

**INTER-AGENCY HUMANITARIAN EVALUATION
OF THE RESPONSE TO THE EARTHQUAKES
IN TÜRKIYE AND SYRIA**

TERMS OF REFERENCE

TABLE OF CONTENT

1	INTRODUCTION	3
2	BACKGROUND	4
3	PURPOSE, SCOPE AND OBJECTIVES	7
4	INTENDED USERS	8
5	EVALUATION QUESTIONS	9
6	EVALUATION APPROACH AND METHODOLOGY	10
7	CROSS-CUTTING THEMES	13
8	MANAGEMENT ARRANGEMENTS AND STAKEHOLDER PARTICIPATION	14
9	QUALITY ASSURANCE	17
10	EVALUATION PLANNING AND DELIVERABLES	18
11	DISSEMINATION AND FOLLOW UP	22
12	MANAGEMENT RESPONSE PLAN	22
	ANNEXES	23
	Annex I: Tentative timeline and phases of the evaluation (subject to funding availability)	23
	Annex II: Coordinated Humanitarian Action: The Ideal Model – Impact Pathway	24
	Annex III: Areas affected by the earthquakes in Türkiye	25
	Annex IV: Northwest Syria - Earthquake Exposed Communities and Camp Coordination and Camp Management Sites	26

1 INTRODUCTION

1. Inter-Agency Humanitarian Evaluations (IAHEs) were introduced to strengthen system-wide learning and promote accountability towards affected people, national governments, donors, and the public, and are guided by a vision of addressing the most urgent needs of people impacted by crises through coordinated and accountable humanitarian action. IAHEs inform humanitarian reforms and help the humanitarian community to improve aid effectiveness to ultimately better assist affected people. IAHEs are not an in-depth evaluation of any one sector or the performance of a specific organization.
2. As such, IAHEs cannot replace any other form of agency-specific humanitarian evaluation, joint or otherwise, which may be undertaken or required. Since 2008, the Inter-Agency Humanitarian Steering Group (IAHE SG) has conducted dozens of system-wide evaluations of humanitarian action by the United Nations (UN), the Red Cross and Red Crescent Movement and non-governmental organizations (NGOs). IAHEs are triggered by the Emergency Relief Coordinator (ERC) and are the only UN-led activity assessing the system-wide humanitarian response to emergencies.
3. The Scale-Up Activation is an inter-agency mobilization mechanism in response to a sudden onset and/or rapidly deteriorating humanitarian situation in a given country, including at the subnational level, where capacity to lead, coordinate and deliver humanitarian assistance does not match the scale, complexity and urgency of the crisis. It is regulated through the IASC Scale-Up Protocols. They also require that an IAHE be automatically triggered within 9 to 12 months of the Scale-Up declaration.
4. The procedure activates mechanisms and tools to (a) ensure that the Inter-Agency Standing Committee (IASC) system delivers effectively in support of national authorities and existing capacities and monitors its own performance, (b) ensure that adequate capacities and tools for empowered leadership and coordination of the humanitarian system are in place, and (c) engage IASC member organizations and Global Cluster Lead Agencies to put in place the required systems and to mobilize the required resources to contribute to the response as per their respective mandates.
5. These Terms of Reference (TOR) provide the context for the IAHE of the response to the humanitarian crisis generated by the earthquake in Türkiye and Syria in 2023. It includes its subject and scope, objectives and key areas of inquiry and a proposed methodology with key deliverables of the evaluation. It also describes the intended users of the IAHE as well as its management arrangements. Detailed requirements for a response to this TOR by evaluation companies can be viewed in Annex 3.
6. The IAHE's primary focus is the collective efforts of the IASC member organizations in support of people, and with government and local actors, in meeting the needs and priorities of the most vulnerable people in the context of humanitarian crisis.
7. The evaluation will be carried out under the auspices of the IASC-associated Inter-Agency Evaluation Humanitarian Steering Group (IAHE SG), which is chaired by the Office for the Coordination of Humanitarian Affairs (OCHA) and consists of the Evaluation Directors of the Food and Agriculture Organization (FAO), International Organization for Migration (IOM), the Office of the High Commissioner for Human Rights (OHCHR), United Nations Development Programme (UNDP),

United Nations Population Fund (UNFPA), the United Nations High Commissioner for Refugees (UNHCR), United Nations Children’s Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UNWOMEN), World Food Programme (WFP) and World Health Organization (WHO), as well as representatives from the Danish Refugee Council (DRC), International Committee of the Red Cross (ICRC), International Federation of the Red Cross (IFRC), the Steering Committee for Humanitarian Response (SCHR), and the humanitarian learning and accountability network known as ALNAP.

8. The IAHE SG pursues an interest to learn across simultaneously ongoing responses, most notably the response to the humanitarian crisis generated by the earthquake in Türkiye and Syria, and other recent Scale-Up Activations. Close cooperation between the respective management groups and exchange between the evaluation teams is expected. This may lead to a capstone piece that can provide valuable learning for the IASC member organizations.

2 BACKGROUND

9. A devastating 7.8-magnitude earthquake¹ occurred near the Türkiye-Syria border on 6 February 2023 and is one of the biggest recent disasters to impact the region. This was followed by more than 9,000 aftershocks, with two aftershocks at 6.4 and 5.8 magnitude reported on 20 February. As of March 2023², over 52,000 people were killed and thousands of buildings collapsed or were severely damaged. The earthquakes struck as the humanitarian crisis in Syria was already at the highest level since the conflict began, with 15.3 million people (7.7 million females, 7.6 million males) in need of humanitarian assistance across the country, of whom 4.1 million were living under extreme or catastrophic conditions, according to the Joint Intersectoral Analysis Framework (JIAF) severity scale.
10. Scale-up Activation: The IASC Principals activated the Scale-up protocols on 14 February 2023 to respond to the multiple earthquakes that created a major disaster. The activation for the response in Türkiye ended on 17 May 2023; Syria remained active until 1 August 2023.
11. In February 2023, the United Nations launched two flash appeals to provide lifesaving assistance to the people affected by the earthquake in Türkiye and Syria.
12. Türkiye flash appeal: On 16 February the UN launched a US\$1 billion flash appeal to provide life-saving assistance to 5.2 million people in Türkiye through April; a total of \$513 million were funded, representing 51 per cent of the appeal³.
13. The strategic objectives of the Türkiye flash appeal are as follows:
 - Provide timely principled life-saving multisectoral assistance to people affected by the earthquakes, with an emphasis on assisting communities to survive the winter, in support of the Government-led relief effort.
 - Support the rapid delivery and resumption of essential services in earthquake-affected areas.

¹ The earthquake was followed by another one nearly as strong. In this document, “the earthquake” will be used to refer to both earthquakes.

² Reliefweb March 2023

³ Figure as of 25 August 2023. For updated information go to <https://fts.unocha.org/appeals/overview/2023https://fts.unocha.org/appeals/overview/2023>

14. In Türkiye, the earthquake impacted eleven provinces, in which a state of emergency was declared. The earthquake hit communities at the peak of winter, leaving hundreds of thousands of people—including small children and the elderly—without access to shelter, food, water, heaters and medical care in freezing cold temperatures. Over 47,000 buildings were destroyed or damaged, and thousands of people sought refuge in makeshift shelters across Türkiye. Türkiye hosts the largest refugee population in the world. In the 11 provinces impacted by the earthquakes, there live more than 1.74 million refugees (Syrians under Temporary Protection and International Protection Applicants and Status holders).
15. [Syria flash appeal](#): On 14 February the UN issued a flash appeal for \$397 million, targeting 4.9 million people affected by the earthquake in Syria, to cover a period of three months; a total of \$404.4 million were funded, exceeding by 1.7 per cent the funding requirements.
16. The strategic objectives of the Syria flash appeal are as follows:
 - Provide timely life-saving multisectoral assistance to people affected by the earthquake.
 - Support livelihoods and basic services in areas affected by the earthquake.
 - Ensure protection of people affected by the earthquake with due account to age, gender and disability.
17. In Syria, several factors exacerbated the severity of humanitarian needs, including pre-existing large scale humanitarian needs, logistical and access constraints to certain areas, winter conditions and, at the time, an ongoing cholera outbreak. Prior to the earthquake, some 15.3 million people in Syria were assessed to require humanitarian assistance in 2023, an all-time high for the country which was entering its 12th year since hostilities started. Public service provision - water, electricity, heating, and social services, already under strain before the earthquake, experienced more severe pressure, and people's access to emergency healthcare was limited with hospitals overwhelmed. Lack of fuel, heavy machinery, and equipment were also major issues, hampering efforts to quickly reach those most in need.
18. The magnitude of the needs following the earthquake led to some improvements in humanitarian access in northwest Syria. Border-crossings from Türkiye into northwest Syria were expanded from one to three crossings. Additionally, new procedures for visa approvals to enable specialized personnel of humanitarian organizations to support operations in Syria were temporarily introduced.
19. [Humanitarian coordination mechanism in Türkiye](#): After the earthquake, the Resident Coordinator was appointed as Humanitarian Coordinator for a period of three months and a Humanitarian Country Team in Türkiye was established to coordinate the response. This designation for Türkiye ended on 24 May. However, humanitarian partners remain on the ground to deliver critical humanitarian assistance complementing Government efforts until the end of 2023 and beyond. During this period of continuing humanitarian needs, the UN Country Team agreed to expand its mandate and cover the coordination of the humanitarian response to the earthquake in Türkiye, establishing the UNCT+. The UNCT+ functions in Ankara while the Resident Coordinator's Office along with other UN entities co-lead an area-based coordination team based in Gaziantep linking to four field locations that were most severely affected by the earthquake: Adiyaman, Hatay, Kahramanmaraş and Malatya.

20. [Humanitarian coordination mechanisms for the Whole of Syria](#)⁴: The Whole of Syria approach brings together humanitarian actors working from inside Syria and neighbouring countries to increase the response's effectiveness.
- The Strategic Steering Group (SSG), co-chaired by the Regional Humanitarian Coordinator for the Syria Crisis and the Resident and Humanitarian Coordinator in Syria.
 - The Humanitarian Country Team in Syria, under the leadership of the Resident Coordinator and Humanitarian Coordinator in Syria.
 - The Humanitarian Liaison Group (HLG), under the leadership of the Deputy Humanitarian Coordinator. This coordination space is for Türkiye-based agencies.
21. In line with the protocols, a scale-up activation requires that an Operational Peer Review (OPR) of the response be undertaken within five months of the crisis. The OPR mission to Syria took place in July 2023. The OPR focused on the most earthquake-affected areas in Syria (not in Türkiye), and therefore did not cover north-east Syria given the earthquake's significantly lower impact on the region.
22. In line with IASC protocols, an evaluation of Scale-Up responses is required within 9 to 12 months of the declaration of the Scale-Up to meet its formal learning and accountability needs.
23. On 19 September 2023, the Emergency Relief Coordinator (ERC) officially launched the Inter Agency Humanitarian Evaluation of the collective response to the crisis in Türkiye and Syria.

⁴ <https://response.reliefweb.int/turkiye-cross-border/about-turkiye-cross-border-operation>

3 PURPOSE, SCOPE AND OBJECTIVES

24. The IAHE's **purpose** emphasizes both learning and accountability. It will provide valuable lessons from the response and generate recommendations for future scale-up activations and responses, particularly in response to sudden-onset natural disasters, specifically earthquakes. Additionally, it will ensure accountability of the IASC organizations towards the population affected by the earthquake.

25. The **scope** of the evaluation is as follows:

- **Substantive scope:** The substantive scope of the evaluation is to evaluate the collective response provided by IASC member organizations to meet the needs of the people affected by the earthquake. Therefore, it will assess the extent to which planned collective objectives set out in the Flash Appeals have been met. Additionally, the evaluation should consider other relevant inter-agency planning documents, such as existing preparedness documents, humanitarian response plans or humanitarian needs overviews⁵.
- **Temporal scope:** The temporal scope of the evaluation is from the day of the first earthquake (6 February 2023) until data collection. Additionally, the evaluation will assess disaster preparedness efforts and the extent to which they contributed to the effectiveness of the response.
- **Geographical scope:** The geographical scope will cover Türkiye and Syria, focusing on the areas impacted by the earthquake, as defined in the respective country flash appeals. These include eleven provinces in Türkiye: Adıyaman, Gaziantep, Kilis, Hatay, Malatya, Diyarbakır, Adana, Osmaniye, Kahramanmaraş, Şanlıurfa, and Elazığ (see Annex IV for details); and in Syria the four Governorates of Aleppo, Hama, Idlib, and Latakia (see Annex V for details).

The scope and objectives of the evaluation is subject to consultation with the UNCT + in Türkiye, the Strategic Steering Group, the Humanitarian Country Team in Syria and the Humanitarian Liaison Group for the cross-border operation, during the inception phase.

26. The main **objective** of this evaluation is to provide an independent assessment of the collective action of IASC member organizations to meet the humanitarian needs of people, locals and refugees/non-Turkish nationals affected in Türkiye and Syria by the earthquake. In more detail, the IAHE will:

- a. Assess the results achieved and outcomes generated by the collective response.
- b. Determine the extent to which the IASC member agencies' collective response planning and actions were relevant, appropriate, coherent, and effective in addressing the humanitarian needs.
- c. Determine the extent to which the IASC member agencies' collective preparedness efforts were sufficient to address the humanitarian needs of the affected population.

⁵ With regards to refugees, the overall accountability for the broader refugee response in Türkiye falls within [the Regional Refugee and Resilience Plan](#) and UNHCR's mandated responsibilities on the coordination of efforts to ensure refugee protection and advance solutions for refugees. For this reason, the evaluation will mainly consider the immediate humanitarian response provided to the 1.7m refugees affected by the earthquake in the areas of Kilis province, Gaziantep, Şanlıurfa and Hatay, as per the Türkiye Earthquake Flash Appeal.

- d. Determine the extent to which the IASC member agencies' response was gender responsive, by identifying, including and addressing the needs and perspective of the women, girls and the most vulnerable groups affected by the earthquake. Identify good practices, opportunities and learning areas that will illustrate how collective and joint (or at least coordinated response mechanisms might be strengthened or be refigured to contribute to a relevant, coherent, and effective response, specifically in the case of earthquake responses.
- e. Provide learning of the relevance and effectiveness of the Scale-Up Activation for the response in Türkiye and Syria and contribute to learning across different Scale-Up Activations.

4 INTENDED USERS

27. The IAHE's findings and recommendations are expected to:

- Provide the Resident Coordinator in Türkiye, the Regional Humanitarian Coordinator for the Syria Crisis, the Deputy Regional Humanitarian Coordinator and the Resident and Humanitarian Coordinator in Syria, and the respective humanitarian coordination spaces under their leaderships (see para 20) with independent and credible evidence of the collective progress towards objectives and results of flash appeals or other collectively agreed humanitarian plans and strategies as determined during inception phase⁶. Further, facilitate the development of actionable recommendations with the coordination mechanisms (UNCT Plus in Türkiye, SSG, HCT in Syria and HLG in NWS) for improving the preparedness strategies and mechanisms for the collective humanitarian response to potential future natural disasters.
- Provide the IASC Deputies Forum, the Operations, Policy and Advocacy Group (OPAG) and the Emergency Directors Group with independent and credible evidence of the effectiveness of the Scale-Up Activation and the collective response in the context of the humanitarian responses provided to Türkiye and Syria after the earthquake.
- Contribute to the evidence base for decision-making at the global level – improving future humanitarian action, policy development, and reform, particularly in the context of earthquakes, by the IASC Principals, Operations, Policy and Advocacy Group (OPAG), Emergency Directors Group, and the wider humanitarian system.

28. In doing so, the evaluation will also aim to:

- Provide information to affected people on the outcomes of the response.
- Provide information about external factors enabling or impeding the response.
- Provide the wider humanitarian community, including local actors, international organizations, and learning and evaluation networks with evaluative evidence of collective response efforts for accountability and learning purposes.

⁶ The IAHE will not evaluate progress made toward the Regional Refugee and Resilience Plan – 3RP.

5 EVALUATION QUESTIONS

Main Evaluation Questions	Proposed Evaluation Sub questions (to be further developed and adapted during inception phase)
RELEVANCE AND EFFICIENCY	
<p>To what extent did the IASC member agencies' collective preparedness and response efforts prove relevant and timely in meeting the demands of the crisis and the humanitarian needs caused by it?</p>	<p><u>Questions for both countries:</u></p> <ul style="list-style-type: none"> ● To what extent were IASC member agencies able to identify the critical needs and gaps in a timely way? ● To what extent has the collective response been relevant, based on identified needs of and consultation with affected people, in particular the most vulnerable and hardest to reach groups ? ● To what extent did IASC member agencies have the strategies/plans and capacities in place to respond to the emergency? ● To what extent were quality assurance in place to guarantee the response reached the targeted population and avoid (post-distribution) aid diversion? <p><u>Questions Türkiye:</u></p> <ul style="list-style-type: none"> ● How well has the IASC's collective response adapted the response to the unique environment of a middle-income country? ● How well did the activation of the humanitarian system match the existing structures in addressing the needs of the affected population? <p><u>Questions Syria:</u></p> <ul style="list-style-type: none"> ● To what extent were IASC members able to address the humanitarian needs in a timely way in a context characterized by limited humanitarian access? ● How well did the IASC's collective response fit in a country characterized by a humanitarian system responding to a protracted crisis? ● To what extent were IASC members able to adequately respond to both new and pre-existing needs and vulnerabilities? ● To what extent the appeal included the needs of the most affected population, and to what extent the budget included in the appeal was relevant to the priorities identified?
COHERENCE	
<p>To what extent was the IASC members' collective response coherent and well-coordinated?</p>	<p><u>Questions for both countries:</u></p> <ul style="list-style-type: none"> ● To what extent were national and local response capacities utilized and integrated at coordination and response level? ● To what extent was the Gender coordination mechanism activated and utilized? How has the system wide IASC Scale-up Activation and its protocols and IASC guidance documents contributed to the response? ● How well did IASC member organizations coordinate their efforts both internally within the IASC and with non IASC members such as local government and NGOs in responding to the humanitarian needs and in accordance with IASC policies? ● How adequately were recovery considerations and the basic tenets of disaster risk-reduction incorporated into the humanitarian response? ● To what extent were the responses in both countries aligned with the humanitarian principles, and what challenges were encountered? <p><u>Questions Syria:</u></p> <ul style="list-style-type: none"> ● How well did the IASC member organizations promote a, well-coordinated response to the whole of Syria?
EFFECTIVENESS	

<p>To what extent were the IASC members' collective efforts able to effectively respond to the humanitarian crisis in Türkiye and Syria?</p>	<p><u>Questions for both countries:</u></p> <ul style="list-style-type: none"> • To what extent were the planned strategic objectives, as formulated by the HCTs, achieved? • To what extent has the IASC collective response generated significant positive or negative, intended or unintended outcomes? • To what extent was the collective response gender responsive? What were some of the positive or negative, intended or unintended outcomes? What were the enabling and inhibiting factors of the response (and how were the latter addressed)? • To what extent has the IASC Scale-Up Activation enhanced the effectiveness of the response? • <u>Questions Syria:</u> • To what extent were IASC members able to address the humanitarian needs in a country with a prior humanitarian response to a protracted crisis? <p>How well did the IASC member organizations provide the humanitarian response in the context of the cross-border operation?</p>
CROSS-CUTTING ISSUES: GENDER AND INCLUSIVITY	
<p>To what extent can the IASC member agencies' collective response be considered equitable and inclusive?</p>	<ul style="list-style-type: none"> • To what extent can the IASC member agencies' collective response be considered gender responsive, equitable and inclusive? • How effectively have the IASC members considered and mainstreamed gender, protection including GBV, accountability to affected populations and PSEA adhering to humanitarian principles of humanity, impartiality, neutrality, and independence in the response?

6 EVALUATION APPROACH AND METHODOLOGY

29. The conduct of this evaluation is subject to the availability of funding.
30. The IAHE will be conducted by a team of independent evaluation experts. The gender balance, geographic diversity and language abilities of the team will be ensured to the extent possible.
31. The evaluation is expected to start in February/March 2024.
32. This ToR proposes a theory-driven approach to the evaluation. The collective response in Türkiye and Syria currently does not have an explicitly defined Theory of Change. This would need to be developed by the evaluation team at the outset of the evaluation, on the basis of the Flash Appeals and consultations with the above listed humanitarian coordination mechanisms and other stakeholders, as relevant. Other relevant approaches or methodologies might be proposed.
33. Innovative approaches to the evaluation, data collection and analysis or presentation are encouraged.
34. A range of data collection tools are expected to be used to answer the evaluation questions. Data is expected to be derived from primary and secondary sources. Data collection methods might include: a desk review of relevant documents, semi-structured key informant interviews, focus group discussions, workshops, and an analysis of existing survey(s), monitoring and financial data. Key informants will include employees from national and international organizations, recipients/non-recipients of aid in affected communities, local and national authorities and interlocutors of humanitarian organizations. Others might be added throughout the evaluation. In this way, the evaluation will seek to be inclusive of the views of diverse stakeholder groups at all levels. Data triangulation and cross-compare evidence could add value.

35. The evaluation methodology will integrate participatory processes, especially at the community level to adequately engage affected communities of different gender, ages and take into consideration the existence of disadvantaged groups, such as IDP and refugee populations, people with disabilities, and including the engagement of women (both as enumerators and interviewees. To gather further perspectives from communities, the option to conduct a survey of affected communities across Türkiye and Syria will be explored during the inception phase (operational context permitting). The objective is to obtain, as systematically as possible, the experience of the assistance received by people affected by the earthquake and related to the evaluation questions. The evaluation team shall explore existing household or community-level data (for example from the REACH-initiative and the Syria Rapid Needs Assessment -SYNAT in Syria and the Demographic and Health Survey for Türkiye) and will be able to propose alternative approaches, as relevant. The evaluation team will identify suitable data analysis methods, including the use of software at their disposal. The analytical framework will be refined and finalized during the inception phase.
36. With sufficient planning, the evaluation team is expected to be able to conduct a visit during the inception phase and before the inception report is finalized. The visit should be conducted by the Technical Director/overseer (normally called Senior Team Leader in IAHEs) and it is expected to last one week. The main purpose of the inception visit is to meet key stakeholders, including representatives of affected communities/community leaders and visit a few projects to facilitate the context analysis and a better understanding of the scope and limitations of the evaluation. The inception visit should also be considered as an opportunity to promote that the affected population is involved in the definition of the evaluation since the beginning of the process, as an effort to reinforce a stronger focus on accountability to the affected population.
37. The evaluation team should meet key stakeholders and visit project sites across Türkiye and Syria during the data collection phase. This will allow for direct /in-person exchanges with key informants and direct observation of unfolding humanitarian operations. This will also allow engagement with a broad range of stakeholders. The data collection visit is expected to last three to five weeks, depending if missions to Türkiye and Syria happen in parallel or consecutively.
38. The current IAHE will consider the OPR findings and assess its role in supporting the collective response. The IAHE will therefore evaluate to what extent the recommendations from the OPR report were addressed and implemented, particularly in terms of coordination, preparedness and advancement of localization (particularly in NW Syria). Further, the IAHE will harness findings from available IASC members' evaluations, for example, the agency-specific evaluations, and link closely with the team leaders of these evaluations. Specific linkages, such as joint missions, shared data sources, focus group discussions or surveys, to create synergies, avoid duplication and reduce the burden on affected communities and frontline responders shall be explored. As mentioned above, existing household-level survey data (for example, from Reach Initiative and the Demographic and Health Survey for Türkiye), will be considered. The inception report is expected to detail the role such evidence will play for the IAHE.
39. The specific contours of the above-proposed evaluation approaches and methodologies will be refined during the inception phase by the evaluation team and in accordance with the Management Group (MG).

40. The following risks and mitigation strategies have been identified by the Management Group. This table will be revised by the evaluation team during the inception phase.

Evaluation risks and mitigation

Potential risks	Mitigation measures
<p>Challenges to collect primary data from affected communities that could have been relocated.</p> <p>(Moderate risk level: high likelihood, medium impact)</p>	<p>Allow sufficient time for early planning and for inquiring about relocation programs of affected communities. Additionally, the evaluation team will whenever possible take into consideration pre-existing information and data sets stemming from the OPR and other recent evaluations conducted in Türkiye and Syria.</p>
<p>Limited access to affected communities in Syria's North-West.</p> <p>(High risk level: high likelihood, high impact)</p>	<p>The evaluation team and management group will revisit the evaluation plans to reconsider timing and/or methodology, considering collecting relevant information remotely.</p>
<p>Challenges to maintain a safe, credible evaluation space in a context with highly political sensitivities.</p> <p>(Medium risk level: medium likelihood, high impact)</p>	<p>The extremely complex political environment would require the IAHE to be conducted in a politically adept manner to avoid difficulties with local and national authorities in government-controlled Syria and de-facto authorities in north-west Syria .</p> <p>The level of experience of the evaluation team conducting evaluations in similar complex and highly political contexts will be considered when selecting the team composition.</p> <p>Maintaining a safe evaluation space also could impact affected populations, who often encounter restrictions on them (particularly in Syria). A do no harm approach will be ensured by the evaluation team when approaching affected communities.</p>
<p>Volatile security situation subject to unpredictable dynamics (including cross-border) threatens the conduct of the evaluation (security of team, participants and ability to seek perspectives of affected populations).</p> <p>(High risk level: high likelihood, high impact)</p>	<p>The scope and implementation of the IAHE will be subject to the evolution of the cross-border conflict, and depend heavily on the support of all stakeholders.</p> <p>Continuous monitoring of the political and security developments with agile/ adaptive evaluation planning at the outset and flexible planning to allow for last minute adjustments in the implementation of the evaluation.</p>
<p>Excessive turnover and burden and workload on humanitarian aid workers in Türkiye and Syria limit their</p>	<p>Evaluation Team to actively identify ways to reduce evaluative burden, including through mapping of and strong coordination with other evaluative exercises. To further reduce the burden, the Team will also seek to collaborate with and harness pre-existing information, in particular</p>

engagement with the evaluation. (Moderate risk level: medium likelihood, medium impact)	stemming from the OPR and other recent evaluations in Türkiye and Syria (L3) as well as survey data, without replicating efforts already underway/conducted.
Logistical challenges with regards to travel to Syria and Türkiye. (High risk level: high likelihood, high impact)	Consider travel requirements including including visa's and SSAFE training (or equivalent).

7 CROSS-CUTTING THEMES

41. The evaluation team is expected to consider the following cross-cutting themes throughout the evaluation and demonstrate in the proposal how these themes will be applied to the evaluation questions.
42. **Humanitarian principles:** Humanitarian action is governed by the four humanitarian principles of humanity, impartiality, neutrality and independence.⁷ The evaluation shall examine how these principles were considered and applied in the collective humanitarian response in Türkiye and Syria and assess how potential trade-offs between humanitarian principles were managed.
43. **Protection:** In line with the **ALNAP Guide: Evaluating Protection in Humanitarian Action** and the **IAHE Guidelines**, the evaluation shall consider the extent to which the inter-agency humanitarian response has mainstreamed protection issues and considered protection risks, particularly affecting the most vulnerable people. Additionally, the IAHE will determine the extent to which the response covered protection needs and identified and addressed gaps in the capacity of rights holders to claim their rights and of duty bearers to fulfill their obligations. In a bid to promote durable solutions and sustainability, the IAHE processes seek to understand how underlying issues, barriers and drivers of inequalities are identified and addressed within humanitarian programming. The IAHE shall also consider how the IASC strategy and commitments on protection from sexual exploitation and abuse have been integrated into the collective humanitarian response.
44. **Prevention of sexual exploitation and abuse (PSEA):** In line with the IASC commitment of protecting affected populations from SEA within all the humanitarian response operations, the IAHE will consider the extent to which the collective humanitarian response addressed SEA related risks. Initiatives such as the inter-agency PSEA network in North-west Syria to conduct rapid risk assessments of emergency projects will be taken into consideration.
45. **Gender Equality and Women's Empowerment:** The evaluation process will aim to assess the extent to which the differential needs, priorities, risks and vulnerabilities of women, girls, men and boys are being identified, assessed and integrated in the humanitarian response. In line with the

⁷ Humanitarian action should be motivated by the sole aim of helping other human beings affected by conflicts or disasters (humanity); exclusively based on people's needs and without discrimination (impartiality); without favoring any side in a conflict or engaging in controversies where assistance is deployed (neutrality); and free from any economic, political or military interest at stake (independence).

UNEG *Guidance on Integrating Human Rights and Gender Equality in Evaluation*,⁸ the UN System-Wide Action Plan (UN-SWAP) on gender equality⁹ and the 2017 IASC *Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action*¹⁰ the evaluation will apply a gender lens in all phases of the evaluation. The evaluation methodology will integrate participatory processes, especially at the community level, to adequately engage women, men, boys and girls of different ages and take into consideration the existence of disadvantaged groups, such as IDP, refugee populations and people with disabilities.

46. **Disability inclusion:** In line with the UN Disability Inclusion Strategy (UNDIS) and the Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator, the IAHE will ensure that the response provided to people with disabilities is properly assessed. The evaluation methodology will also be responsive to diversity and non-discrimination, focusing on disability inclusion issues. The evaluation therefore will factor reasonable accommodations and accessibility considerations.
47. **Accountability to affected people:** The IAHE will endeavor to examine how the various segments of the affected population have been consulted and involved in the design of country-level plans, especially regarding the prioritization of needs, decision-making processes, and how limitations to participation and inclusion have been addressed. Additionally, the IAHE shall establish the extent to which existing feedback and complaint mechanisms are sufficiently available and used (and followed up on).

8 MANAGEMENT ARRANGEMENTS AND STAKEHOLDER PARTICIPATION¹¹

48. The IAHE will be conducted by a team of external independent evaluation experts under the guidance, supervision and support of an IAHE Management Group (MG).

The Evaluation Team

49. The Evaluation Team will be recruited by the Management Group, through OCHA's procurement systems.
50. Considering that the evaluation will assess the collective humanitarian response in the earthquake affected areas in Türkiye and Syria, the team could be established as follows:

1 Technical Director/overseer (normally called Senior Team Leader in IAHEs)

1 Senior Team Leader/(Senior Level) (normally called Senior Evaluator in IAHEs)

1 Expert Pool (normally called Data Specialist in IAHEs)

Additional capacity for community level data collection:

1 Expert Pool TUR (normally called National Evaluator)

1 Expert Pool TUR (normally called National Evaluator)

⁸ www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=1401

⁹ www.unsystem.org/content/un-system-wide-action-plan-gender-equality-and-empowerment-women-swap

¹⁰ [https://interagencystandingcommittee.org/system/files/2020-](https://interagencystandingcommittee.org/system/files/2020-11/IASC%20Policy%20on%20Gender%20Equality%20and%20the%20Empowerment%20of%20Women%20and%20Girls%20in%20Humanitarian%20Action.pdf)

[11/IASC%20Policy%20on%20Gender%20Equality%20and%20the%20Empowerment%20of%20Women%20and%20Girls%20in%20Humanitarian%20Action.pdf](https://interagencystandingcommittee.org/system/files/2020-11/IASC%20Policy%20on%20Gender%20Equality%20and%20the%20Empowerment%20of%20Women%20and%20Girls%20in%20Humanitarian%20Action.pdf).

¹¹ For further details on the specific roles and responsibilities of the different IAHE stakeholders, please see "Inter-Agency Process Guidelines", developed by the IAHE Steering Group, May 2018.

1 Expert Pool SYR (normally called National Evaluator)

1 Expert Pool SYR (normally called National Evaluator)

1 Technical Director/overseer (normally called Quality assurance in IAHEs)

At least 1 female member, between the Technical Director/overseer (normally called Senior Team Leader in IAHEs) and Senior Team Leader/(Senior Level) (normally called Senior Evaluator in IAHEs), with a preference for the Technical Director/overseer to be female.

At least 1 female expert pool (normally called national evaluator) per country.

51. The team should collectively bring the following experiences and skills:

- Extensive experience conducting inter-agency or joint evaluations of humanitarian strategies, programs, and other key humanitarian issues.
- Experience working with and having institutional knowledge of UN, NGO and civil society organization (CSO) actors, as well as of interagency mechanisms at headquarters and in the field is desirable: food security, health/nutrition, WASH, emergency shelter, education, protection and food and cash-based assistance.
- Experience conducting humanitarian evaluations in natural disasters, conflict-affected and access-constrained environments.
- Experience conducting humanitarian evaluations in contexts with highly political sensitivities.
- Extensive knowledge of evaluation methodology/approaches, data collection and analysis methods and tools.
- An appropriate range of humanitarian field experience.
- Experience in gender analysis or gender mainstreaming and programming.
- At least one team member should have context-specific knowledge and experience, including on humanitarian operations in Türkiye, the humanitarian system in Syria and the cross-border humanitarian response.
- At least one team member should have extensive skills in data analysis and visualization.
- Experience in facilitating consultative, participatory workshops involving a wide range of organizations, stakeholders, and participants (in-person and virtual).
- All evaluation team members should be free from conflict of interest both from their past engagements and for any planned future engagements during and for at least six months after their engagement with the IAHE.
- The evaluation team should ensure an overall gender balance, including: i) At least 1 female member, between the Technical Director/overseer (normally called Senior Team Leader in IAHEs) and Senior Team Leader/(Senior Level) (normally called Senior Evaluator in IAHEs), with a preference for the Technical Director to be female. ii) At least 1 female (national evaluator) per country.

52. The Technical Director/overseer (normally called Senior Team Leader in IAHEs) and Senior Team Leader/(Senior Level) (normally called Senior Evaluator in IAHEs) should have excellent writing and communication skills in English. All team members must have a working knowledge of English. The team must show working knowledge of Turkish and Arabic, ideally across several team members, and essential for the field teams.
53. The Technical Director/overseer (normally called Senior Team Leader in IAHEs) will have at least 15 years of professional experience in humanitarian action, including experience in management of humanitarian operations or coordination. Further, they will have led at least five evaluations of humanitarian operations and demonstrate strong analytical, communication and writing skills, including the skills of conducting gender-responsive evaluations. They will be responsible for the overall conduct of the evaluation in accordance with the TOR, including developing and adjusting the evaluation methodology, managing the Evaluation Team, ensuring efficient division of tasks between team members and taking responsibility for the quality of their work, undertaking the inception field visit, representing the Evaluation Team in meetings, ensuring the quality of all outputs, submitting all outputs in a timely manner.
54. Senior Team Leader/(Senior Level) (normally called Senior Evaluator in IAHEs) will have at least ten years of professional experience in humanitarian aid and conducted at least five evaluations in the role of the senior evaluator or above.
55. Expert Pool SYR (normally called National Evaluator) will have at least 5 years of experience in humanitarian aid and humanitarian evaluations in the role of evaluator or above.
56. Expert Pool (normally called Data Specialist in IAHEs) will have at least two years of experience in humanitarian aid, be familiar with research methods and have previously worked as evaluators. The data analyst will support the evaluation team in organizing, cleaning, interpreting and analyzing data.

Management Group

57. The IAHE will be managed by an Inter-Agency Management Group comprised of senior-level evaluation professionals representing the independent evaluation offices of IAHE Steering Group members, including the following organizations: ICVA, IOM, UNHCR, UNICEF, WFP and OCHA. The MG is chaired by the OCHA Evaluation Manager.
58. The Management Group will provide sustained support and guidance to the evaluation process, to ensure its alignment with the ToR, independence and transparency, and promote the dissemination and utilization of evaluation findings.
59. The members of the Management Group are mandated by their respective Steering Group representatives within all the delegation of authority of the Management Group to manage IAHE deliverables as per the IAHE guidelines. In accordance with said guidelines, the Management Group members will act as point of contact for the evaluation for their organizations and provide quality control and inputs to the IAHE including with regard to scoping, inception, planning, guidance, oversight, quality control, internal liaison, consultation, support and utilization of the evaluation.
60. It is at the discretion of the Management Group to identify one of their members to accompany the evaluation team during the inception and data collection visits to the countries in order to facilitate

the work of the evaluation team with all stakeholders and to provide any required logistical/administrative support in the field. Management Group members will not participate in any data collection activity (interviews, focus groups discussions).

61. The independence of the evaluation process will be safeguarded by, and will reside with, the Management Group. The Technical Director/overseer (normally called Senior Team Leader in IAHEs) will report to the Management Group through the MG's chair, with all final quality control and process decisions resting with the Management Group in order to ensure the smooth functioning of the evaluation. Wherever necessary, the Management Group will work with the The Technical Director/overseer (normally called Senior Team Leader in IAHEs) to finalize individual evaluation outputs, so as to ensure the maximum quality, credibility and utility of all end products.
62. The Chair of the Management Group will be OCHA's Evaluation Manager. They will be the main point of contact for the evaluation and ensure day-to-day support and consistency throughout the evaluation process, from drafting the TOR to the dissemination of the report.

In-country Governance Structure

63. In line with the humanitarian coordination mechanisms existing in Türkiye and Syria (see paragraphs 27), the main stakeholders and primary users of the IAHE are the RC in Türkiye and the UNCT Plus, the Regional HC, the Deputy Regional HC, the RC/HC in Syria and the SSG, HCT and the HLG. They are responsible for strategic engagement with the IAHE, including for enabling the IAHE collectively and within the individual organizations, ensuring access of the evaluation team to required data/documentation and helping to resolve any administrative or bureaucratic impediments that the IAHE might face and for providing collective inputs on key deliverables of the IAHE (for example on the evaluation TORs and the final report). Once the evaluation is concluded, they are responsible for preparing a management response plan and provide periodic reports to the ERC on the progress.
64. The formation of a technical support group is optional. Such a group can support a specific stage of the IAHE, for example the development of the in-country data collection plan (geographical areas to visit, stakeholder mapping). It is, therefore, time-bound and will be dissolved automatically when the objective is reached or the specific phase of the IAHE is finalized. It serves in a support function only and has no decision-making authority. The IAHE Management Group or the Humanitarian Coordinator can initiate a Technical Support Group.

IAHE Steering Group

65. As per IAHE Guidelines, the IAHE Steering Group will approve the TOR, as well as the final evaluation report, based on the recommendations provided by the IAHE Management Group. The Steering Group will also contribute to the development of a communications strategy for the dissemination of the IAHE.

9 QUALITY ASSURANCE

66. The evaluation will be guided by the UNEG Norms and Standards and the UNEG ethical guidance for evaluation to ensure the quality of evaluation process. The evaluation team is expected to consider ethical considerations throughout the entire evaluation process. Due diligence will be

given to effectively integrating good ethical practices and paying due attention to robust ethical considerations in the conduct of any IAHE, as stipulated in the **United Nations Evaluation Group (UNEG) Ethical Guidelines for Evaluation** of 2020. Furthermore, it is vital for the evaluation to fully comply with the precautionary measures put in place by the collective agencies and host governments, in order to protect staff, teams and consultants, partners and people. It is of utmost importance that the ‘do no harm’ principle consistently guide evaluation efforts across the board, including as it applies to those involved in the on-going response as well as affected populations.

67. The inception report and all data collection tools will be reviewed by an independent Ethics Review Board.
68. The **UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation** shall serve as a point of reference to integrate human rights and gender equality concepts, standards, values and principles throughout the evaluation.
69. IAHEs apply internationally established evaluation criteria that draw from the evaluation criteria in the **United Nations Evaluation Group (UNEG) norms and standards**, revised [Development Assistance Committee of the Organization for Economic Co-operation and Development \(OECD/DAC\) criteria for development evaluation](#)[Development Assistance Committee of the Organization for Economic Co-operation and Development \(OECD/DAC\) criteria for development evaluation](#), and the **ALNAP criteria for the evaluation of humanitarian action**.
70. All quality assurance, both of a technical and linguistic nature, will be the responsibility of the Evaluation Team under the leadership of the The Technical Director/overseer (normally called Senior Team Leader in IAHEs). Key deliverables will be reviewed according to the OCHA Quality Assurance System for Evaluations. All final evaluation products will be in IAHE formatting and conform with OCHA’s Style Guide. First level quality assurance is the responsibility of the evaluation firm. Second level quality assurance will be provided by the Management Group. Payment of consulting fees at each stage of the evaluation will be contingent on the Management Group’s satisfaction with the quality of deliverables provided at each milestone. To ensure the quality of the final outputs, the evaluation team should also include a peer review as part of its quality control procedures.

10 EVALUATION PLANNING AND DELIVERABLES

71. The Evaluation Team is responsible for the following deliverables:

Inception phase

72. The inception phase is one of the opportunities for the Management Group and the in-country Advisory Groups/HCTs to feed into the evaluation process.
73. The inception phase is expected to be carried out within two or three months.
74. An inception field mission is highly recommended, which should be conducted as part of the inception phase and before the inception report is finalized.
75. The evaluation team is expected to consider the humanitarian and operational context as well as data availability and accessibility before developing the evaluation framework: Review available documents and data related to the response planning and implementation. An initial set of

documentation will be made available by the Management Group and will include, but is not limited to, humanitarian response plans, humanitarian bulletins or situation reports, (mid-year) reviews of the humanitarian response plan, collective response data (clusters), assessments, the OPR report, available evaluations, survey reports and data, other reports and documentations. This review will be completed during the data collection phase.

76. The objective of the **document review** is to serve as contextual analysis and a review of the operational conditions of the collective humanitarian response. The results of the document review will be reported separately from the inception report and serves to inform the evaluation framework and the adaptation of the evaluation questions.

77. The Evaluation Team will produce an inception report which will outline:

- The Team's understanding of the issues to be evaluated (objectives), their understanding of the context in which the IAHE takes place and any suggested deviations from the TOR, including any additional issues raised during the initial consultations. This shall not be a repetition of the TOR.
- A **detailed stakeholder analysis** and clear indication of national entities and communities to be consulted, engaged with and involved in the evaluation process, as relevant. Per stakeholder, a plan of action should be proposed, outlining the planned level and scope of engagement in the evaluation.
- The details of the gender analysis approach
- A **comprehensive methodological approach** for the evaluation, including:
 - ⇒ Evaluation approach and design
 - ⇒ A draft Theory of Change (TOC), developed on the basis of the Flash Appeals and in consultation with key stakeholders
 - ⇒ An evaluation matrix relating to the TOC, with sub-questions for each of the evaluation questions. This matrix should indicate, for each question, the assumptions to be assessed, the indicators proposed and corresponding sources of information. It should also outline sources of data and methods required to answer those questions (including documents, information, and data asked of all agencies involved in the response, including those not represented on the Management Group or Advisory Groups)
 - ⇒ An **assessment of data availability and accessibility** in relation to the evaluation questions at hand, and the identification of challenges/gaps and a plan for mitigating them, resulting in a set of final key evaluation questions.¹²
 - ⇒ Approaches and strategies used to identify and reach affected people, and to adequately engage women, men, boys and girls of different ages at various stages through the

¹²Challenges, even significant challenges, in answering individual questions will not be considered a reason for not answering them; rather, the identification of these challenges should result in a preliminary indication of the level of robustness with which each can be answered in light of the available data – and, where necessary, what the level of effort will be necessary to increase the robustness of the analysis on key questions, wherever appropriate.

evaluation process, including methodology development, taking into consideration disadvantaged groups, including IDP and refugee populations and people with disabilities.

- ⇒ Data collection plan and analysis tools that will be used to conduct the IAHE (survey instruments, interview guides, field data collection plan and schedule of interviews, and other tools to be employed for the evaluation).
- ⇒ Any limitations of the chosen methods of data collection and analysis and how they will be addressed. This might include, for example, methodological and management measures to reduce any potential bias in data collection undertaken by the consultants that may arise due to their regional, religious or ethnic identity.
- ⇒ A final list of data sources to be used, including where applicable pre-existing survey data, and a finalized sampling strategy.
- ⇒ A data analysis plan and factors for comparative analysis and validation strategy
- A **detailed work plan / timeline** for the remaining evaluation phases including planning for field mission, and for all deliverables
- A description of team organization and quality assurance arrangements

78. In sum: The deliverables of the inception phase are a (1) findings from document review, a (2) inception report including a (2a) stakeholder analysis, (2b) draft TOC, (2c) assessment of data availability and accessibility, (2d) evaluation matrix, (2e) methodological approach and (3) a work plan / timeline.

Evaluation phase

79. The evaluation team is expected to plan for and collect primary data during a period of two weeks (simultaneously) in Türkiye and Syria.

80. The **evaluation report** should not exceed 25,000 words (excluding executive summary and annexes). It should be written in a clear and concise manner that allows readers and all intended users, especially decision-makers, to understand the main evaluation findings, conclusions and corresponding recommendations/areas for consideration, and their inter-relationship. The report should be comprised of a(n):

- Executive summary of 2,500 words.
- Summary table linking findings, conclusions and recommendations, including where responsibility for follow-up should lie.
- Analysis of the context in which the response was implemented.
- Methodology summary. This should be a brief chapter in the main report, with a more detailed description provided in an Annex.
- Main body of the report, including an overall assessment, findings in response to the evaluation questions, conclusions and recommendations. The report should contain a dedicated section that consolidates all the key lessons learned from the response and any innovations that IASC should be further brought to scale.

81. The final report should present recommendations that are specific, clearly stated and not broad or vague; as well as realistic, reflecting an understanding of the humanitarian system and potential constraints to follow-up. They should suggest where responsibility for follow-up should lie and include a timeframe for follow-up. The final evaluation report should be submitted as a web-based report.
82. Annexes will include: 1) TOR, 2) detailed methodology, 3) list of persons interviewed, 4) details of qualitative and quantitative analysis undertaken, 5) team itinerary, 6) all evaluation tools employed including an evidence matrix, 7) list of acronyms, 8) complete bibliography of references 9) a summary table that links the key findings, conclusions and recommendations of the evaluation.
83. The zero-draft report will be reviewed by the Management Group. Once comments are addressed by the Evaluation Team and the MG reviews and agrees on the revised zero-draft report, the draft 1 report will be sent to the UNCT Plus and HCT for a broader organizational review. Once the comments are addressed by the Evaluation Team and MG reviews and agrees on the revised draft 1 report, the final report will be submitted to the IAHE SG. The final report will be cleared by the IAHE Steering Group prior to dissemination. No limited number of drafts is set due to the need to optimize the quality of the evaluation report.
84. Once the final report is cleared by the IAHE Steering Group, the report must be translated into Arabic and Turkish. The Management Group will review the translations and suggest any adjustments, which should be addressed before finalizing.
85. Prior to finalization of the evaluation report, the Evaluation Team should conduct a validation workshop to collect views on the findings and emerging recommendations from the UNCT Plus and HCT, LHG, and other identified stakeholders (for example, sub-national humanitarian teams).

Other evaluation products or deliverables

86. **Ranking of strength of evidence:** The Evaluation Team will present a matrix listing evidence available, per evaluation question. This will include an indication of the level of strength of the evidence collected. (Part of annex of evaluation report)
87. **Three half-day workshops** with the participation of the The Technical Director/overseer (normally called Senior Team Leader in IAHEs) and the Management Group. These workshops are expected to occur around the end of the inception phase and during the reporting phase respectively.
88. **Presentations:** Based on the dissemination plan prepared by the Management Group, the Evaluation Team will produce presentations, including for the Resident Coordinator and the UNCT + in Türkiye, the Humanitarian Coordinator and the Country Team in Syria, the SSG and the LHG. Additionally, presentations should be conducted for IASC members, donors, and in-country national and local actors, including affected populations where possible.
89. **Additional evaluation products** such as briefs, video presentations or similar may be proposed in the inception report for the Management Group's consideration. All deliverables listed will be written in standard UK English, and submitted as Word and PDF documents, using the IAHE template. If in the estimation of the Evaluation Manager the reports do not meet required standards, the Evaluation Team will ensure at their own expense the editing and changes needed to bring it to the required standards.

11 DISSEMINATION AND FOLLOW UP

90. In consultation with the Evaluation Team and the in-country Advisory Groups, the Management Group will prepare a dissemination, communication, and engagement strategy for the IAHE. The strategy will outline how the evaluation's findings, conclusions and recommendations will be disseminated to all relevant audiences, including affected people and the public. The strategy will also outline specific communication products, and their most effective and interactive dissemination channels.

91. The Evaluation Team will conduct the following presentations:

- Exit brief (at the end of each field mission/data collection mission) with the relevant international humanitarian response teams (UN/HCTs) in Türkiye and Syria, the relevant Government counterparts, and the Management Group to share first impressions, preliminary findings and possible areas of conclusions and recommendations at the end of the field visit. The brief will help clarify issues and outline expected or pending actions from any stakeholders as relevant and discuss the next steps.
- Upon completion of the evaluation report, the results of the IAHE will be presented by the Evaluation Technical Director/overseer (normally called Senior Team Leader in IAHEs) to the Management Group.
- Once the evaluation is completed, presentations of the main findings and recommendations will be made available to various fora, as decided by the IAHE Management and Steering Groups. This may include the IASC Operations, Policy and Advocacy Group (OPAG), the IASC Emergency Directors Group (EDG) and the IASC Deputies Forum or other stakeholders as required. The Evaluation Team may be requested to assist with these presentations.

92. Other dissemination channels:

- The IAHE final reports will be submitted to the ERC and shared with the IASC Principals, the Operations, Policy and Advocacy Group and the Emergency Directors Group.
- The inception, evaluation reports and policy briefs will be made available on the websites of the IASC and the IAHE Steering Group member agencies.
- In addition to the evaluation report and oral briefings, the evaluation findings and recommendations can be presented through alternative means of dissemination, such as websites, social media, videos, etc.

12 MANAGEMENT RESPONSE PLAN

93. The recommendations of the evaluation will be addressed through a Management response Plan (MRP). The responses to country specific recommendations will be facilitated by the HCT in Syria, the UNCT + in Türkiye and the SSG and the HLG. The responses to global recommendations will be facilitated by the IASC Secretariat and OCHA and approved by the Emergency Relief Coordinator.

ANNEXES

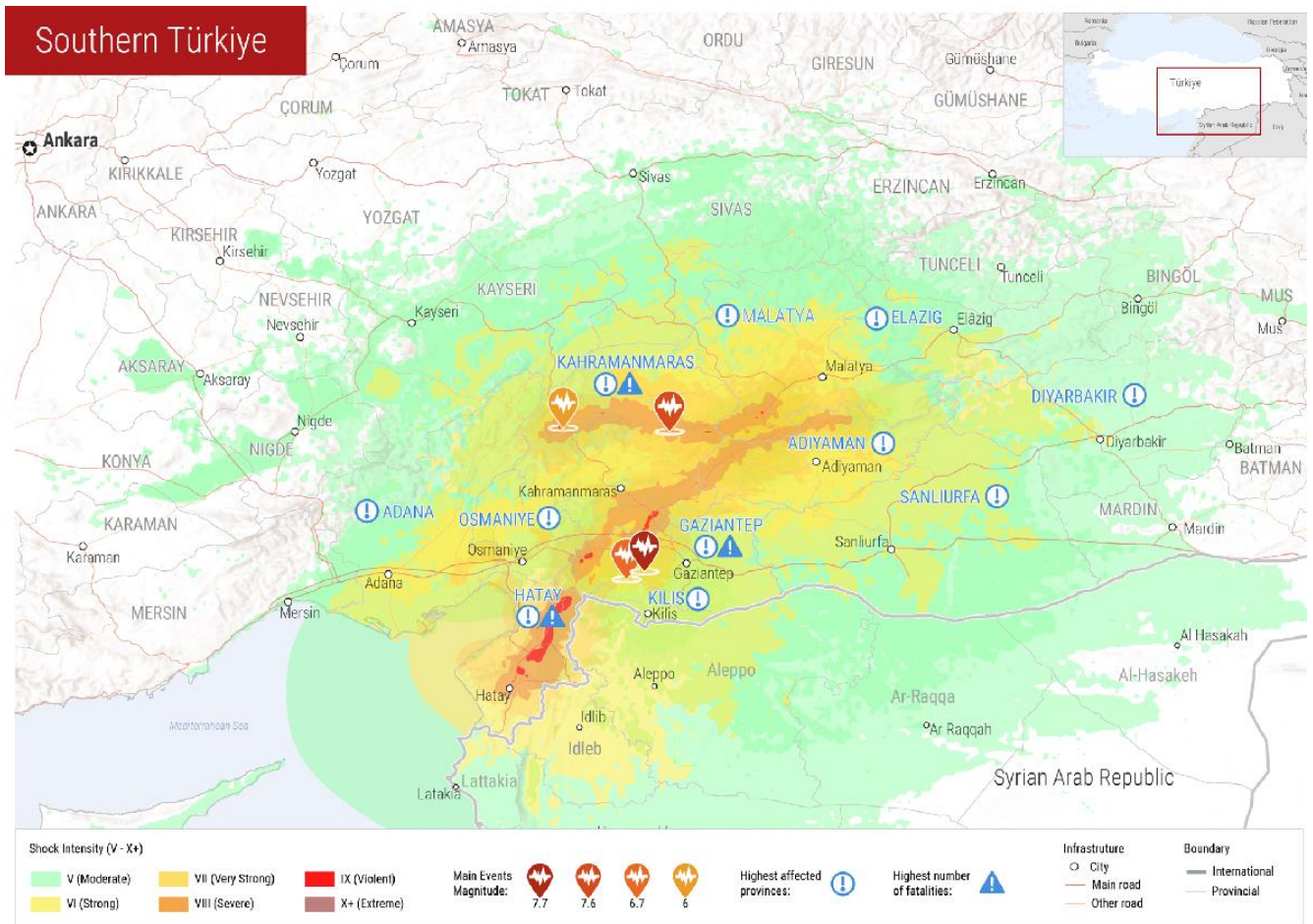
Annex I: Tentative timeline and phases of the evaluation (subject to funding availability)

Phase	Timeline	Main activities
Contracting	March 2024	Evaluation company recruitment
Inception	March - May 2024	Inception mission (online) Prepare deliverables of the inception phase Feedback on Inception Report Desk Review
Data collection	June - August 2024	Country visits Remote data collection
Reporting	August - October 2024	Data Analysis Prepare draft report Presentation of preliminary findings/Validation Workshop Review and revision Final report
Dissemination	November 2024 onwards	Prepare presentation materials Final presentation
Management Response Plan	November 2024 – January 2025	Preparation of MRP by Türkiye and Syria HCTs Preparation of MRP by IASC for global recommendations

Annex II: Coordinated Humanitarian Action: The Ideal Model – Impact Pathway

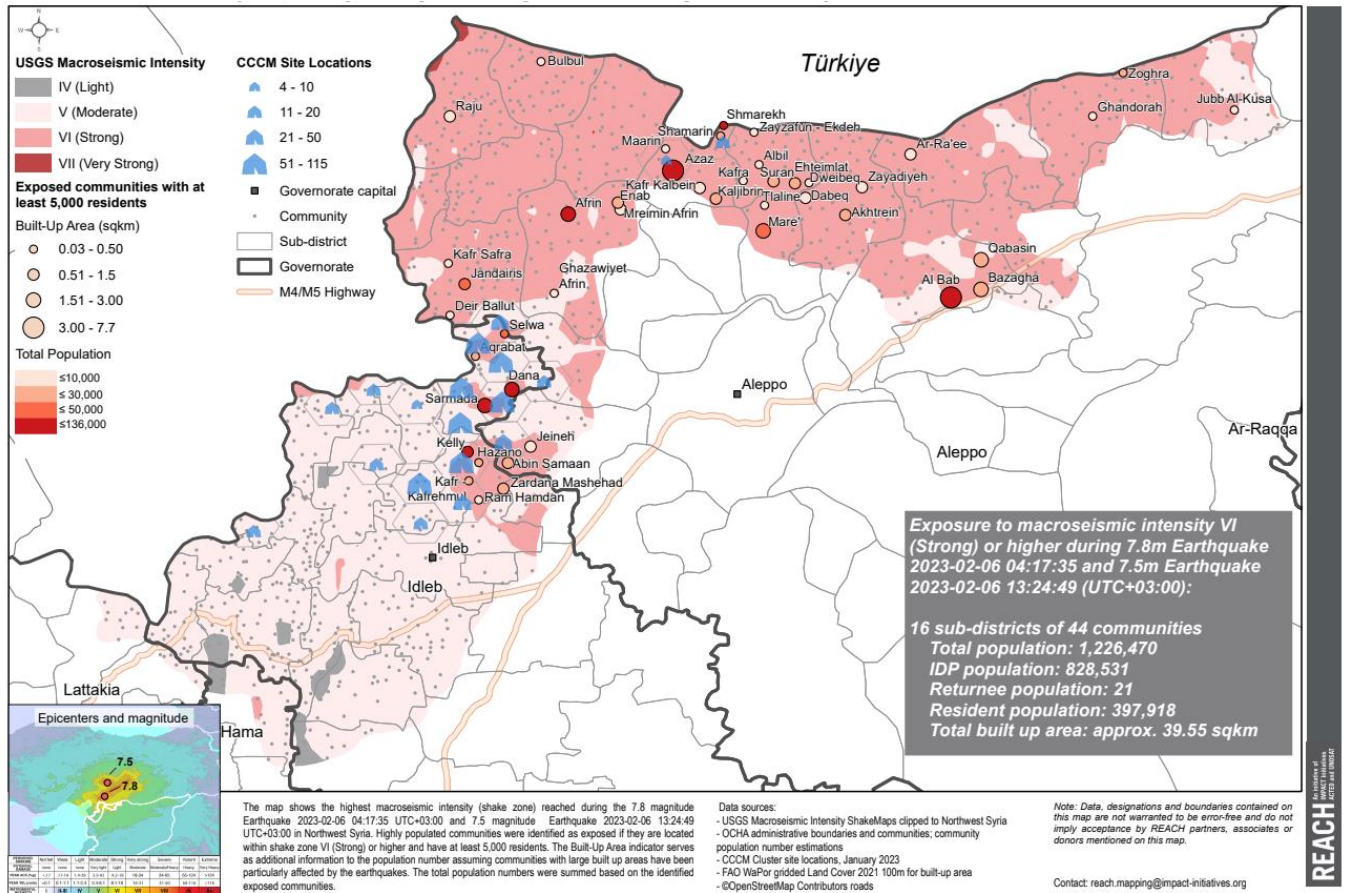
LONGER-TERM IMPACT	Affected people live in enhanced safety and dignity with better prospects of thriving as agents of their own destinies					
↑ ↑ ↑						
CORE RESPONSIBILITIES	Prevent and end conflicts [conflict-related crises]	Uphold norms of safeguard of humanity	Leave no one behind	Change people's lives: from delivering aid to ending needs	Invest in humanity & in local leadership and ownership of the response	
↑ ↑ ↑						
OUTCOMES	Humanitarian access secured for all	Relevant response		Connectedness and coordination between humanitarian stakeholders	Good coverage	
↑ ↑ ↑						
OUTPUTS	Effective coordination mechanisms	Adequate partnerships	Common needs assessments & response plans	Common services	Concerted advocacy for adequate response capacity across sectors	Accountability
↑ ↑ ↑						
INPUTS	Enhanced leadership	Human resources, including surge capacity	Pooled and agency funds	Guidance and programming tools (HPC, MIRA, Sphere Standards, etc.)	Sector/cluster leads activation and common services provision	

Annex III: Areas affected by the earthquakes in Türkiye



Source: Flash Appeal Türkiye, Earthquakes, February - May 2023, p.2

Annex IV: Northwest Syria - Earthquake Exposed Communities and Camp Coordination and Camp Management Sites



Source: <https://reliefweb.int/map/syrian-arab-republic/northwest-syria-earthquake-exposed-communities-and-ccm-sites-macroseismic-intensity-vi-strong-or-higher-during-7.8-and-7.5-magnitude-earthquakes-6-feb-2023>