a sustainable response to refugees' access to social and economic life, the blended learning system has contributed to sustainability for the longevity of Adult Language Education in Türkiye. Blended Learning System is an important added value to national lifelong learning system of Ministry of Education (MoNE) and it becomes part of EBA platform of MoNE.

After migration of the system to MoNE servers, blended learning modality was expanded to other adult learning courses provided by MoNE i.e., hygiene courses, digital literacy, digital marketing. As mentioned by a key informant, MoNE is planning to further expand the BLS to vocational trainings, sign language courses. Indeed, UNDP, together with MoNE has used blended learning modality combining asynchronous learning, which allows you to learn on your own schedule and face-to-face learning, for training on renewable energy for Syrians and host community members in Türkiye. As mentioned by a key informant, more and more modules become useful for employability of Turkish and SuTP are being integrated to the system. During the COVID-19, blended learning system contributed to the sustainability of language trainings under COVID-19. Despite the suspension/closure of PECs, the language trainings continued to be held. Finally, capacity development activities were also conducted to ensure the sustainability including conducting digital capacity assessment of MoNE, analysis of digital capabilities (hardware and software) within the public education centers and the institutions, developing digital training skills of Trainers.

(iv) Vulnerable women, both SuTP and host community, continue to face legal, practical, cultural barriers when accessing labor market. Disabling factors include less access to education and finance, policies and regulations which discriminate against women, and overall social norms which limit female participation in the labour force. Based on the reasons stated above, the effectiveness of projects aiming to increase women participation into labour market through livelihood projects stays quite limited. Therefore, strengthening the mainstreaming of gender issues into labour market policies, programmes, projects conducted by UN Agencies to ensure that they are adequately involved in policy decisions and to encourage the implementation of gender-responsive national policies, women's representation in business associations and organizations needs to be strengthened. To address these barriers, UNDP and other stakeholders should engage in several advocacy and awareness activities throughout Türkiye, which should be an activity under each project aiming to increase women's participation into labour market. While crises can create risk and exacerbate inequalities, they can also provide opportunities for change. For example, while designing livelihood programmes targeting women as well as men as income providers, livelihood programmes can promote joint decision-making in the use of income resources in male-led households.

(v) capacity building and ownership of project results by national stakeholders help to sustain the results. Considering the content of the achievements in TRP's Municipal Service Delivery Component (C2), municipalities have the financial and institutional capacities for the operations and improvement of the infrastructure and others in post-project period, with support of own funding, government (İLBANK) support and other financial and technical assistance resources. Also, the human resources and technical capacity improved with the contribution of the project activities, and the interest of all parties is adequate to facilitate the sustainability of the results. Moreover, the TRP supported infrastructure according to the needs, plans and requests of the municipalities and their relevance to the national and local government priorities (like zero waste programme) which is key to secure the sustainability of the outputs and outcomes of the project. This condition seems to decrease any

challenge that can emerge soon and provide opportunities for next phase of the local and regional level plans.

Based on answers to questions 19, the Sustainability of the intervention is rated as Likely (L).

4.5. CROSS-CUTTING ISSUES

20. Gender

i. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?

Gender was a cross cutting theme in this project and a full-time gender and social inclusion expert was recruited to make sure gender equality has been addressed in the implementation and monitoring of the project. The gender expert was also supporting all other projects under SCRRP to make sure projects targeting SuTP population are gender mainstreamed.

The activities, particularly under Job Creation Component (C1) and Adult Language Training Component (C3) were designed with gender concerns. From a gender perspective, language barrier and employment are the biggest challenges of Syrian women in Türkiye. According to need assessment conducted by UN Women, only a small number of women (7 per cent) have taken part in vocational training programmes conducted by various agencies, but mostly in areas that are closely related to traditional gender roles and provide limited job opportunities such as hairdressing or needlework. According to the same report, Syrian women have little knowledge of labour rights: 92 per cent are unaware of work permit regulations.⁴⁵ Both components were designed taking these needs into consideration. Therefore, gender equality, and gender empowerment have been addressed in the design, implementation, and monitoring of particularly, Component I and Component III. During the implementation stage, Job Creation Component (C1) has reached out more Syrian men under protection than Syrian women under protection, however, it was due to the realities of Syrian family culture where Syrian women's access to labor market is used to be quite low and where women are situated as main caregiver and responsible of childcare and household chores, realities of male dominated manufacturing sector, economic conditions in Türkiye and post-Covid socioeconomic situation. Job creation targets of Component I were such that 40 percent would have been female. Since it was challenging to reach out Syrian women, the project shifted its focus from increasing female labor force participation to providing a programme called "gender responsive firm transformation program" sessions for companies to make a mental shift in the labor market. Indeed, Job Creation

Component (C1) put its efforts on integrating gender equality perspective into a male-dominated manufacturing sector through trainings, events, awareness raising activities, reports, and various collaborations with different civil society organizations. The project team under gender expert guidance developed online training modules on life skills at workplace, career development and gender responsive companies and institutions. The trainings are accessible for all beneficiaries from SuTP and host communities and all the modules were prepared in Turkish, Arabic and English. The programme addressed both job seekers, employees, and employers. Aligned with Job Creation Component (C1), the modules were disseminated among the companies benefitting from Innovations Centers and Digital Transformation Centers in Mersin, Izmir and Gaziantep, NGOs and INGOs that have been active in livelihoods sector, beneficiaries of the livelihood projects run by UNDP. This evaluation didn't hold interviews with the beneficiaries of these specific modules. However, based on desk review, the programme was quite successful in **mainstreaming** companies' efforts to increase awareness of gender equality and to increase the number of female employees. For example, Anadolu Talasli, one of the companies that volunteered to be a role model for other companies in Adana, increased the number of women employees and reached 50 per cent rate in the company. Some other companies, after attending these trainings, have confirmed that they have an aim of having 40 per cent of CNC

⁴⁵ UN Women, Needs Assessment of Syrian Women and Girls under Temporary Protection, 2018

operators to be female in the longer run. Following this, one of the companies has built partnership with a Vocational Highschool in Adana to train female CNC operators to be later employed by the company. Some companies mainstreamed their efforts to increase gender equality awareness and to increase the number of female employees to 50 per cent by 2023. Besides these, an online seminar on gender equality within the scope of the "Gender Responsive Companies and Institutions" has been conducted with the collaboration of Mother Child Education Foundation (AÇEV), where 26 representatives from four companies have attended to the event. On top of that in collaboration with the very same NGO, ACEV online Fatherhood Support Program was delivered, where 24 blue-collar workers from volunteer firms in Gender Responsive Firm Transformation Program have taken their certificate.

Regarding Municipality Service Delivery Component (C2), the component did not have a detailed approach on gender equality implemented on site, except considering the women population in the target communities in reporting municipal service provision related data. This needs an improved expertise, capacity and database development for detailed monitoring and evaluation by the municipalities, which noted to be done by the İLBANK and municipalities in the further post-project activities. Besides this, as a general consideration and fact that any positive improvement in environmental management approaches to decrease the impacts on nature and environment, directly and indirectly provides improved quality of life for every citizen, particularly the youth, children, and women. In this view, the TRP Municipality Service Delivery Component (C2) can be considered as contributing to gender-based approach, but gender sensitive data management and monitoring needs to be improved with additional expertise and capacity enhancement.

Aligned with the efforts to mainstream gender equality in Job Creation Component (C1), brochures drafted on violence against women and referral mechanisms, where the language available in Turkish and Arabic, were disseminated through e-learning platform used in Adult Language Training Component (C3). Along with these brochures, informative materials have been prepared regarding gender-based violence and referral procedure in case of violence, the Turkish labor market structure and how to apply jobs. These materials were uploaded to training system. The trainers of Turkish language trainings have also received a half-day training session on non-discriminatory and inclusive in-class practices. Blended learning system presented and used by the Project have also contributed to enable women to participate into classes intensively. The courses provided a space for women to socialize and served for solidarity spaces for women attendants. The gender equality has been also considered and mainstreamed in the visual materials chosen in the language trainings, such as selection of images to be used in different informative materials regarding organization of C3 events.

ii. To what extent has TRP and other national stakeholders' capacity been strengthened in better promoting and protecting women's rights?

Based on desk review and key informant interviews, particularly gender expert has informed the evaluation that many events, workshops, trainings have been organized towards the goal of strengthening the capacity of national stakeholders in better promoting gender equality and protecting women's rights.

Regarding strengthening capacity of Chambers of Industries, a meeting on awareness raising on women's employment in manufacturing sector was organized with Adana Chamber of Industry under Gender Responsive Firm Transformation Programme whose details were explained above. After attending the meeting, the Chamber of Industry has confirmed during the key informant meetings that they have committed to do its part for supporting women's employment in manufacturing sector especially in male-dominated areas.

Through the webinar series called "YTDE Academy" which is initiated by Ministry of National Education (MoNE) and UNDP, trainers, experts participated in the sessions. In the series, subjects such as distant learning, gender, communication, learning techniques were covered. COVID-19 relevant subjects such as health and hygiene were also covered. While trainers were targeted to

include gender equality into their classroom practices, increasing gender awareness on the other hand, brochures were also prepared on violence against women and referral mechanisms and distributed to the women attendants of language trainings.

The conference was organized on inclusive municipalities, where the main objective was to discuss the significance of mainstreaming of gender and inclusiveness in services provided by municipalities, sharing local authorities' experiences and developing common solutions/policies about problems with gender sensitive tools. This activity has also contributed to the capacity of local municipalities regarding designing gender equality policies.

Overall, TRP project spent a great effort in mainstreaming gender equality. On the other side, to measure the impact of these exercises on capacity strengthening on related national stakeholders, pre, post and follow-up surveys should be designed. Systematic semi-structured interviews with the companies, attendants should take place. Finally, as key informants also mentioned, it is quite important to secure the involvement of senior level administrative people in these types of trainings to facilitate the mental shift, since they are the decision makers.

iii. **Is the gender marker data assigned to this project representative of reality?**

Desk review and KIIs confirmed that a gender screening was carried out for all EUTF Components, where UNDP's Gender Marker was used to monitor the financial resources allocated for Gender Equality and Women's Empowerment in the programmes/projects it supports. The process included screening for gender parameters to ensure the full integration of gender sensitive approaches and results at every phase of programming programming to guarantee that women as well as men in Turkiye benefit. The Gender Marker is based on a 4-point scale, aligned with the UNDG standard and TRP project was scored with Gender Marker 2 in which gender equality is not the main objective of the expected output, but the output promotes gender equality in a significant and consistent way. In that regard, gender marker data assigned to TRP project is a representative of reality. Adult Language Training Component (C3) contributed significantly to gender equality. From a gender perspective, language barrier is one of the biggest challenges of Syrian women in Turkiye. By reaching out vulnerable SuTP women through providing language classes which carries a great potential to help them to access to labor market in the long run and it already helped them to socialize and contribute to their social integration. On top of that, by making additional surveys, research on language course male/female beneficiaries' differentiating needs and organizing additional trainings to increase gender equality awareness of language instructors, the project team proved and ensured that gender tagging is accurate.

The Job Creation Component (C1) has reached out more men than women. However, this outcome holds true for livelihood programmes targeting both men and women in Turkiye, not solely the outcome of TRP project. When analysing livelihoods programmes, it is essential to consider additional care responsibilities at the household level; providing childcare and labour-saving technologies can be important in this regard. Targeting both SuTP men and women's access to labor market and empower them in economic terms, Job Creation Component (C1) has also promoted gender equality by contributing to their skills, capabilities, supporting them through several coaching, mentorship and work permits programmes which facilitate their access to the job market.

21. Leave no one behind

i. To what extent has the project contributed to leave no one behind agenda?

TRP's focus and objectives are very well aligned with the 'Leave No One Behind' principle. The project framework and interventions embed the principle of 'leave no one behind', though with variations as found by this evaluation, with strong engagement within the response to the refugee situation and less

so when it comes to the most vulnerable groups, the most disadvantaged groups such as persons with disabilities.

The ‘leave no one behind’ principle is embedded in the project, particularly the project has addressed the continued needs of Syrians under temporary protection. Indeed, TRP project had invested strong focus on SuTP population, however, particularly more on SuTP rather than persons under the Law on International Protection such as Iraqis, Afghans, etc. It is important to note that it is a handicap for the majority of the projects targeting SuTP population in Türkiye, so it is not exclusive to TRP.

Through the Adult Language Training Component (C3), the project reached out SuTP women and youth not in labor force. Therefore, the evaluation found that the language needs of women have been appropriately addressed and continuous engagement to include women and empowering women has been noted by this evaluation, based on principles of women’s rights and gender equality which has been mainstreamed across all components. At this point, it is quite important to follow up whether language skills will facilitate female labor force participation, particularly regarding vulnerable Syrian women group.

Municipality Service Delivery Component (C2) interventions were also considered as contribution to the quality of life of the communities living in the project provinces, without any discrimination and selective approach.

22. Sustainable Livelihoods

i.To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?

According to the guidance sheets on sustainable livelihoods by DFID, a livelihood is sustainable when it can “cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base.” And the core principles of the sustainable livelihood approach are people-centered, responsive, and participatory, multi-level, conducted in partnership, economic, institutional, social and environmental sustainability, where a balance must be found between them. TRP project has contributed to the sustainable livelihoods by working at multiple levels, where local organizations also were involved and informed and support the livelihood component by making announcements, feeding into needs assessment in the selected cities where model factories were built. The project also partnered with the relevant Ministries, which contributed to the sustainability of the outcomes. However, where the sustainable livelihoods are expected to be centered on key actors, mainly vulnerable segment of society, in this case, SuTP and addressing their livelihood opportunities, it didn’t come out to respond to the needs of SuTP in the short term. As stated above, the project suffered from dilemma between the “development-driven” approach that require long term commitment to attain and measure the intended livelihood results, sustainability, and impact; versus the “crisis response” demanding quick results. However, in the longer run, as the economics literature also supports that productivity growth is employment-augmenting. As it is found in the final evaluation of Employment and Skills Development Programme Component II (p.15), new jobs will be created in the long run.

Along with this finding and based on job placement analysis, only 7 per cent of employees’ contract has terminated by employers, while 94 per cent of the employees continue to work. Aligned with this survey finding, 90 per cent of employers declared their intention of work permit renewal. Therefore, the data shows us that TRP has contributed to the sustainable livelihoods through Job Creation Component I.

The establishment and operational capacity enhancement of the waste management facilities, namely MBT, wastewater treatment and waste transfer facilities found to be the main group of investments contributing to the environmental management (waste collection, processing, recycling) and providing a healthy and safe environment for all type of communities. This infrastructure contributed to the

management of the extra waste generated by influx of SuTPs. This also have potentials for improvements in the facilities supporting innovative approach and projects for next phases, focusing on zero waste and recycling approaches, generating not only safe and healthy environment but also social and financial benefits for the local communities and the local administrations. In addition, the carbon footprint, waste value chain, integrated waste management and climate change action plan studies established an initial ground for improved and operational climate change and waste management capacities in the municipalities.

This condition directly had a positive effect on the cumulative population of the four provinces Hatay, Kilis, Şanlıurfa and Gaziantep, composed of Turkish citizens and SuTPs,

ii. To what extent has the project contributed to crisis prevention and recovery issues?

TRP project contributed significantly to the emerging needs of the SuTP in Türkiye. During the design of the project, the exit strategy for humanitarian assistance was at the top of the agenda of EU. The shift from short-term humanitarian assistance to mid/long-term sustainable solutions obliged developmental actors to develop strategies that simultaneously foster livelihood, resilient infrastructure and social inclusion. However, with the outbreak of pandemic, the expected shift from humanitarian to development was not realized at that pace. Otherwise, the project's focus on creating livelihood opportunities for SuTP was very closely aligned with government strategies, government's National Development Plan, and priorities and programmes of UN Agencies as well. However, the socioeconomic context brought by the pandemic created challenges in that regard.

TRP project offered long term and more sustainable solutions to the needs of SuTP. In terms of its contribution to crisis prevention and recovery, TRP contributed within the framework of COVID-19 response activities, which included (i) development of online training modules on disaster preparedness where 1478 beneficiaries have completed the courses, (ii) development of online trainings modules on Life Skills at Workplace, Career Development and Gender Responsive Companies and Institutions, where 154 beneficiaries were registered to the courses available in Arabic, Turkish and English, (iii) delivery of trainings on Business Turkish Language trainings, where 1879 beneficiaries participated and 1035 beneficiaries were delivered TOMER certificates, (iv) production and delivery of personnel protection and medical equipment which reached out 533 personnel in municipalities, (v) production and delivery of 1.002.250 masks in Gaziantep, (v) production of 7550 face shields in Adana Innovation Center and delivery of them to the beneficiary institutions.

On the other side, the trainers of the adult language trainings were equipped with skills related to using computers, hardware, digital media, and digital information, which improved their digital competency and literacy and at the same time contributed to their crisis resilience. In addition to this, International Forum on New Approaches in Adult Education and Distance Learning in Displacement context was successfully conducted in a hybrid modality with the participation of more than 250 (online and face to face) attendees. The event focused on adult education in the displacement context while discussing post-pandemic challenges, opportunities, and comparisons of modalities in delivery of education.

Besides COVID-19 response activities, both Job Creation Component (C1) and Adult Language Training (C3) has contributed to their recovery by offering an opportunity for SuTP to increase their resilience, develop new jobs and livelihoods, contribute to the economy and interact with the host community.

Municipality Service Component (C2)'s support to operational capacity improvement in firefighting and project development in municipalities also contributed to the capacity for rapid response to similar emergency situations with vehicles, high capacity staff and more organised operational structure. In addition, technical and operational capacity enhancement in waste management

contributed to the management and monitoring of environmental and spatial impacts of human activities and changing local population.

Overall, the support in project management and emergency operations developed and implemented in the project under all components as listed above found to contribute to crisis prevention and recovery capacity enhancement of the municipalities, unions, chambers in local level, and Ministries at the national level.

iii. To what extent has the project contributed to social cohesion between Syrians Under Temporary Protection and host communities?

Even humanitarians have yet to articulate or agree on what social cohesion is, how best to measure it, what causes it or how it increases, etc. There are main data gaps accompanying these studies, where it is found that there were significant disparities between the data at the output and outcome levels. Therefore, even while discussing about whether the project makes any contribution to social cohesion, it is quite important to have a consensus on what we mean by “social cohesion”, and what the main indicators are while measuring the impact of the project on social cohesion, the difference between “social cohesion” and “harmonization”, etc. Another issue is most of the projects targeting the SuTP population consisted of activities aiming to increase social cohesion as an ‘add-on’ component. TRP Project Component I aims to reduce competition over job opportunities in the long run and Component III, aims to facilitate Turkish language courses attendants’ access to decent job opportunities as well as social cohesion. Even though this evaluation didn’t find a chance to hold interviews with the beneficiaries of language courses, the monitoring visits and project team suggested that the trainings contributed to the social integration of Syrian women. Indeed, according to

Comprehensive Vulnerability Monitoring Exercise Survey conducted by WFP⁴⁶, 25 per cent SuTP stated that they do not speak Turkish. Among those who have Turkish proficiency, 82.5 per cent stated that they have Turkish friends as opposed to 52 per cent for those who do not have Turkish proficiency. The attendants mentioned that attending courses led them to help their children’s homework, increase their communication with their Turkish neighbors, make their life easier while shopping, travelling, etc. However, since it was a language training, they couldn’t find a chance to take the classes and interact with host community members. Under Job Creation Component (CI), the contribution to social cohesion might be realized in the longer run, where through the Digital Transformation Centers, productivity growth in SMEs will lead to job creation in the long run. Since the DTCs are established in the SuTP populated cities, there is a greater chance and probability of recruitment of them. Then there is a chance of more interaction occurring between SuTP population and host community in the workplaces.

Besides DTCs, there were other activities under Job Creation Component (CI), such as training, mentoring, coaching, and entrepreneurship activities. Indeed, according to Analysis of Job Creation Activities, for those who were recruited via INGEV collaboration, 99 per cent of them mentioned that working in a regular job has also impacted their relations with host community positively. Particularly startup weekend and hackathon events, which provided a platform for: social gathering, discussing ideas, sharing of experiences, creating together, learning how to work together, all contributed to the social cohesion. Among all activities, particularly nationality-mixed teams helped participants to increase their empathy and solidarity and helped them to positively change their attitude.

Particularly in host communities in Southeast Türkiye, there have been issues concerning the integration of service delivery to SuTPs into the municipal service. The influx of Syrians to several Municipalities of Türkiye over the years has led to an increase in solid waste generation which in turn burdened the municipalities’ ability to provide waste collection and management services. This has led to solid waste accumulating in urban areas to a greater degree than previously which can fuel tension

⁴⁶ <https://www.wfp.org/publications/turkey-comprehensive-vulnerability-monitoring-exercise>

if the additional solid waste is attributed to the growing presence of SuTP population. Component II was an intervention which attempted to solve the problem of inadequate solid waste management service. Therefore, it is a significant step to mitigating social tension in these areas, building the foundation of acceptance of the SuTP. The component II made an essential contribution to fostering improved social cohesion within the host communities.

Based on answers to questions 20 to 22, the Cross Cutting Issues of the intervention is rated as **Satisfactory (S)**.

RATING OF PROJECT PERFORMANCE

Based on the analysis presented in Section 5, project performance ratings on the five evaluative criteria are as seen in Table 8 below:

Table 9 TRP Evaluation Rating

OECD DAC Criteria	C1	C2	C3	OVERALL
RELEVANCE	Relevant (R)	Relevant (R)	Relevant (R)	Relevant (R)
EFFECTIVENESS	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)
EFFICIENCY	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)
SUSTAINABILITY	Likely (L)	Likely (L)	Likely (L)	Likely (L)
CROSS CUTTING ISSUES	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)	Satisfactory (S)

5 CONCLUSIONS

The following sections of the report present sets of conclusions and recommendations that have derived from the findings and answers to the EQs. Each conclusion references the specific OECD criterion it relates to.

Relevance

The design of TRP has been significantly in line with Türkiye's national development priorities responsive to the evolving needs in the light of the refugee situation. Indeed, there is a high alignment of the TRP with Türkiye's main strategic documents, including United Nations Development and Cooperation Strategy (UNDCS) 2016-2020 and UNSDCF 2021-2025, 10th and 11th National Development Plan as well as the strategic plans of relevant Ministries. The project has remained continuously relevant to the context and informed by the needs of the SuTP population.

UNDP has ensured effective coordination between the TRP project and other projects under the UNDP Syria Crisis Response and Resilience Programme (SCRRP) as well as the projects of other partners. As UNDP has been coordinating Livelihoods Sector in Turkey and in the Region in the framework of 3RP, it gives the opportunity to the project teams that are working under the Syria Crisis Response and Resilience Program to be aware of the potential cooperation areas with other stakeholders working in the Livelihoods Sector, cross cutting issues, overlapping/intersecting target provinces, partners, or activities.

The TRP project has taken into consideration the global development agenda and was designed to generate progress towards achievement of SDGs and post-2015 agenda. The TRP project has a strong focus on vulnerable populations, SuTP and host community and many of the results therefore have provided support to achieving SDG 1 (end poverty in all its forms everywhere), SDG 4 (ensure inclusive and equitable quality education and promote lifelong learning opportunities for all), SDG 6 (ensure availability and sustainability management of water and sanitation for all), SDG 8 (promote sustained, inclusive, and sustainable economic growth, full and productive employment and decent work for all), SDG 11 (make cities and human settlements inclusive, safe, resilient and sustainable), SGD 12 (ensure

sustainable consumption and production patterns) and TRP is well aligned with the 'Leave No One Behind' principle. Women in Türkiye are mainly absent in the data and reporting for SDGs. By disaggregating the collected data for monitoring purposes by gender contributed to close the gender data gaps, where, in that regard, the project has also contributed to SDG 5 (Gender Equality). Therefore, all three components of TRP project have made significant contributions to the effort towards achieving the SDGs.

TRP project used the *resilience-based development approach*, which was quite relevant to the political and socioeconomic context of the time the TRP project was designed. It was a time where there was a discussion about the exit strategies of humanitarian programmes targeting SuTP population in Türkiye among public and international circles. The resilience-based development approach was there to create a basis to transition towards sustainable development and support self-reliance for the SuTP through strengthening their self-reliance (Job Creation Component (C1), socio-economic integration (Job Creation Component (C1) and Adult Language Training Component (C3) and through cooperation with and delivery through local partners, particularly municipalities (Municipality Service Delivery Component (CII)). Therefore, TRP was designed quite broadly to cover a range of interventions across different thematic areas with clear funding allocations. It was designed in consultation with government, particularly relevant Ministries, MoNE and MoIT and plus ILBANK, which make a positive contribution to its relevancy since it proves that the project is highly aligned with national policies, strategies while responding to the refugee crisis. The project is also found relevant to the needs of SuTP and host communities. UNDP's commitment to increase and include national and local actors, particularly municipalities, CSOs, such as unions, chambers, has brought ownership over results.

Effectiveness

The effectiveness of the project is analysed, and findings are based on the data drawn from desk review, particularly from progress reports, annual reports, log frame, design of approach document and key informant interviews. TRP project has made right decision and notable contribution by investing in the issues which constitute the biggest barriers for SuTP' integration into economic and social life in Türkiye: (i) lack of job opportunities due to insufficiency to respond to the labour supply of both SuTP and host communities, (ii) lack of language is also one of the main constraints for SuTP to have access to employment opportunities in Türkiye. Beyond that, by investing in enhancing the operational capacity of the municipalities, which are the first port of call for the support provided to SuTP and Turkish host communities, TRP Project has effectively improved the capacity of local governments. In that regard, the project was highly effective in terms of collaborating with the relevant national and local stakeholders while reaching out its project targets in a timely manner.

Job Creation Component (C1) has complex and sophisticated interventions that require mid to long term to get tangible results in terms increasing the employment opportunities through improving the productivity or the commercialization of a product. Particularly through output I, the Digital Transformation Centers (DTCs) have created a positive impact on enhancing the productivity, therefore increasing competitiveness and the market extension channel for SMEs. It reached its goals and established and operationalized the DTC Centers and productivity enhancement is achieved through this model, which may lead to job creation for both Syrian refugees and host community members. However, this output has experienced the main challenge faced by the project, which is the dilemma between the "development-driven" approach that require long term commitment to attain and measure the intended livelihood results, sustainability, and impact; versus the "crisis response" demanding quick results. Therefore, it didn't reach out as many Syrian SMEs, and/or SuTP population as expected. However, through the adaptive management, under the scope of Business Development Services, job creation activities were supported by making collaboration with INGEV through employment, mentoring, consultancy, training and financial & technical support for seed, survival and growth process of entrepreneurs and existing Syrian-owned businesses and for the establishment of new partnerships or businesses. Where majority of the livelihood projects conducted by various

international agencies were focused on providing skills trainings, vocational education, etc. TRP has focused on an area, such as entrepreneurship, consultancy support for business development, where there has been a gap and need and therefore, successfully reached out SuTP population. One of the reasons behind this successful reach out is the output 1.3 has provided services where there is more limited focus by other development actors and accordingly more demand particularly by Syrian young, educated, entrepreneurs, youth interested in initiating start ups, in need of technical and legal knowledge and support. Due to the economic and social realities of manufacturing sectors and SMEs, social norms, low female labor force participation rates among women in general, overall, Job Creation Component (C1) has reached out more male than women SuTP and host community women population. This output has also been quickly adapted COVID-19 as to build the capacity of beneficiaries on the utilization of digital tools for doing business such as marketing, effective communication with the customers, using e-commerce platforms and social media channels, etc.

Municipal Service Delivery Component (C2) has effectively enhanced the operational capacity of the municipalities especially in waste management related topics while introducing most contemporary design frameworks with recent techniques to the design and operation of the facilities. The main reason behind the effectiveness of the outputs of the component is the existence of sufficient human and financial resources for the implementation, qualified expertise/ consultants and active cooperation with partners and stakeholders. Ownership and active involvement of the partners and relevant parties to the project from design to implementation, with strong communication, is noted as another key factor for success.

Adult Language Training Component (C3) has successfully reached out SuTP and overachieved its targets. Particularly, B1 and B2 level language courses have provided SuTPs Turkish language skills that facilitate their access to job market in Turkiye. Female SuTPs showed more interest, attended, and benefited adult language training programme more than male SuTPs. This also bring positive social returns in integration of Syrian women in the short-run run and might bring economic ones in the long-run in Turkey, that will contribute to their resilience. The project has also successfully introduced 'Blended Learning' (BL) model to PECs for adult Turkish language training. Another important contribution of this output is the development of a Learning Management System, and new training content and its integration to MoNE's existing system. It is planned to provide the language training through a blended educational modality. The timing of implementing blended learning platform and Learning Management System was perfect considering the pressures posed by COVID-19 in terms of reducing classroom contact among the course attendants. Finally, since the demand for vocational skills training courses and art and craft courses have been quite high among SuTP, the refurbishment and construction of new PEC have contributed to the capacity of MoNE to deliver such trainings targeting both Syrian and host community population.

There are facilitating factors which contributed to the project's effectiveness. The major factors influencing the achievement of the project's objectives were (i) collaborating with the experienced and relevant partners and willingness of the partners increasing ownership (ii) UNDP's project team's high level of engagement both on technical and field level, particularly project team's adaptive and on time responses while dealing with the challenges during implementation. The major factors that had an impact on TRP's under achievements were (i) economic and sociopolitical context; (ii) lack of link and feeding between the components of the project; and (iii) COVID-19.

Through strong partnerships, a well-planned multi-stakeholder approach, needs-based relevant design and models, carefully planned exits and strong national ownership of interventions, the UNDP facilitated the sustainability of its achievements. A partnership with the line ministries preceded the response to the refugee situation and has improved and added value for the effectiveness of the refugee response. It is important to note that even though MoIT was a relevant partner and is experienced in model factories project.

Efficiency

The program's efficiency has been evaluated under two main themes looking at (i) financial efficiency; and (ii) efficiency of program management and implementation.

UNDP has exercised meticulousness in project financial management. The project delivered its results in an economic and timely way. What we mean by economic is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcome and impact, in the most cost-effective way possible, as compared to feasible alternatives in the context. Outputs are delivered within the intended timeframe, with the only delay of Gaziantep MBT facility, in other words, a timeframe reasonably adjusted to the demands of the evolving context. This also includes operational efficiency-how well the intervention was managed.

Efficiency of Programme Management and Implementation: TRP has offered for a collaboration between strong implementing national partner/s such as MoNE, MoIT and ILBANK and leading agency (UNDP), strong local SME umbrella organizations such as Chambers, Organized Industrial Zones, expert institutions like Anadolu University, leading and willing local actors such as municipalities. Each stakeholder is known for having strong expertise in their fields, which ensure the successful implementation of the project and achievement of its objectives.

Sustainability

UNDP collaborated with national and local stakeholders including Ministries and selected municipalities to lead and implement project interventions together, which increased the ownership of outcomes of the project by national stakeholders. Through implementing the project together, TRP has invested in developing national capacities while responding to the Syrian refugee crisis, which is expected to turn out as national actors taking responsibilities to provide their supports, efforts to strategize future engagement with the implemented activities of the Action and conduct follow-ups. In that regard, TRP's many achieved effects and benefits have been carrying a good potential to be sustainable. Among many, the DTCs' needs for enhancing their viability and sustainability are already met by the initiation of a second phase of the Model Factories project by UNDP. The second phase will invest inhuman resources of DTCs, by increasing the number of trainers which will contribute to the sustainability of the outcomes of TRP as well. Job Creation Component (C1) has also supported existing and newly established enterprises. The follow-up survey confirmed that 94 per cent of the employees continue to work, 90 per cent of the employers declared their intention of work permit renewal.

Regarding Municipality Service Delivery Component (C2)'s contribution to sustainability, municipalities have the financial and institutional capacities for the operations and improvement of the infrastructure and others in post-project period, with support of own funding, government (ILBANK) support and other financial and technical assistance resources.

Regarding Adult Language Training (C3)' targets have been surpassed. Beyond language courses' promotion of a sustainable response to SuTP' access to social and economic life, the blended learning system has contributed to sustainability for the longevity of Adult Language Education in Turkiye. Blended Learning System is an important added value to national adult training system of Ministry of Education (MoNE) and it becomes part of EBA platform of MoNE. More and more modules become useful for employability of Turkish and SuTP are being integrated to the system. During the COVID-19, blended learning system contributed to the sustainability of language trainings under COVID-19.

While we can see significant achievement and positive results in the short term, the long- term sustainability of the many interventions is threatened by a variety of factors, many of which are outside of the UNDP's control. These include but are not limited to general economic fragility which can force SMEs not to make new hirings or even lead to layoffs; staff turnover in targeted institutions; socio-political and community resilience related challenges such as implementing new employment/ refugee

policies may further affect the employment of Syrians under Temporary Protection ; political complexities such as incoming elections and rhetoric over sending the refugees back; as well as rooted social norms and attitudes of public. Additionally, funding shortages, where second tranche of FRIT funds were allocated to IFIs rather than UN agencies; have limited the sustainability of results.

Cross Cutting Issues

The project has a strong gender mainstreaming focus with gender and do no harm policy and human rights integrated across all its components, particularly Job Creation Component (C1) and Adult Language Training Component (C3). Document review, including annual review, quarterly reports, work plans show systematic efforts of various project team members, particularly efforts to mainstream gender perspective into project's activities. However, log frame and stakeholder interviews point to inevitable limitations of reaching out Syrian women under Job Creation Component (C1), which is not unique to TRP project. In general, Syrian women arrive unprepared for integration into the destination labor markets due to having lower levels of education, patriarchal norms, childcare responsibilities, etc. Indeed, new research conducted by Tent Partnership for Refugees reveals refugee women in Europe are likely to experience much lower levels of employment compared to refugee men, especially in the first few years after arrival. Therefore, Syrian women' low attendance/access to job market is not specific to TRP project. On the contrary, the evaluation found deliberate effort to ensure that all interventions and achievements mainstream gender equality. On the contrary, Adult Language Training Component (C3) reached out a way more Syrian women than men and contributed to their language skills and at the same time, facilitated their integration to the society.

In terms of its contribution to crisis prevention and recovery, TRP contributed within the framework of COVID-19 response activities. Besides COVID-19 response activities, both Job Creation Component (C1) and Adult Language Training (C3) has contributed to SuTP' resilience by offering opportunities in terms of developing new jobs and livelihood opportunities, contribute to their economic status and their interaction with the host community members. The support in project management and emergency operations developed and implemented in the municipalities is found to contribute to crisis prevention and recovery capacity enhancement of the municipalities in local level. The project framework and interventions embed the principle of 'leave no one behind', though variations were found by this evaluation, with strong engagement within the response to the Syrian refugee crisis and less so when it comes to reaching the most disadvantaged groups such as SuTP with disabilities, other groups under international protection, such as Iraqi, Afghans, etc.

6 LESSONS LEARNED

This section lists and discusses lessons learned and promising practices that could inform future planning.

General:

- **The project has three comprehensive components, where each can be a project on its own:** The project under evaluation is a very comprehensive project with an overarching objective of strengthening the economic and social resilience of Syrians under Temporary Protection (SuTP), their host communities and relevant national and local Government institutions. Under each demanding objective, there were various activities and infrastructure investment, procurements, tenders, etc. On top of this, there was a lack of link between the components. In that regard, for such comprehensive interventions with a range of thematic areas within a challenging context, strong TOC is a key to ensuring clear understanding of how different interventions mutually contribute and provide for transformational change across a given topic. This is particularly relevant for sensitive issues such as refugee response. A well elaborated TOC with clear pathways showing how inputs, outputs and intended project outcomes lead to programme goal, as well as analysed assumptions and risks can help constituents better understand and promote the project goals among their peers.

- **For such a comprehensive project, the timeframe was quite limited.** To some extent the short-term project duration of the EU's humanitarian activities is not well-suited to the slow approval mechanisms of a government ministry. While working with government institutions, the project needs to consider slow operation of approval mechanisms within the relevant Government departments. In cases like land allocation (C2), approval processes (C3), procurement of equipment specific to the requirements of large-scale infrastructure (C2) or the time required for job creation and monitoring requirements (C1), the project experienced difficulties.

- **Majority of the projects have been targeting only Syrians under Temporary Protection (SuTPs) and host communities while responding to the migration crisis in Türkiye.** Support needs to be extended to include broader groups of population, such as Iraqis, Afghans, who are under international protection. Another point about widening the inclusiveness of the project was to include a more vulnerable segment of population under temporary and/or international protection, which is aligned with “leaving no one behind” principle such as people with disabilities.

Job Creation Component (C1):

- It is a lesson learned for all UN agencies conducting projects on promoting female labor force that labor market integration of Syrian women under temporary protection is quite a hard and challenging task. Achieving the overall goal of having access to long-term employment opportunities might need more longer-term interventions and their success is based on externalities, such as the situation of economy, job market, manufacturing sector being male dominated one globally, etc. On top if this, there are more structural problems such as care responsibilities, patriarchal and social norms. Overall, gender mainstreaming is highly challenging in job creation particularly considering Syrian context.
- Development-driven approaches, which was adopted by Job Creation Component (C1) showed that it needs more time to accomplish its goals and necessitate longer term project durations.

Municipal Service Delivery Component (C2):

- Particularly for Municipal Service Delivery Component (C2), establishing a very detailed roles and responsibilities system/diagram agreed with all relevant parties and strict monitoring of the whole process is required for a successful infrastructure construction and operation. Strong ownership and involvement of these parties will highly support the success.
- Active involvement of (highly) qualified experts and companies is more important than the financial dimension for the success and sustainability of the implementation under Municipality Service Delivery Component. For a high-level success in technical and financial efficiency, management structures and technical dimensions should be designed and defined with an integrated vision and method. For example, improvement and updating the qualified human resource capacities of the implementing and operating institutions in any (similar) action is of high importance for success in implementation and enhancing all level institutional capacities.

Adult Language Training Component (C3):

- Due to the unharmonized fee structure between international agencies while providing stipends to the language course beneficiaries, this caused drop out at some point. In other words, the interference with livelihood sector projects (that are not tied to the harmonized fees among education partners), in particular related to differences between stipends and incentives resulted in high drop-out rates in adult language courses. Although it was an issue in the beginning, it was handled by MoNE and with their intervention, the problem was solved. However, it is quite important lessons learned not only for UNDP but also for other UN Agencies and EUD to consider while funding the upcoming projects.
- In the design stage, it would have been ideal if there had been a direct referral mechanism from Job Creation Component (C1) to Adult Language Training Component (C3) so that beneficiaries of Job Creation component (C1) might have been the beneficiaries of adult language trainings Component (C3).

7 RECOMMENDATIONS

These recommendations derive from extensive consultations with key stakeholders across the evaluation process, analysis of documentation, and the findings and conclusions of this evaluation. The evaluation team used interviews and documentation to generate ideas for UNDP's future strategic directions of projects targeting SuTP population in Türkiye.

Recommendation 1. (Addressed to UNDP Türkiye) Articulate and communicate more clearly a consolidated narrative of how upcoming programme targeting SuTP and host communities as a project, through its components, intends to contribute to strengthening resilience of communities in line with the EU Strategy, national and local priorities, where each component feeds into each other. In addition, and relevant to this, consider a clear ToC for the next projects under SCRP based on a deeper analysis of areas where UNDP holds comparative advantage. Build an elaborate project theory with a precise definition of causal linkages within and across project components and their corresponding interim results (outputs and outcomes) clarifying how they contribute to the project goals and overall goal of UNDP engagement in Türkiye. A clear narrative and an articulated ToC document will enable improved delivery of results, not only in quantitative terms but also content wise. This will also help prevent fragmented interventions which have weak or no links between the components.

Recommendation 2. (Addressed to UNDP Türkiye) Re-think, re-plan and implement small-scale interventions and initiatives as pilots to be pursued consistently and seriously if they succeed and dropped if they do not prove to be promising, so efforts are prioritized and invested in potential scale-up and sustainability of what works.

Recommendation 3. (Addressed to UN Agencies and UNDP Türkiye) Besides this project, the livelihood response to the Syrian refugee crisis has also been suffering from a lack of efficient coordination between UN agencies and between UN Agencies and national stakeholders. The lack of coordination resulted in replication and oversupply of similar types of initiatives such as vocational training, skill building, small-scale women economic empowerment, handicrafts which can be considered as projects providing only training, equipment and facilities that may not last once financial support ends. **One important need in strategic level efforts to bridge supply and demand policies, particularly with respect to Syrians has been the data for job profiling of these groups.** Another database is also needed to follow up the course attendants, and to prevent these trainings to become income generating sources and that turn Syrians into professional students.

Recommendation 4. (Addressed to UNDP Türkiye) Maintain, strengthen, and enhance partnerships with national and local stakeholders, including line Ministries, the private sector, municipalities and civil society. Expanding the partnership particularly with women NGOs could facilitate reaching out vulnerable segments of society, such as Syrian women under temporary protection, where it doesn't only create an impact on them and emphasize leave no one behind agenda but also works for changing the social norms that produce gender inequalities, to enhance social cohesion, and to strengthen national and local actors in Türkiye. Besides this, UNDP should also look for making partnerships with other UN Agencies, where joint interventions of two or more UN agencies contribute an additional value, and such strategies and avenues of cooperations should be prioritized. Given shrinking funds, and Facility's attitude of allocating 2nd tranche of resources, the UNDP should look for collaboration areas with other UN Agencies, where it might find opportunity to broaden its support into focused areas and select sectoral strategies that have higher internal coherence and synergy potential.

Recommendation 5. (Addressed to UNDP Türkiye, UN Agencies and EUD) There is also lack of coordination with other implementing actors on the field to develop strategies for harmonization and coordination about stipends paid to SuTP and host community population. Close coordination and

advocacy with other implementing actors on the field need to be built to develop strategies for harmonization and coordination between different service providers and actors.

Recommendation 6. (Addressed to UNDP Türkiye, UN Agencies and National Ministries) One important need at strategic level efforts to bridge supply and demand policies, particularly with respect to Syrians is data for nation-wide job profiling of these groups. Another database is also needed to follow up the course attendants, and to prevent these trainings to become income generating sources and that turn SuTP into professional students.

Recommendation 7. (Addressed to UNDP Türkiye and MoNE) Adopt a holistic approach to competitiveness and inclusiveness for long-term income and employment creation and build on UNDP's strengths and experience on digitalization of language trainings collaborated with MoNE, The unexpected arrival of the novel coronavirus disease (COVID-19) pandemic in 2020 accelerated the shift to the digital space and created an even greater need for stakeholders to build programs that provide inclusive opportunities for women, including refugee women, in the digital economy. As UNDP has already been successful in transferring language classes to digital platform and sustained it through its collaboration with the Ministry of National Education, by offering digital literacy, and other vocational training courses via digital platform, which might enable particularly Syrian and host community women to participate in the digital economy. Indeed, research on the barriers and opportunities to women's participation in the digital economy is quite limited. The knowledge gap critically hinders the ability of policymakers and development organizations to devise evidence-based responses. By making need assessment, thematic research on closing this knowledge gap is essential to driving holistic program development and decision-making to promote the role female freelance work in the digital space. This also further improve livelihoods for vulnerable populations, including women and refugees, by allowing them access to flexible employment opportunities.

Recommendation 8. (Addressed to UNDP Türkiye) Envisage as community based solid waste management programme where it promotes a culture of cleanliness, environmental consciousness, and social responsibility. It might create a viable and cost-effective environmental solution that SuTP, and host communities can adopt and implement themselves.

Recommendation 9. (Addressed to UNDP Türkiye) Adult Language trainings Component (C3) have contributed to the social integration of particularly women beneficiaries. However, in this regard, a clearer strategy should be defined, and a more comprehensive, evidence-based and holistic approach would produce better results in social cohesion.

Recommendation 10: (Addressed to UNDP Türkiye and İLBANK) A detailed update for the status in the field for the waste management infrastructure, especially MBT facility recommended after the recent earthquakes hit the region on February will be beneficial.



Appendix I- Logical Framework of TRP

	Results chain	Indicators	Baseline & Ref. Year	Current value (31.12.2022)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions
Overall objective: Impact To strengthen the economic and social resilience of Syrians under Temporary Protection (SuTP) ⁴⁷ , their host communities (HC) and relevant national and local Government institutions.											
Specific objective(s): Outcome(s)	SO 1: To increase employability and employment opportunities for SuTPs and HC members in target areas	# of job opportunities created for Syrian refugees and HC members	0 (2018)	2.001	0	0	1,250	750	2,000	Project M&E tools and systems	N/A
	SO 2: To increase the capacities of targeted municipalities through the construction and rehabilitation of municipal infrastructure and technical capacity development for waste management, firefighting services and project development and implementation capacity and COVID-19 response capacity	# of municipalities with improved infrastructure and technical capacities	Unknown	4	2	2	0	0	4	Project M&E tools and systems	
		# of persons benefitting from safely managed sanitation and solid waste management services	374,700	374,700	n/a	n/a	n/a	374,700	374,700	Project M&E tools and systems	
	SO 3: To increase Turkish language skills for adults	# of Syrian refugees completed Turkish language skills training	0 (2018)	54,648	0	30,000	15,000	7,000	52,000	Project M&E tools and systems	
		# of public education centers established and/or equipped	0	54	0	0	53	1	54	Project M&E tools and systems	
OP 1: Sustainable job opportunities created for Syrians under Temporary Protection and members of the host communities											

⁴⁷"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).



OUTPUTS	Op 1.1: SME Capability and Innovation Centres established and made operational	1.1.a # of SME Capability and Innovation Centres established or rehabilitated and made operational	0	6	0	0	4	2	6	Project M&E tools and systems	There is continued political will among high level decision-makers of Implementing Partners
		1.1.b # of existing SMEs participated in pilot programs, theoretical and experiential trainings and raising awareness activities on lean manufacturing and digitalization	0	284							
		1.1.c # of existing SME, entrepreneurs and new start-ups	0								Ongoing COVID-19 pandemic does
				373					200		

Results chain	Indicators	Baseline & Ref. Year	Current value (31.12.2022)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions	
Op 1.2: Industrial Transformation Programme for Gaziantep and its economic environs developed and implemented	benefitted from services through the innovation centers									not affect international and national mobility for individuals and goods	
	- 1.2 # of sectoral assessments finalized	0	7	0	2	4	0	6	Project M&E tools and systems	Economic consequences of COVID-19 pandemic does not affect government policies, business development initiatives and social dynamics between Syrians and host communities	
	Op 1.3: Tailor-made Business development and employment services provided to Syrian refugees and host community members through financial and technical support	1.3.a # of Syrian refugees and host community member employed	0	1,994	0	350	750	750	1,850	Project M&E tools and systems	
	- 1.3.b # of new jobs created by supported SMEs	0	432	0	0	100	100	200	Project M&E tools and systems		
	- 1.3.c # of SMEs or partnerships established or expanded by Syrians and/or Syrian-Turkish joint ventures	0	181	0	50	50	50	150	Project M&E tools and systems		



<p>Op 1.4: Crisis response capacity of SMEs, business organizations and governmental institutions against COVID-19 supported</p> <p>Op 1.5: Resilience and adaptation</p>	- 1.3.d % of supported SMEs still operating 6 months after termination of the support	0	%82	0	0	0	%70	%70	Project M&E tools and systems	<p><i>SMEs in targeted provinces show interest to participate in SME transformation programmes</i></p>
	- 1.3.e # of enterprises and entrepreneurs receiving training, consultancy and mentoring services	0	1,239	0	250	500	250	1,000	Project M&E tools and systems	
	- 1.3.f # of Syrian refugees and host community members with increased awareness and knowledge about entrepreneurship, employment services and women empowerment	0	2,299	0	500	1,000	500	2,000	Project M&E tools and systems	
	1.4.a # of personal protection and medical equipment produced and delivered	0	7,550	0	0	7,750	0	7,750	Project M&E tools and systems	
	1.4.b # of face masks produced and distributed to the enterprises	0	1,002,250	0	0	100,000	100,000	200,000	Project M&E tools and systems	
	1.5.a # of tailor-made courses developed and delivered	0	5	0	0	5	0	5	Project M&E tools and	

Results chain	Indicators	Baseline & Ref. Year	Current value (31.12.2022)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions
capacity of Syrians improved in response to COVID-19 outbreak and its impact on socio-economic situation	1.5.b # SuTPs participated to COVID-19 related courses	0	3,374	0	0	1,000	1,000	2,000	systems Project M&E tools and systems	

Output 2: Strengthened technical and infrastructure capacity for municipal services in 4 municipalities hosting large numbers of SuTP

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



Results chain	Indicators	Baseline & Ref. Year	Current value (31.12.2022)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions
equipment (Hatay and Sanliurfa)	additional equipment									consequences of COVID-19 pandemic does not affect government policies and social dynamics between Syrians and host communities
Op 2.6: Three Municipalities strengthened with technical support through Technical assistance and capacity building teams	2.6.a # of municipalities with improved planning, design and implementation capacities through the establishment and operationalization of PMOs	N/A	3	0	3	0	0	3	Project M&E tools and systems	
	2.6.b # of Integrated Solid Waste Management Plans prepared	0	3	0	2	1	0	3	Project M&E tools and systems	
	2.6.c # of Carbon Footprint Inventory and Climate Change Action Plan developed	0	1	0	1	0	0	1	Project M&E tools and systems	
	2.6.d # Municipalities integrated Gender mainstreaming in their service planning	0	32	1	1	1	0	3	Project M&E tools and systems	
Op 2.7: Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/ material support	2.7.a # of AWD long frame truck, trailers and Hydraulic Compaction Waste Collection Vehicle provided	0	4	0	0	4	0	4	Project M&E tools and systems	
	2.7.b # of sewage pipeline cleaning equipment provided	0	2	0	0	1	0	1	Project M&E tools and systems	
	2.7.c # of COVID-19 related projects developed and submitted by the Municipalities through 3 rd party funds (i.e. Development Agencies)	0	10	0	0	4	4	8	Project M&E tools and systems	
	2.7.d # of municipalities provided protective equipment, disinfection material and remote mangament & monitoring equipment	0	4	0	0	4	0	4	Project M&E tools and systems	

Output 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities										
Results chain	Indicators	Baseline & Ref. Year	Current value (31.12.2022)	Target (2018)	Target (2019)	Target (2020)	Target (2021)	Target (Total)	Sources & means of verification	Assumptions
Op 3.1.: Certification of Turkish language skills courses from A1 to B2 levels	3.1.a # of SuTP certified in A1 level Turkish	0	26,748	0	10,000	10,000	6,000	26,000	Project M&E tools and systems	<i>Continued COVID-19 measures throughout the</i>
	3.1.b # of SuTP certified in A2 level Turkish	0	14,994	0	5,000	5,000	4,500	14,500		
Op 3.2.: Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS)	3.1.c # of SuTP certified in B1 level Turkish	0	7,385	0	3,000	3,000	1,500	7,500	Project M&E tools and systems	<i>project timeline does not affect the achievement of the targets in A1, A2, B1 and B2 level courses</i>
	3.1.d # of SuTP certified in B2 level Turkish	0	5,071	0	0	2,500	1,500	4,000		
	3.2.a # of tailor made educational content (books and e-books) prepared, published and distributed	0	54,648	0	17,500	22,000	12,500	52,000		
	3.2.b # of Learning management system (LMS) and e-learning portal developed and made operational	0	1	0	1	0	0	1		
	3.2.c # of trainers completed the Training of Trainers	0	318	200	100	0	0	300		
	3.2.d # of teaching kits and learning kits distributed to teachers	0	318	300	100	0	0	300		
	3.2.e # of 'person training days' provided to MoNE education service personnel with Facility support	0	2,670	0	2,670	0	0	2,670		
Op.3.3: Enhancement/ Improvement of public education centres	3.3.a # of classes/ PECs refurbished	0	53	0	0	53	0	53	Project M&E tools and systems	<i>Economic consequences of COVID-19 pandemic does not affect government policies and social dynamics between Syrians and host communities</i>
	3.3.b # of additional PEC established and refurbished	0	1	0	0	0	1	1		



Op.3.4: PECs and beneficiaries of Adult Language Trainings supported against COVID-19	3.4.c # of beneficiaries provided with Internet package for access to online courses	0	13,577	0	0	2,000	1,000	3,000	Project M&E tools and systems
	3.5.d # of PECs provided with protection equipment	0	53	0	0	50	0	53	Project M&E tools and systems

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

Green highlights are new or revised outcomes/ outputs, indicators and targets introduced in line with the New Facility Results Framework indicators Blue highlights are new outcomes/ outputs, indicators and targets introduced in relation with COVID-19 response activities

Activity Matrix

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



<p>Output 2.1: One MBT facility established and operational in Gaziantep, to serve processing of solid waste sourced from Gaziantep and its 7 districts with required vehicles and equipment</p> <ul style="list-style-type: none"> 2.1.1. Needs assessment for MBT facility 2.1.2. Pre-feasibility Study and Environmental impact assessment 2.1.3. Value chain assessment on waste management 2.1.4. Permits and (energy) licenses 2.1.5. Design of projects 2.1.6. Construction of MBT facility and Anaerobic Digestion Facility (including Defect Liability period) 2.1.7. Monitoring missions to construction site and regular monitoring visits by municipal focal points 2.1.8. Opening of MBT facility <p>Output 2.2: One Greenhouse Solar Dryer and one leachate management facility (balancing pond and recirculation system) established and operationalized in Kilis</p> <ul style="list-style-type: none"> 2.2.1. Needs assessment 2.2.2. Project design, feasibility and environmental impact assessment for new leachate Greenhouse Solar Sewage Sludge 2.2.3. Project design for construction of leachate pond 2.2.4. Construction of leachate pond and recirculation pump 2.2.5. Construction of Greenhouse Solar Sewage Sludge Dryer 2.2.6. Monitoring visits 2.2.7. Inauguration <p>Output 2.3: One waste water treatment facility established and operationalized in Hatay (Hassa)</p> <ul style="list-style-type: none"> 2.3.1. Needs assessment 2.3.2. Project design 2.3.3. Construction of waste water treatment facilities & DLP Period 2.3.4. Monitoring visits 2.3.5. Inauguration of waste water treatment facility <p>Output 2.4: Four waste transfer stations established and operational (1 in Şanlıurfa, 2 in Hatay and 1 conveyor belt WTS in Hatay), with required vehicles and equipment</p> <ul style="list-style-type: none"> 2.4.1. Project design 2.4.2. Procurement of 9 waste semi-trailers and 3 backhoe loaders for each waste transfer station 2.4.3. Construction of waste transfer stations 2.4.4. Inauguration 2.4.5. Monitoring visits 2.4.6. Provision of one landfill compactor for Hatay Landfill 2.4.7. Installation of conveyor belt waste transfer station (Samandağ) 2.4.8. Waste value chain assessment study 	<p><i>Please see Annex III</i></p>	<p><i>Please see Section 4.5 in the DoA</i></p>
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<p>Output 2.5: Capacity of two municipalities strengthened for firefighting services through technical support and additional equipment (Hatay and Sanliurfa) 2.5.1. Procurement of 4 first responder fire fighting vehicles 2.5.2. Needs assessment for technical support on fire-fighting practices 2.5.3. Implementation of technical support Output 2.6: Three Municipalities strengthened with technical support through technical assistance and capacity building team 2.6.1. Deployment of technical experts 2.6.2. Support to the development of specialized decision-making tools 2.6.3. Technical support for gender sensitive service planning and delivery 2.6.4. Impact assessment 2.6.5. Integrated Solid Waste Management Plans for Three Metropolitan Municipalities 2.6.6. Carbon Footprint Inventory and Climate Change Action Plan for Hatay Output 2.7: Four Municipalities improved their COVID-19 response capacity for Syrian refugees and HC members through technical assistance and equipment/ material support 2.7.1. Support to waste management measures through provision of one AWD long frame truck, two trailers and one Hydraulic Compaction Waste Collection Vehicle to Kilis Municipality 2.7.2. Provision of sewage pipeline cleaning equipment 2.7.3. Provision of technical support to develop, implement and replicate projects in response to Covid19 outbreak and potential crises 2.7.4. Provision of protective equipment, disinfectation material and remote mangament & monitoring equipment for the municipalities</p>		
<p>Activities related to OP 3: Enhanced Turkish language skills and knowledge of Syrian women and men for better access to decent employment opportunities</p>	<p><i>Means & Costs</i></p>	<p><i>Assumptions</i></p>
<p>Output 3.1: Certification of Turkish language skills courses from A1 to B2 levels 3.1.1. Courses for A1 Level Turkish certification. 3.1.2. Courses for A2 Level Turkish certification. 3.1.3. Courses for B1 Level Turkish certification. 3.1.4. Courses for B2 Level Turkish certification. Output 3.2: Design, delivery and commissioning of Training and educational content including blended/hybrid learning platform and Learning Management System (LMS) 3.2.1. Preparation and distribution of tailor made educational content (books and e-books). 3.2.2. Training of at least 300 trainers 3.2.3. Start up and commissioning of E-learning platform and Learning management system. Output 3.3: Enhancement of education infrastructure 3.3.1. Enhancing physical infrastructure of 50 educational premises (PECs) and the construction of a prefabricated public education centre. Output 3.4: PECs and beneficiaries of Adult Language Trainings supported against COVID-19 3.4.2. Provision of Internet package to trainees for access to online courses 3.4.3. Provision of protective equipment and material to 50 PECs</p>	<p><i>Please see Annex III</i></p>	<p><i>Please see Section 4.5 in the DoA</i></p>



ANNEX II: EVALUATION MATRIX

Evaluation Questions		Indicators	Sources of Information
RELEVANCE:			
Q1	To what extent was the TRP design relevant in supporting job creation, municipal service delivery and adult language education?	<p>Evidence of TRP design and implementation is informed through consultative process with government, EU, CSOs and beneficiaries of the project, particularly refugees and host community members</p> <p>Evidence that TRP efforts are successfully targeting needs of refugee and host community population</p> <p>Evidence of consistency between the outcomes and specific interventions of TRP</p> <p>Evidence of alignment between project interventions and political and economic context in Türkiye</p>	<p>Programming and reporting documents at UNDP level Need assessment studies</p> <p>Contextual analyses</p> <p>Documentary review focused on links between outcome and output</p> <p>Key Informants including:</p> <ul style="list-style-type: none"> ○ UNDP ○ Government officials ○ CSOs including Chamber of Commerce, and Industry and private sector representatives ○ Academicians <p>Interviews with the beneficiaries of the interventions</p>
Q2	To what extent are two components (Component I and Component III) of the project linked and feeding each other? Are their Theories of Change congruent?	<p>Evidence that the TRP was informed by an understanding of the linkages between livelihood programmes and adult language education</p> <p>Evidence of consistency between the outcomes of both interventions</p> <p>Evidence given by beneficiaries that attended both services, language trainings and the services provided by Component I where they can provide examples how the components feed each other or not</p>	<p>Document Review Theory of Change Document</p> <p>Key Informants including:</p> <ul style="list-style-type: none"> ○ UNDP ○ PEC ○ Language Trainers ○ Innovation Centers ○ INGEV <p>Interviews with beneficiaries</p>
Q3	To what extent was the design and strategy of the development intervention relevant to national priorities? (Including clear linkage to National Development Plan, FRIT objectives?)	<p>Evidence of consistency between the outcomes and specific interventions of TRP and the national priorities and targets identified in the country policy papers and strategies.</p>	<p>Programming and reporting documents at UNDP and EU level, including but not limited to CPD of UNDP and FRIT Strategy Document of EU</p> <p>Programming and reporting documents at government level including but not limited to Harmonization Strategy of GoT and National Development Plans, and other relevant line Ministries Strategy Plans</p> <p>Key Informants including:</p> <ul style="list-style-type: none"> ○ UNDP ○ Line Ministries ○ Group discussions



Q4	To what extent was the design and strategy of the TRP aligned with UN and UNDP priorities (CPD and UNSDCF)?	<p>Evidence of consistency between UNDPs CPD and specific interventions of TRP</p> <p>Evidence of consistency between UNSDCF Results framework and specific interventions of TRP</p> <p>TRP strategies, results and indicators are aligned to UNDP CPD' outcomes and indicators</p>	<p>Programming and reporting documents at UNSDCF and UNSDCF</p> <p>Programming and reporting documents at UNDP level</p> <p>Key Informants including:</p> <ul style="list-style-type: none"> ○ UNDP ○ Government officials
Q5	To what extent was this project designed, implemented, monitored, and evaluated as rights based and gender sensitive?	<p>TRP's outcomes and indicators are in line with the gender equality and right-based approaches</p> <p>TRP's outcomes and indicators integrate key human rights principles of non- discrimination and equality, participation, and inclusion.</p> <p>TRP's outcomes and indicators mainstream gender integrating gender analysis</p> <p>Where relevant, indicators are disaggregated by gender, age, education levels and geographic location</p> <p>Stakeholders both national and international can provide examples about how TRP outputs and their delivery was adapted to reach vulnerable groups</p> <p>Evidence that the design of TRP was informed by an understanding of the linkages between social integration, gender, refugee</p> <p>The implementation of TRP was informed and adapted to address needs of women, refugees and host communities</p>	<p>Documentary review focused on the overall TRP design, annual work plans, and reports</p> <p>Key Informant Interviews</p> <p>Group discussions</p>



<p>Q6</p>	<p>To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. other projects implemented under the European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD), ongoing UNDP Project activities or strategic plans of MoIT, ILBANK and MoNE?</p>	<p>Evidence of the extent of UNDP actively promotes coordination mechanisms and has sought complementarity and synergy with interventions of other stakeholders and with its own interventions</p> <p>Evidence of UNDP integrates a sound stakeholders' analysis to avoid gaps and overlaps in its planning and implementation process</p> <p>TRP's aims and objectives are complementary to these of other relevant Actions implemented both under the EUTF MADAD, to relevant UNDP projects and to strategies of TRP's key implementing partners</p>	<p>Programming and reporting documents at UNDP and government level Other contextual and analytical documents and sources</p> <p>Key Informants including:</p> <ul style="list-style-type: none"> ○ UNDP ○ Government officials ○ EU ○ CSOs
<p>Q7</p>	<p>What other interventions (and interlinkages between components) could have been envisaged to support livelihood creation, improving social cohesion and municipal capacity that might have been overlooked during design stage?</p>	<p>Stakeholders both national and international can provide examples about what kind of interventions might have been useful while targeting the refugees and host community members' needs and whether they are adaptable under the current socioeconomic setting</p>	<p>Document review on best practices of projects conducted globally.</p> <p>Other contextual and analytical documents and sources</p> <p>Key Informant interviews</p> <p>Beneficiary interviews</p>
<p>EFFECTIVENESS: To what extent the Project objectives have been achieved or how likely they are to be achieved</p>			
<p>Q8</p>	<p>To what extent has the project achieved the objectives and targets of the results framework in the Project Document?</p>	<p>Objective comparison of actual outputs achieved against the set targets (checking all indicators, baseline, targets, etc.)</p> <p>Produced outputs are likely to make a significant contribution towards the expected outcomes</p>	<p>Programming and reporting documents at UNDP, government and EU level Other contextual and analytical documents and sources</p> <p>Key Informants interviews Beneficiary interviews</p>
<p>Q9</p>	<p>What are the key factors contributing to project success or underachievement? How might this be improved in the future?</p>	<p>Evidence of drivers and hindering factors promoting or diminishing the effectiveness of the TRP</p> <p>Evidence of UNDP and other stakeholders of making use of facilitating factors and operating space to achieve outputs and contribute to the attainment of planned outcomes</p> <p>Evidence of clear identification and mitigation of elements that contributed or inhibited the implementation by implementing agencies</p> <p>Provision of recommendations on future improvements</p> <p>Particularly evidence of ownership of "lack of" will be sought</p>	<p>Programming and reporting documents, log frame, annual report,</p> <p>KIIs with all stakeholders, implementing agencies of the interventions Beneficiary interviews</p>



		Evidence of any change in stakeholder's capacity will be sought as well and whether positive changes linked to TRP interventions	
Q10	Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.	Evidence of any good practices, success stories Evidence of any good practice mainstream in any of the stakeholders' policies, programmes	Document review Key informant Interviews Group Discussions
Q11	To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals, European Union Regional Trust Fund in Response to the Syrian Crisis (MADAD)?	Evidence of consistency between the outcomes and specific interventions of TRP and objectives of UNDCS, UNDP CPD goals, MADAD identified in the country policy papers and strategies, programmes. TRP design and implementation is informed through consultative process with UNDP programme portfolios, informed by UNDP CPD	Documentary review focused on annual reviews and progress reports; contribution of UNDCS and CPD results and strategies to national development priorities and indicators Key Informant Interviews
Q12	Did Covid-19 measures have a positive or negative effect on the achievement of project results? Were Covid-19 related interventions effective in meeting the demands of beneficiaries and improving their response to Covid-19?	Evidence of TRP management reporting (progress reports, internal and external monitoring) clearly stress the impact of Covid-19 and the TRP's responsiveness and resilience in coping with them. Consequently, the key criterion will be to ascertain to which extent these effects have been positive and negative, by setting up their clear typology, in the light of the TRP's measures timely undertaken to mitigate negative effects.	Desk based research data analysis with a focus on comparative assessment of the 2018 "baseline" situation and TRP's achievements and effects in terms of coping with Covid-19 effects; Key informant interviews particularly with the Component I and III implementing partners In-depth interviews with TRP's final beneficiaries in all three Components,
Q13	Were visibility efforts effective in conveying the achievements and key messages of Turkey Resilience Project?	Extent to which these efforts have been effectively and clearly perceived by their target groups, taking into consideration the combined (dual) EU and UNDP visibility criteria.	Desk based research data analysis with a focus on comparative assessment of TRP's visibility strategy documents, implementation reporting and follow-up on carried out visibility actions; Success metrics data (if available) Key informant interviews with UNDP Communication Team
EFFICIENCY: 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			



<p>Q14</p>	<p>To what extent were the TRP outputs delivered on time to ensure high quality?</p>	<p>Evidence that demonstrates the outputs were delivered at time noted in the log frame, and TRP targets were met within the timeframe</p> <p>Evidence might also come out making comparison between annual workplans and progress reports to fully recognize whether the annual targets were met</p>	<p>Document review and system analysis focused on the UNDP management, monitoring and quality assurance arrangements and responsibilities</p> <p>Document review including workplans, progress reports and special focus will be given to amendments since new activities were added for responding to the needs of COVID-19</p> <p>Key Informant Interviews</p> <p>Group discussions</p>
<p>Q15</p>	<p>What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?</p>	<p>Outcome budget is broadly in line with scale and scope of expected results</p> <p>Extent to which the financial and human resources allocated by the UNDP are appropriate to support the implementation of outputs and achievement of TRP results.</p> <p>Evidence that demonstrates TRP implementation is on schedule within budget.</p>	<p>Document review and system analysis focused on the UNDP management, monitoring and quality assurance arrangements and responsibilities</p> <p>Key Informant Interviews</p> <p>Group discussions</p>
<p>Q16</p>	<p>To what extent was resource mobilization efforts successful? Was funding sufficient for achievement of results? (funding analysis)</p>	<p>Extent to which resource mobilization has been successful, including these introduced to cope with the initially unforeseeable Covid-19 impact.</p> <p>Evidence of appropriate and efficient resource mobilization efforts on all relevant levels</p>	<p>Desk research data analysis with a focus on comparative assessment of the 2018 “baseline” situation and TRP’s achievements and effects’ quality;</p> <p>Key informant interviews with TRP Component lead implementing parties;</p>
<p>Q17</p>	<p>What type of (administrative, financial and managerial) obstacles and/or facilitating factors did the project face and to what extent have this affected its efficiency?</p>	<p>Evidence of efficient management and benefits of the effective management declared by other stakeholders</p> <p>Stakeholder perceptions about the efficiency of the overall management arrangements for UNDP progress monitoring, learning and reporting, including the roles of the UNDP and other stakeholders</p> <p>Mapping and typology of these obstacles, already identified in responding to several other EQs above, focusing on their (combined or not) impact on TRP efficiency;</p>	<p>Desk research data analysis with a focus on assessment of TRP’s internal and external (Facility-managed) monitoring</p> <p>KIIs with key stakeholders at national and international level;</p> <p>Interviews with TRP Component lead implementing parties;</p>



<p>Q18</p>	<p>To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</p>	<p>Existence of mechanisms for ongoing, periodic collection, documentation, analysis and utilization of data from M&E purposes</p> <p>Utility of monitoring tools, indicators and means of verification for effective measuring of progress towards: TRP Outcomes and Outputs</p>	<p>Document review and system analysis focused on the UNDP management, monitoring and quality assurance arrangements and responsibilities</p> <p>Key Informant Interviews</p> <p>Group discussions</p>
<p>SUSTAINABILITY: To what extent the project's positive effects are likely to continue after the end of the project:</p>			
<p>Q19</p>	<p>To what extent will the TRP achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?</p>	<p>Evidence of strong government and other national stakeholders' ownership over the TRP and its achievements</p> <p>Institutional capacity in place to sustain levels of achievement or a strategy/plan exists to indicate how it will be developed and funded</p> <p>Stakeholders at both strategic and programmatic levels offer examples of ways national institutions are sustaining programmatic results</p>	<p>Document review with a focus on comparative assessment of the 2018 "baseline" situation and TRP's achievements and effects;</p> <p>Key Informant Interviews</p> <p>Group discussions</p> <p>Beneficiary interviews</p>
<p>Q20</p>	<p>To what extent will the project be replicable or scaled up?</p>	<p>Extent to which TRP has reached the capacity for replication or scaling up</p> <p>Extent to which intervention has become mainstream</p> <p>Extent to which such option of replication or/and scaling up would respond to still present needs;</p>	<p>Desk based research data analysis with a focus on identified success stories and good practices that offer potential for replication or/and scaling up;</p> <p>Interviews with key stakeholders at national and international level, with a focus assessment of complementarity and synergy between TRP and other (EUTF MADAD, Facility, other Donors, national Actions) projects;</p> <p>KIIs with TRP Component lead implementing parties;</p> <p>Group discussions</p>
<p>CROSS CUTTING ISSUES</p>			
<p>Q21</p>	<p>Gender:</p> <p>To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?</p> <p>To what extent has TRP and other national stakeholders' capacity been strengthened in</p>	<p>Considering that gender equality and empowerment of women have been placed as one of the cornerstones of the TRP design, the corresponding judgment criteria will focus on the determination of the extent to which these goals have been reached and the manner to do so, in terms of design, implementation model(s) and monitoring.</p>	<p>Desk based research data analysis with a focus on TRP design and implementation reporting on the one hand and its M&E reporting on the other hand;</p> <p>Relevant feedback from in-depth interviews with TRP's final beneficiaries in all three Components</p>



	<p>better promoting and protecting women's rights?</p> <p>Is the gender marker data assigned to this project representative of reality?</p>	<p>The extent to which positive changes have been promoted and reached (with a particular focus on Component 3), and extent to which any positive or negative unintended effects have occurred;</p> <p>To which extent the national stakeholders' capacity has been strengthened and what have been the most relevant aspects and methods for that, including introduction and application of gender market data or equivalent;</p>	<p>UNDP Gender Marker typology guidance document (for each component since each component has a different gender marker)</p> <p>Key Informant Interviews</p> <p>Group discussions</p>
<p>Q22</p>	<p>Leave no one behind:</p> <p>To what extent has the project contributed to leave no one behind agenda?</p>	<p>Together with gender equity one of TRP's core aims has been its contribution to leave no one behind, given its focus on the SuTP community: consequently, the judgment criteria will help to ascertain whether this aim has been reached, in terms of effective TRP's contribution;</p>	<p>Desk based research data analysis with a focus on comparative assessment of the 2018 "baseline" situation and TRP's achievements and effects;</p> <p>Interviews with key stakeholders at national and international level;</p> <p>Relevant feedback from in-depth interviews with TRP's final beneficiaries in all three Components</p>
<p>Q23</p>	<p>Sustainable livelihoods:</p> <p>To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?</p> <p>To what extent has the project contributed to crisis prevention and recovery issues?</p> <p>To what extent has the project contributed to social cohesion between Syrians Under Temporary Protection and host communities?</p>	<p>Evidence of which extent and on which particular aspects or facets of these needs, the TRP has managed to accomplish its general contribution;</p> <p>Evidence of achievements in TRP's contribution to social cohesion (if any) between refugees and host communities direct or indirect way.</p>	<p>Desk based research data analysis with a focus on comparative assessment of the 2018 "baseline" situation and TRP's achievements and effects;</p> <p>Interviews with key stakeholders at national and international level;</p> <p>Relevant feedback from in-depth interviews with TRP's final beneficiaries in all three Components</p>

ANNEX 3: KEY STAKEHOLDERS

TABLE 2. THE LIST OF STAKEHOLDERS INTERVIEWED

Partners/ Stakeholder(s) to be Interviewed	Location ⁴⁸	Remote or in person
UNDP	Ankara	Remote
SUMAF	Ankara	Remote
Ministry of Industry and Technology, DG Strategic Research and Productivity	Ankara	Remote
İLBANK	Ankara	Remote
Ministry of National Education, DG Lifelong Learning	Ankara	Remote
INGEV	Istanbul	Remote
Anadolu University	Eskişehir	Remote
İzmir Chamber of Commerce (IZTO)	İzmir	In person
İzmir Digital Transformation Center	İzmir	In person
Adana Chamber of Industry (ADASO)	Adana	In person
Adana Innovation Center	Adana	In person
Mersin Tarsus Organized Industrial Zone (MTO SB)	Mersin	In person
Mersin Digital Transformation and Innovation Center	Mersin	In person
Gaziantep Digital Transformation Center	Gaziantep	In person
Gaziantep Chamber of Industry (GSO)	Gaziantep	In person
Gaziantep Metropolitan Municipality, Environment Protection and Control Department	Gaziantep	In person
Sample Beneficiaries of Employment Services	Istanbul	Remote

⁴⁸ Location refers to where the stakeholder is located.

ANNEX 4. GUIDES FOR GROUP DISCUSSIONS, KEY INFORMANT AND BENEFICIARY INTERVIEWS

Group discussion Guide (approximate number of GDs=3; approximate sample)

Introduction and Purpose of the Evaluation

Our team, _____ [introduce yourself] is currently conducting an independent final evaluation of the Turkey Resilience Project (TRP) in Response to Syria Crisis for the period of 2018-2022. Within the scope of the evaluation, the purpose of this meeting is to explore your experiences with and views about the TRP implementation, main results, hindering factors and drivers and your opinions about the sustainability of the outcomes. The notes that we are taking will be used only internally for the purpose of our analysis only and will be strictly confidential and not to be shared with any person outside of the evaluation team. Our discussion today will take app. 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the study at any time.

Do you agree to participate in this study? Yes/No? *(verbal response only requested)*

If yes, the Interviewer will continue the interview. If no, the interviewer will thank the interlocutor for time and leave.

General Group discussion/interview information		
Participants' names	Positions	Institution/organisation
Location:		
Category of stakeholders:	<input type="checkbox"/> UNDP <input type="checkbox"/> Government representatives <input type="checkbox"/> Private Sector <input type="checkbox"/> Local CSO partners <input type="checkbox"/> Other type of institutions (note)	
Date of Group discussion:		
Name of Interviewer:		
Introduction	Please describe your role/engagement with the project (length of time, responsibilities, nature of interactions, etc.).	

Key Question	Probes	Answers (interviewer notes)
Context in Türkiye		

What have been the main challenges in the current operating environment for strengthening of systems and practices within your respective component?	<ul style="list-style-type: none"> ▪ Government approach and capacities ▪ Funding ▪ Social norms ▪ Socio-economic factors 	
What have been the main challenges in the delivery of services/improvement of practices within your component?	<ul style="list-style-type: none"> ▪ Approach and capacities of other organizations ▪ Funding ▪ Social norms ▪ Socio-economic factors 	
What kind of support has UNDP provided to respond to these challenges? How relevant was this support?	<ul style="list-style-type: none"> ▪ Was it relevant – why/why not? ▪ How has this support evolved in the past 4 years? ▪ Have other agencies provided similar support to your institution? 	
Effectiveness		
Has the support from UNDP been able to solve your most critical need(s)?	<ul style="list-style-type: none"> ▪ Why? Why not? ▪ Need-based vs. imposed support 	
What has been the most significant positive change as a result of TRP interventions?	<ul style="list-style-type: none"> ▪ Why? ▪ What else has worked well? ▪ Can you bring specific examples? 	
What have been the most relevant barriers to achievement of results within your component?	<ul style="list-style-type: none"> ▪ What aspect of support is least successful? ▪ What would you have done differently? 	
What affect did Covid have on the project effectiveness?	<ul style="list-style-type: none"> ▪ Any opportunities it brought ▪ Any obstacles you would like to mention 	
How do you evaluate the visibility efforts in conveying messages and achievements of TRP?	<ul style="list-style-type: none"> • Can you give specific successful example? • Prompt: twitter, facebook, social media account • Anything should have done better? 	
Efficiency		
How efficient was the UNDP support to your component?	<ul style="list-style-type: none"> ▪ What worked? What did not? ▪ Management structures ▪ Budget vs. needs ▪ Timeliness and adequacy of support 	

<p>To what extent did the design of the TRP results framework allow for consistent and comprehensive monitoring and reporting against the stated outcomes? (UNDP)</p> <p>How efficient is the the TRP monitoring system?</p>	<ul style="list-style-type: none"> • What worked efficiently, including all monitoring tools, indicators and means of verification? What did not work? 	
<p>Sustainability</p>		
<p>For those changes that you achieved under TRP project – have you managed to establish mechanisms (budget/institutional arrangements, etc.) to sustain them without UNDP/donor support?</p>	<ul style="list-style-type: none"> ▪ Why? Why not? 	
<p>Lessons learned</p>		
<p>What are the most important lessons that have been learned from implementation of TRP within your thematic area?</p>	<ul style="list-style-type: none"> ▪ TRP Design, implementation structure ▪ Synergies ▪ Coherence ▪ Effectiveness 	
<p>When designing next projects targeting refugee and host community members, what would you like to do the same way? What would you do differently?</p>	<ul style="list-style-type: none"> ▪ TRP Design, implementation structure ▪ Cooperation between stakeholders ▪ Coherence ▪ Effectiveness 	
<p>Cross Cutng Issues</p>		
<p>To what extent does TRP speak to the gender equality?</p> <p>To what extent has the project promoted positive changes in gender equality?</p> <p>To what extent has the project contributed to leave no one behind agenda?</p> <p>To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?</p>	<ul style="list-style-type: none"> ▪ Why and why not? ▪ Please provide specific examples for each if you think TRP's interventions make any difference on these issues. 	
<p>Closing</p>		
<p>Is there anything else you would like to add to what we have discussed today?</p>		

Thank you very much for your feedback!

Interview Guide with Key Informants

Introduction and Purpose of the Study

Our team, _____ [introduce yourself] is currently conducting an independent final evaluation of the Turkey Resilience Project (TRP) in Response to Syria Crisis for the period of 2018-2022. Within the scope of the evaluation, the purpose of this meeting is to explore your experiences with and views about the TRP implementation, main results, hindering factors and drivers and your opinions about the sustainability of the outcomes. The notes that we are taking will be used only internally for the purpose of our analysis only and will be strictly confidential and not to be shared with any person outside of the evaluation team. Our discussion today will take app. 45-60 minutes. The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the study at any time.

Do you agree to participate in this study? Yes/No? *(verbal response only requested)*

If yes, the Interviewer will continue the interview. If no, the interviewer will thank the interlocutor for time and leave.

General Group discussion/interview information		
Key informant name	Position	Institution/organisation
Location:		
Category of stakeholders:	<input type="checkbox"/> UNDP <input type="checkbox"/> Local CSO partners <input type="checkbox"/> Government representatives <input type="checkbox"/> Public institution representatives <input type="checkbox"/> Other type of institutions (note): _____	
Date of KII:		
Name of Interviewer:		
Introduction	Please describe your role/engagement with UNCT or UN agency (length of time, responsibilities, nature of interactions, etc.).	

Relevance

- How was the TRP designed? Who were the key actors that took the lead—in national institutions or in international agencies?
- How gender sensitive was the design of the TRP?
- What efforts were made to ensure that the TRP considered target groups' perspectives?
- How well is the TRP relevant to the national priorities/evolving priorities in Türkiye?
- To what extent is the TRP coherent with SDGs?

- To what extent does the TRP speak to the humanitarian-development nexus?

Effectiveness

- How successful is the TRP to reach its goals? Please tell us about any accomplishments /failures that you would like to share with us today
- Did the TRP offer an appropriate approach to reinforcing the capacity of state institutions within respective thematic area? (livelihood or adult language education)
- How well does the TRP respond to the refugee crisis? (in general respond to the needs of people who are left behind—vulnerable groups)
- What other factors promoted or constrained progress towards achieving the outcomes?
- Any lessons learned throughout the implementation?
- How effective is the coordination mechanism? (Prompting questions: Are the roles and responsibilities of the different partners well defined and clear? Is there a clear division of labor between the stakeholders?)
- To what extent have UNDP, Government and other partners been able to capitalize on their comparative advantages in implementing the strategies?
-

Efficiency

- What measures have been taken to increase efficiency over time? How has the financial efficiency evolved over time?
- To what extent have national systems and capacities been strengthened?
- Were appropriate mechanisms established for accountability?
- Has the TRP generated timely results through the most efficient use of inputs including financial and human resources?
- How well has the TRP implementation been managed by the UNDP?

Cross Cutting Issues:

- To what extent do the TRPs speak to the gender equality?
- To what extent has the project promoted changes in gender equality? Women empowerment?
- To what extent has the project contributed to leave no one behind agenda?
- To what extent has the project contributed to poverty/environment nexus or sustainable livelihoods?

Sustainability

- Are the outcomes sustainable? Replicable?
- What do you think about the “political will” to sustain the outcomes? (To what extent do national stakeholders demonstrate commitment and ownership over the results?)
- What do you think about the funding opportunities? Any funding constraints?
- Are there any evidence that demonstrate improved institutional capacity and performance particularly among national institutions that were supported by and through the TRP? Prompt: please walk with the attendants highlighting its impact on each, staff, policies, funds?

Interview Guide with the Beneficiaries

Introduction and Meeting

Facilitator thanks participant, introduces the study, and asks participant to introduce himself/herself, including age, marital status, composition of household and information about his/her job and also interventions that he/she attended under TRP project. As it is shared by UNDP TRP team, aside provision of language course, beneficiaries also received mentoring, consultancy and awareness raising support within C1 and C4 (response to Covid-19). Therefore, we will use “mentoring”, “consultancy”, anything central to the beneficiaries’ understanding, instead of using “training” only. What we have mentioned by training is “language training” so please take into consideration there are various interventions that beneficiaries attended and this is a semi structured guideline that is prepared with an aim of speaking to the needs of this evaluation covering as many intervention as possible.

Understanding their ways of access to the project

- a- How did you hear about this training in the first place?
- b- What did you think about this training when you hear its name?
- c- How did you decide to participate in this training?
- d- What were your expectations when you attend?
- e- Any obstacles/barriers experienced while attending to the trainings?

Understanding the impact of “language” courses and/or “innovation centers” on participants

- a- Did your attendance create a change in your life overall and working life—if you have one, or your perception on working life? If yes, what kind of changes are these?
- b- Do you say “if I didn’t get this training, I wouldn’t have this (i.e. skills improvement etc.)? Can you give such examples?
- c- Is this training powerful and helpful enough for a woman/man to be employed? (Facilitator probes according to the answer provided)

Understanding the impact of COVID-19 on the intervention and the impact of UNDP’s shift to online education

- a- What was the impact of COVID-19 on your expectations from the training?
- b- How do you evaluate the measures taken, the shift to online platforms, etc?
- c-

Understating Future Prospects and Recommendations

- a- As you know the project is now over. After participating one of these project interventions, would you consider taking action on applying for a job/working/ opening up your business? (probe) (integration into labor market-economic integration)
- b- Would you recommend this programme/training to other women/men in your social circle? (probe why, what was the best part of the programme etc.)
- c- If you are going to attend a programme like this in the future, what would you expect differently in terms of the trainer, duration of the courses, content, and instruction?
- d- What was your expectations before you attended?
- e- Was this programme fulfilling your expectations?
- f- Have you shared the information you learnt here with your friends and family? If yes, what were their reactions?
- g- What is your perspectives about host community members? Is there any change? In what forms?

h- Is there anything else you would like to add to what we have discussed today?

This concludes our discussion. Thank you for coming and sharing your opinions with us

ANNEX 5. INFORMED CONSENT FORMS

Informed Consent Form (KIIs & GDs & Beneficiary Interviews)

Title: Final Evaluation of the Turkey Resilience Project In Response to Syria Crisis (2018-2022)

Before agreeing to participate in this evaluation, it is important that you read the following explanation. This statement describes the purpose, procedures, risks, discomforts, and precautions of the program. Also described are the alternative procedures available to you, as well as your right to withdraw from the study at any time. No guarantees or assurances can be made as to the result of the evaluation.

Explanation of Procedures: The purpose of this meeting is to explore your experiences with and views about the TRP implementation, main results, hindering factors and drivers. Participation in this evaluation involves a series of questions and asking for your responses. Your responses might inform the preparation of the next projects targeting refugees and host communities, therefore your contribution is very important to identify the achievements and challenges, draw lessons and structure forward looking recommendations. Our discussion today will take app. 45 minutes.

Risks and Discomforts: The decision to participate in this study is entirely up to you, and you have the right to refuse to take part in the study at any time without affecting your relationship with the ET or UNDP. There are no risks or discomforts that are anticipated from your participation in this evaluation. However, you have every right to not to answer any type of questions that might cause discomfort.

Confidentiality: The information gathered during this study will remain confidential. Only the evaluation team members will have access to the collected data and information. The notes that we are taking will be used only internally for the purpose of our analysis only and will be strictly confidential and not to be shared with any person outside of the evaluation team. There will not be any identifying names on the written form, and participant's names will not be available to anyone. The written version of interviews will be destroyed at the completion of the evaluation.

Withdrawal without Prejudice: Participation in this study is voluntary; refusal to participate will involve no penalty. Each participant is free to withdraw consent and discontinue participation in this interview at any time without prejudice from the evaluation team

Payment: You will not be compensated in any way for participation in this study.

Agreement

This agreement states that you have received a copy of this informed consent.

ANNEX 6 LIST OF DOCUMENTS REVIEWED

UNDP

Background Documents on Country and UNDP Priorities

- Revised UNDP Evaluation Policy

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

Project Documents

- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- Technical Field Visit Report
- Monitoring Mission Reports
- SUMAF Monitoring Reports
- Training reports and records,
- Monitoring mission reports
- QIN Reports
- Key project Outputs (e.g. beneficiary satisfaction surveys, needs assessments)
- SCRP Team Livelihoods Retreat Final Report
- M&E System Design Report for Model Factories
- Lifelong Learning Digital Capabilities Report by Anadolu University
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports