

Turkey

Mid-Term Evaluation

Thematic window: Youth, Employment & Migration

Programme Title: Growth with Decent Work for All: National Youth Employment Programme & Pilot Implementation in Antalya

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Prologue

The current mid-term evaluation report is part of the efforts being implemented by the Millennium Development Goal Secretariat (MDG-F), as part of its monitoring and evaluation strategy, to promote learning and to improve the quality of the 128 joint programs in 8 development thematic windows according to the basic evaluation criteria inherent to evaluation; relevance, efficiency, effectiveness and sustainability.

The aforementioned mid-term evaluations have been carried out amidst the backdrop of an institutional context that is both rich and varied, and where several UN organizations, working hand in hand with governmental agencies and civil society, cooperate in an attempt to achieve priority development objectives at the local, regional, and national levels. Thus the mid-term evaluations have been conducted in line with the principles outlined in the Evaluation network of the Development Assistant Committee (DAC) - as well as those of the United Nations Evaluation Group (UNEG). In this respect, the evaluation process included a reference group comprising the main stakeholders involved in the joint programme, who were active participants in decisions making during all stages of the evaluation; design, implementation, dissemination and improvement phase.

The analysis contained in the mid-term evaluation focuses on the joint program at its mid-term point of implementation- approximately 18 months after it was launched. Bearing in mind the limited time period for implementation of the programs (3 years at most), the mid-term evaluations have been devised to serve as short-term evaluation exercises. This has limited the scope and depth of the evaluation in comparison to a more standard evaluation exercise that would take much longer time and resources to be conducted. Yet it is clearly focusing on the utility and use of the evaluation as a learning tool to improve the joint programs and widely disseminating lessons learnt.

This exercise is both a first opportunity to constitute an independent "snapshot" of progress made and the challenges posed by initiatives of this nature as regards the 3 objectives being pursued by the MDG-F; the change in living conditions for the various populations vis-à-vis the Millennium Development Goals, the improved quality in terms of assistance provided in line with the terms and conditions outlined by the Declaration of Paris as well as progress made regarding the reform of the United Nations system following the "Delivering as One" initiative.

As a direct result of such mid-term evaluation processes, plans aimed at improving each joint program have been drafted and as such, the recommendations contained in the report have now become specific initiatives, seeking to improve upon implementation of all joint programs evaluated, which are closely monitored by the MDG-F Secretariat.

Conscious of the individual and collective efforts deployed to successfully perform this mid-term evaluation, we would like to thank all partners involved and to dedicate this current document to all those who have contributed to the drafting of the same and who have helped it become a reality (members of the reference group, the teams comprising the governmental agencies, the joint program team, consultants, beneficiaries, local authorities, the team from the Secretariat as well as a wide range of institutions and individuals from the public and private sectors). Once again, our heartfelt thanks.

The analysis and recommendations of this evaluation report do not necessarily reflect the views of the MDG-F Secretariat.



MID-TERM EVALUATION REPORT

**GROWTH WITH DECENT WORK FOR ALL: NATIONAL YOUTH EMPLOYMENT
PROGRAMME & PILOT IMPLEMENTATION IN ANTALYA**

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1. LIST OF ACRONYMS & ABBREVIATIONS

AA	Administrative Agent
ANFAŞ	International Expo Centre Antalya
AGRI	Ministry of Agriculture and Rural Affairs
ANSIAD	Association of Industrialists & Businessmen of Antalya
BATEM	Akdeniz University and West Mediterranean Agricultural Research Institute
DENTUR	Turkish association for the development of yacht tourism and yacht building
DISK	Confederation of Progressive Trade Unions of Turkey
DRR	Deputy Resident Representative
EU	European Union
FAO	UN Food & Agriculture Organization
FDI	Foreign direct Investment
GDP	Gross domestic product
HAK-IS	Confederation of Turkish Real Trade Unions
ILO	International Labor Organization
IOM	International Organization for Migration
IR	Inception Report
ISKUR	Turkish Employment Organization
JP	Joint Programme
JPM	Joint Programme Manager
JPSM	Joint Programme Site Manager
JPT	Joint Programme Team
LQ	Location quotient
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MDG-F	Millennium Development Goals Achievement Fund
MICE	Meetings, incentives, conventions and exhibitions
MOD	Ministry of Development (<i>former: State Planning Organization-SPO</i>)
MoL	Ministry of Labor and Social Security
MoNE	Ministry of National Education
NACE	Nomenclature of economic activity
NGO	Nongovernmental organisation
NPG	Natural petroleum gas
NSC	National Steering Committee
NTT	National Technical Team
NYEAP	National Youth Employment Action Plan
OIZ	Organised industrial zone
PEVTB	Provincial Employment and Vocational Training Board
PMC	Programme Management Committee
RC	Resident Coordinator
SGK	The Provisional Directorate of Social Security
SMART	Specific - Measurable - Achievable - Relevant - Timely
SPO	State Planning Organization (<i>as of July 2011, Ministry of Development – MOD</i>)
SWOT	Strengths, weaknesses, opportunities, threats
TAGEM	General Directorate of Agricultural Research
TEDGEM	
TISK	Turkish Confederation of Employer Associations
TOBB	Women Entrepreneurship Board
TOR	Terms of reference
ToT	Training of Trainers
TÜGEM	
TURK-IS	Confederation of Turkish Trade Unions
TURKSTAT	Turkish Statistical Institute
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNJP	United Nations Joint Program
UNJP-YEM	UN Joint Programme on Youth, Employment and Migration entitled 'Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya'
WTO	World Trade Organisation

2. LIST OF TABLES

Table (1): Evaluation remarks on the M&E framework as outlined in report-2

Table (2): Achievement of expected outputs

3. EXECUTIVE SUMMARY

In June 2011, The UNDP-Spain MDG Achievement Fund (MDG-F) contracted the Independent Consultant for the mid-term assessment of the Growth with Decent Work for All: National Youth Employment Program and Pilot Implementation in Antalya.¹ (UNJP-YEM Turkey). It has been executed jointly by the United Nations Organizations: ILO, IOM, FAO and UNDP in cooperation with The National Employment Agency (İŞKUR).

The aim of the UNJP-YEM Turkey is to reduce youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labor force. This will be achieved through improved capacities at national and local levels to design and implement employment interventions for unemployed youth and young women.

The evaluation seeks to improve implementation of the joint programmes during their second phase of implementation and to generate knowledge; identifying best practices and lessons learned that could be transferred to other programmes. It focuses on the programme's design quality, its internal coherence (needs and problems it seeks to solve), its external coherence with the UNDAF, the Turkish Development Strategies and the Millennium Development Goals, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action. It also assesses the efficiency of its management model and its effectiveness and its contribution to the objectives of the Youth Employment and Migration thematic window, and the Turkish Millennium Development Goals.

The Evaluation Consultant adopted a participatory approach in all phases of planning and execution of the evaluation exercise. The field work was conducted during the period of May 31st. – June 17th. 2011.

PROGRAMME'S DESIGN QUALITY AND INTERNAL COHERENCE

Despite an impressive annual economic growth rate that have that exceeded 7% since 2002, the Turkish economy suffers from a mismatch between the national economic growth and employment generation; leading to a systematic problem of youth and women's unemployment particularly in migrants receiving cities. The Turkish national unemployment rate remains around 10%. With the 15-24 age groups of youth, youth unemployment rate is almost doubled (19%) and the labor participation rate of women in the same age group as low as 25%, the internal migration pattern coupled with lack of education, skills and work experience for migrant youth and women create an informal employment situation with all its attendant problems associated with indecent work conditions.

UNJP-YEM Turkey addresses a well-defined problem and its causes: income deprivation, unemployment and jobless growth that have characterized the country's economic expansion and increased migration of young less educated youth aged 15-24, women with less access to resources and information due to their social exclusion or closed social environment, agricultural workers and people with disabilities to urban cities. UNJP-YEM Turkey is, therefore highly relevant.

UNJP-YEM Turkey seeks to promote formal, decent and continuous employment through strengthening the capacities at national and local (Antalya region) levels to design and implement employment interventions for vulnerable communities and young women.

At national level the UNJP-YEM is expected to create and implement a National Youth Employment Action Plan (NYEAP) that will lay the policy, budgetary and institutional framework for this objective. At local/pilot area of Antalya level UNJP-YEM is expected to analyze the emerging sectors in the pilot region of Antalya with higher competitive

¹ More information on UN Joint Programme can be accessed via: <http://www.genclik.mdgf-tr.org>

advantage and potential to create new employment opportunities, support the implementation of active employment policies through İŞKUR and the Provincial Employment & Vocational Training Board, improve the capacities of local authorities to increase employment rates among migrants, increase the outreach for unemployed youth and promote İŞKUR services. It would also, contribute to economic growth to the creation of decent work for the most vulnerable in the labor market.

As such, UNJP-YEM Turkey reflects the Turkish Government, MDG-F and the UN recognition that reducing youth unemployment among vulnerable young members of migrant families and increasing the participation of young women in the labor force through placements of young unemployed (age 15-24) into decent jobs would contribute directly to the progress of Turkey in achieving Millennium Development Goals (MDGs), particularly Goals (1): eradicate extreme poverty and hunger and MDG (3): Promote gender equality and empower women and particularly to the realization of the MDG targets of Turkey 1.B and 3.2. UNJP-YEM is, also a programmatic follow up of UNDAF commitment to support the Government of Turkey in formulating and activating social and economic development policies in favor of the poor through partnerships with civil society and the private sector. In addition, it contributes to the results: 2, 4, 5, 6 and 7 of The United Nations Development Cooperation Strategy for Turkey–UNDCS (2011-2015). And more importantly, supports the vision of the Turkish ninth development plan (2007-2013): “Turkey, a country of information society, growing in stability, sharing more equitably, globally competitive and fully completed her coherence with the European Union”. In this Plan, increasing employment is identified as major pillar to improving the labor market besides increasing the sensitivity of education to labor market and developing active labor policies.

While performing-as-one, the commitment of UN and Turkey as the partner country appears to be in good consistency with Paris Declaration and Accra Agenda for Action. The design and implementation performance of UNJP-YEM Turkey appears, also to be in good consistency with the five principles of Paris Declaration on Aid effectiveness: it is relevant to the national government. Local partners are committed and involved in the implementation process of UNJP-YEM Turkey. They form a local network that could support its sustainability if the programme management seeks to form and strengthen partnerships further. Both MDG-F and the UN have been working together to establish mutually agreed, harmonized and effective design for UNJP-YEM Turkey that allows participating UN agencies to work together to avoid duplication of its interventions using same processes and one monitoring framework of UNJP-YEM Turkey. Strengthening the M&E efforts/function can, however provide strong supportive environment for sustainable implementation of İŞKUR future activities. MDG-F, the UN and the main institutional beneficiary (İŞKUR) are accountable for the UNJP-YEM Turkey results. These results are needs to be clearly shared between participating UN agencies and other İŞKUR partners in the pilot province of Antalya.

MANAGEMENT EFFICIENCY

The participating UN Organizations: ILO, IOM, FAO and UNDP in cooperation with The National Employment Agency (İŞKUR) were actively involved in coordinating and steering UNJP-YEM Turkey. The overall coordination of the MDGF JPs in Turkey is the responsibility of the Ministry of Development (MOD).² Which is the national agency mandated with planning and monitoring of MDG strategies and outcomes for the country and also responsible for the alignment of UNJP-YEM outputs to national strategies. The UN Resident Coordinator (RC) in Turkey have successfully facilitated and supported a coordinated multidisciplinary approach to manage the implementation of the UNJP-YEM Turkey. The

² Formerly: SPO-State Planning Organization

coordination of UNJP-YEM implementation is the responsibility of İSKUR/Ministry of Labor with the assistance of the UN participating agencies (UNDP, ILO, FAO and IOM). In order to coordinate the implementation of the UNJP-YEM among them and ensure its consistency, an ad hoc UN Coordination Committee meetings are held regularly; particularly before the National steering Committee (NSC) meetings to prepare and ensure smooth implementation of the UNJP-YEM. The steering of the UNJP-YEM is jointly managed by the NSC and the UN Resident Coordinator (RC). NSC oversees all MDG-F joint programs in Turkey in semi-annual meetings; providing programmatic and fiduciary oversight to ensure efficient coordinated functioning and implementation of the UNJP activities. The operational coordination of UNJP-YEM is the responsibility of the Programme Management Committee (PMC). It is composed of the participating UN Agencies (UNDP, ILO, FAO and IOM), İŞKUR General Directorate, Antalya Governorate (who is also the chair of the Provincial Employment and Vocational Training Board in Antalya) and TURKSTAT and chaired by the UN Resident Coordinator (RC) or his/her representative. The PMC meets quarterly. Each designated UN Agency has been solely responsible for the implementation of its activities under its respective outputs in close coordination with the implementing agency: İŞKUR.

These management arrangements have been efficient. It allowed for coordinated functioning of UNJP-YEM activities without any overlapping roles and responsibilities. The ad hoc UN Coordination Committee meetings offers an opportunity for increased efficiencies of the participating UN agencies and allows for proper preparation of the National steering Committee (NSC) meetings and ensures smooth operation. NSC, on the other hand provides for a results-sharing platform which enhances transparency through increased information flow and exchange, provides oversight and effectively ensures increased implementation rates. Its meetings were timely semi-annually. Smooth operation of the programme have been, however affected by high staff turnover; especially Antalya Site Manager.

EFFECTIVENESS of UNJP-YEM TURKEY

UNJP-YEM Turkey is expected to achieve five results:

1. Creation and implementation of a National Youth Employment Action Plan
2. Implementation of active employment policies on a local level through İŞKUR and the Provincial Employment and Vocational Training Boards
3. Increasing the employment rates among youth in Turkey's highest migration receiving province Antalya
4. Improving capacities of İŞKUR and local authorities in Antalya to provide support and outreach for unemployed youth who have limited access to their services
5. Identifying sectors with competitive advantages in Antalya in order to create new employment opportunities and to boost the local economy.

Results (1), (4) and (5) have been partially achieved.

- f The preparation of NYEAP draft is still a work in progress and launching it postponed to after national election to ensure involvement of the new ministerial teams and launch of the National Employment Strategy. Inter-institutional coordination enhanced through the formation and increasing the capacity of NTT for the formulation & implementation of the National Youth Employment Action Plan (NYEAP) and development of future programs.
- f To provide support and outreach for unemployed youth who have limited access to its services, UNJP-YEM Turkey executed reliable labor market research and developed communication strategy to increase awareness on İSKUR & its service for unemployed youth & employers.
- f UNJP-YEM Turkey enhanced the capacities of the national and local institutions to developing methods / National Models such as the Occupational outlook (İSKUR, social partners & employer organization), the Sector scan (identification of strategic

priority sectors in Antalya and the Quantitative & qualitative research on monitoring of migration impact on local labor market and employment (ISKUR, TURKSTAT & Academia). Also, UNJP-YEM enhanced capacities of ISKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. (e.g. capacity Development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan, training on migration management for ISKUR, Provincial Employment Board & Employer Organization, and the vocational training on Cut flower). In addition to ISKUR-counselor's Training of Trainer's Workshops (in job counseling, matching and placement, life skills training) for which only first two modules of were developed and delivered. It focused mainly on providing participants with knowledge that most of them already know and was not customized for ISKUR setting and Staff. It lacks teaching skills and practices (e.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs.

- f UNJP-YEM Turkey assisted ISKUR in identifying the strategic and emerging/priority sectors in Antalya that are alternative to tourism and presenting employment opportunities. The sector scan study introduced a model that can be replicated at national level to assess potential local sectors using a participatory approach (e.g. facilitated workshops, using SWOT analysis and benchmarking). The exercise was concluded by the final workshop held on November 26th, 2010 in which 3 priority sectors were selected: seed processing, processed food, acclimatization equipment and yacht building. Only the cut flower sector was accepted by representatives for clustering because of the availability of local ownership which led to a revision in the priority list. BAKA supported the priority list but introduced a list of five sectors to be promoted: health, tourism, yachting, and manufacturing and solar energy sectors with possible co-funding which caused a delay in the clustering process. Only the cut-flower sector is undergoing the development of cluster road map, both pre-feasibility and feasibility studies and the implementation for developing selected clusters.

All studies and tools developed are built on best practiced models, solid theoretical background and uses relevant qualitative and quantitative research techniques and thorough analysis to develop replicable tools and research models that improves decision-making and programming. Still, the quality of design and delivery of capacity building activities requires further attention and customization for ISKUR setting and Staff. All training courses needs to include teaching/trainer skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs.

Strengthening partnerships between ISKUR and local Antalya stakeholders is crucial to achieving UNJP-YEM results and sustaining it.

Enhancing process and outcome monitoring and evaluation is equally important in order to increase accountability, hence improved quality of UNJP-YEM results.

LESSONS LEARNED

- f Identification of priority areas that validates the national policy and focused design supports UNJP-YEM implementation and keeps the momentum going especially when there is wider representation of government institutions and civil society
- f The tendency that each participating UN Agency being solely responsible for the implementation of its own activities under its respective outputs can lead to

inconsistency and loss of purpose (e.g. as when each of UNDP, ILO and IOM shared the design of one of the three modules to deliver İSKUR training of trainers workshops (job counseling, matching and placement and life skills training. Then, there was lack of integration and customization in the design of capacity building modules for which teaching skills and practice teaching module was missing and led to repeated modules in the design of the first two workshops). Coordination ensures consistency and understanding of purpose.

- f* Absence of established M&E function, roles & responsibilities for data, analysis, reporting Leads to lacking work plans for the participating UN agencies (e.g. at process level) which creates ambiguities and challenges in terms of M&E information flow for the JPM who relies entirely on his own workable tools to remind the JPT of milestone and activities with no clear responsibility from the part of team members.
- f* Enabling communication of a shared vision and understanding through the development of a common language is essential for building trust among stakeholders.
- f* Flexible results-oriented reporting formats that reflect the needs of different stakeholders (e.g. clearly shows progress towards the achievement of the outcome) facilitates sharing UNJP-YEM information on lessons learned from the experience of its implementation.
- f* Strong partnership's initiative required facilitation & management support in order to move planning & implementation forward through increasing the efficiency of all stakeholders and leverage of their resources.
- f* Exit strategy is required sometimes to ensure better functioning, better quality implementation of capacity building activities and transfer of competencies.

RECOMMENDATIONS

- f* İSKUR / UN engagement present an effective case of partnership that promotes a multi-stakeholders approach, uses sustainable consultative planning processes and effective facilitation to promote understanding, collaboration and cooperation among partners. It needs to be replicated. This is recommended not only during planning but also during implementation. Monitoring and evaluation of the process of partnerships and its performance is equally important in order to learn and sustain the outputs of UNJP-YEM in Turkey.
- f* Strengthens İSKUR capacity to use effective facilitation mechanisms that may require the following involving local facilitator(s), creating a mechanism and credibility for the partnership through formal or informal mandate, increasing representation of private sector, Adopting a balanced participation mechanism to carry out specific participatory processes, sustaining partnership(s) with champions from both the government and private sector and reaching out larger number of employers and building trust with the business community using a social marketing framework in order to achieve and sustain İSKUR objectives
- f* The TOT is a critical element for the sustainability of UNDP-YEM Turkey. There is a need therefore to customize to İSKUR setting and needs of İSKUR staff. It may include redesign it to provide a trainer manual and a separate trainee's manual by considering a fourth module specifically focusing on teaching and training skills using available course material. The three trainers could participate in such fourth in order to provide participants with necessary feedback during the practice of learned presentation and teaching skills.
- f* Assess capacity building activities in order to ensure its effectiveness and impacts in terms of participants satisfaction, learning and application and impact on İSKUR
- f* Ensure active communication the form of frequent interactions between İSKUR partners. Revisit the existing communication strategy and make it more structured and that it

prioritizes key messages, existing partnership outputs and impact on targeted beneficiaries and providing opportunities to increase the commitment to the partnership.

- f* Regular reporting needs to be supported by maintaining of accurate records that document the process and implementation of activities should be important. This would allow the implementation process find the right path towards achieving its stated goals and learn from on-going progress.
- f* Review and revise UNJP-YEM monitoring framework, reformulate its results, corresponding indicators and assumptions and expand it to include assessment of UNJP-YEM partnership(s) and executed capacity building activities. This requires, also reviewing its logical framework as well.
- f* Establishing a monitoring & evaluation function would allow for increased accountability, hence quality of outputs.
- f* ISKUR needs to develop an effective & sustainable results-based management system aiming at improving management effectiveness and accountability of NYEAP through a consultative process. It requires defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. It needs to be appropriate to the demand of all stakeholders involved. This will entail the design of a Performance Measurement Framework (PMF), Evaluation system, performance reporting mechanism, capacity building & support of organizational processes and dedicated core organizational resources for regular data collection, analysis and reporting for results. It may include, also M&E policies and procedures for learning and decision making.
- f* UNJP-YEM Turkey has successfully executed a number of activities that contributed positively to the sustainability of its results. Developing a sustainability strategy can equally provide a road map for ISKUR to sustain its activities and replicate Antalya model. In order to ensure better functioning, better capacity building, transfer of competencies and replication of Antalya model. A phased approach to exit would, therefore reinforce UNJP-YEM Turkey in the mid-term and an extension of the program for six Months is, equally recommended particularly to ensure the quality of capacity building activities (e.g. TOT for ISKUR staff and training provided for other partners), provide additional module to enable participants to enhance their teaching, facilitation and counseling skills. In addition to assessing executed capacity building activities and vocational training. This requires developing an exit strategy to reinforce the proposed sustainability strategy.

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5. INTRODUCTION

The UNDP-Spain MDG Achievement Fund (MDG-F) started in December 2006 following the signing of a UNDP and the Government of Spain agreement to programme €528 million through the UN development system towards key MDGs and related development goals. This contribution made it possible for MDG-F to accelerate progress towards attainment of the MDGs by funding innovative programmes that have an impact on the population and potential for duplication in eight thematic windows: Democratic governance; gender equality; basic social needs including youth, employment and migration; economic and private sector development; environment and climate change; conflict prevention and peace building; cultural diversity and development; private sector children and nutrition and gender and women's empowerment.

The Fund operates through UN Country Teams. It promotes increased inter-agency coherence and effectiveness in development interventions through collaboration among UN agencies, using a joint programme mode. Currently, MDG-F approved 128 joint programmes in 49 countries that support policies and promise high impact, scaling-up of successful models and innovations in development practice.

In Turkey, the MDG-F 1928 - Growth with Decent Work for All: National Youth Employment Programme and Pilot Implementation in Antalya (UNJP_YEM Turkey).³; Budget: USD 3.98 million has been executed by the United Nations Organizations: ILO, IOM, FAO and UNDP in cooperation with The National Employment Agency (İŞKUR).

The aim of the UNJP-YEM Turkey is to reduce youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labour force. This will be achieved through improved capacities at national and local levels to design and implement employment interventions for vulnerable communities and young women. A National Youth Employment Action Plan (NYEAP) will lay the policy, budgetary and institutional framework for this objective. UNJP-YEM will result in increasing the percentage in placements of young unemployed (age 15-24) into decent jobs; and the percentage of women among them. In that respect, the Programme seeks to achieve the following:

- f Creation and implementation of a National Youth Employment Action Plan;
- f Implementation of active employment policies on a local level through İŞKUR and the Provincial Employment and Vocational Training Boards;
- f Improving capacities of İŞKUR and local authorities in Antalya to provide support and outreach for unemployed youth who have limited access to their services;
- f Identifying sectors with competitive advantages in Antalya in order to create new employment opportunities and to boost the local economy.
- f Increasing the employment rates among youth in Turkey's highest migration receiving province Antalya.

5.1 Evaluation Rationale

From its inception, MDG-F Secretariat developed the MDG-F Monitoring and Evaluation Strategy (MDG-F M&E strategy) which is based on the principles and standards of UNEG and OECD/DAC regarding evaluation quality and independence. According to the MDG-F M&E strategy and

³ More information on UN Joint Programme can be accessed via: <http://www.genclik.mdgf-tr.org>

Programme Implementation Guidelines, each programme team is responsible for designing an M&E system for each joint programme, establishing baselines for (quantitative and qualitative) indicators and a final evaluation with a summative focus. MDG-F M&E strategy have envisage undertaking a mid-term evaluation for all joint programmes that lasts for longer than two years to support learning from the experience of the implemented joint programmes. Therefore, the MDG-F Secretariat is commissioning this mid-term evaluation. It is of a formative focus and seeks to:

- f* Improve implementation of the joint programmes during their second phase of implementation.
- f* Generate knowledge, identifying best practices and lessons learned that could be transferred to other programmes.

5.2 Purpose of the Evaluation

The global objective of the assignment is to carry out a mid-term evaluation to assess the performance of the UNJP-YEM Turkey. It has three specific objectives:

1. To discover the programme's design quality and internal coherence (needs and problems it seeks to solve) and its external coherence with the UNDAF, the National Development Strategies and the Millennium Development Goals, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.
2. To understand how the joint programme operates and assess the efficiency of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks within the One UN framework.
3. To identify the programme's degree of effectiveness among its participants, its contribution to the objectives of the Youth Employment and Migration thematic window, and the Millennium Development Goals at the local and/or country level.

Scope of Work

The Evaluation consultant performed the assessment for UNJP-YEM Turkey based on the terms of reference designed by the MDG-F Secretariat for the thematic window of Youth and Employment for which the UNJP-YEM Turkey is related. He assessed its design, process and results as represented in Appendix (1) that shows the evaluation scope of work and key issues addressed in the Terms of Reference.

Use of Evaluation Results

The MDG-F M&E strategy builds on the information needs and interests of the different stakeholders while pursuing a balance between their accountability and learning purposes. The strategy states the main objectives of the mid-term evaluation as:

1. To learn from and improve joint programmes to attain development results.
2. To determine the worth and merit of joint programmes towards progress in the MDGS, human development and the generation of public policies focusing on its design, process and results.

3. To obtain and compile knowledge and lessons learned obtained from these development interventions and use them as a major input in the process of designing and implementing interventions that aim to have an impact on the MDGs, Paris Declaration principles and One UN.

Main users of the evaluation

The conclusions and recommendations generated by this evaluation will be addressed to its main users: the Evaluation Reference Group which includes the Programme Management Committee (PMC), the National Steering Committee (NSC) and MDG-F Secretariat.

5.3 Evaluation Approach & Methodology

As consistent with the scope of work for the evaluation, the Evaluation Consultant followed a participatory stakeholder-driven approach throughout. Stakeholders (beneficiaries, project staff, decisions makers, UN agencies, the Embassy of Spain and MDG-F secretariat) were involved during the implementation of the evaluation exercise. This created a sense of ownership of assessment results on their part and developed a more open relationship between them during the evaluation exercise. Procedures of the evaluation were responsive; permitting redirection and revision as appropriate. Differing stakeholders' viewpoints, values, beliefs, needs, and interests were incorporated in order to present complete and accurate picture of UNJP_YEM Turkey in the context of the MDG-F strategy.

5.4 Constraints and limitations on the evaluation study

Collection of monitoring information was performed by the JPM for regular reporting purpose as required by MDG-F/funder. There was no staff person having dedicated duties and responsibility to regularly collect data, analyze and document monitoring information and regularly documents activity reports, shares information on activities as required, provides reports for management steering purposes, disseminate information on the UNJP-YEM operations and shares information on activities as required by stakeholders. The monitoring function was, therefore absent. As a result, some of the information related particularly to the capacity building activities and events assessment reports were not readily available (e.g. end of workshop or study visit report and other end of training workshops).

5.5 Mission

The field work was conducted during the period of May 31st. 2009 – June 17th. 2011. Specifically, the Evaluation Consultant visited Ankara and Antalya province during the evaluation exercise.

5.6 Structure of the Evaluation Report

This final report includes the following sections:

1. **An executive summary** that will give a brief description of the project, the context & purpose of the evaluation and ends up with the main conclusions, recommendations & lessons learned.
2. **A description of the UNJP_YEM Turkey** including its background and the hypothesis of change in it showing the start & duration of the project, problems the project seeking to address, its objectives & expected results as well as its main stakeholders.
3. **An analysis and review of UNJP_YEM Turkey performance** at the levels of design, process and results outlining the relevance and ownership in the design of UNJP, efficiency and ownership in the process, effectiveness and sustainability of its results
4. **Conclusions** are, then drawn from the findings. It focuses on the most significant achievements; showing what the direct consequences are.
5. **Challenges and lessons learned** are then outlined to highlight the best and worst practices in addressing issues relating to factors that contributed or hindered attainment of project objectives, opportunities for improvements, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation.
6. **Recommendations:** Based on the evidence presented in previous sections, specific recommendations, which may need to be implemented to facilitate effective implementation and allow UNJP_YEM Turkey to move ahead towards the expected programme results.
7. **Relevant annexes** containing the evaluation Scope and key issues addressed, migration in Turkey, UNJP-YEM Turkey results, its indicators, assumptions & activities, anticipated Risks, Assumptions and Risk Mitigation Strategy, terms of Reference for the Independent Mid-Term Evaluation and persons interviewed.

6. DESCRIPTION OF THE INTERVENTIONS CARRIED OUT

6.1 Programme background

MDG-F 1928 - Growth With Decent Work For All: National Youth Employment Programme And Pilot Implementation in Antalya (UNJP_YEM Turkey) started in October 2009 as a Joint Programme (JP) following the signing of UNDP/MDG-F agreement that established an overall framework for collaboration between the UN organizations: United Nations Development Programme (UNDP), ILO (International Labour Organization), IOM (International Organization for Migration), FAO (Food and Agriculture Organization of United Nations) and the Turkish Employment Organization General Directorate (İŞKUR) and its Provincial Directorate in Antalya. MDG-F provided funding of USD 3.98 million in order to address social exclusion and inequality issues in Turkey through increasing youth employment among vulnerable young members of migrant families and the participation of young women in the labor force. UNJP_YEM Turkey is expected to improve capacities at both national and local levels. At the national policy level, the Joint Program will improve the capacities of İŞKUR and the Provincial Employment and Vocational Training Board, resulting in a National Youth Employment Action Plan. At the local level, the Joint Program will ensure the effective delivery of employment and aid in improving the coordination between the labour force supply and demand in Antalya. UNJP-YEM provides a model to global efforts to link economic growth to the creation of decent work for those most vulnerable in the labor force. It aims at reducing unemployment amongst Turkish youth and increasing the participation of young women in the labour force. The target of the UNJP-YEM is to increase the percentage in placements of young unemployed people into decent jobs. UNJP_YEM Turkey will end in September of 2012.

6.2 Hypothesis of change in the programme

The UNJP_YEM Turkey addresses social exclusion and inequality to reduce youth unemployment among vulnerable young members of migrant families and to increase the participation of young women in the labour force through improved capacities at national and local levels. A National Youth Employment Action Plan that lays the policy, budgetary and institutional framework for this objective is in its final approval stage. At local Antalya level, the UNJP_YEM Turkey will provide a model to national efforts to link the Turkish economic growth to decent work.

6.2.1 Justification of UNJP_YEM Turkey

Problem addressed

Despite an impressive annual economic growth rate that have, on average that exceeded 7% since 2002, the Turkish economy suffers from a mismatch between the national economic growth and employment generation; leading to a systematic problem of youth and women's unemployment. The national unemployment rate remained around 10%. Within the 15-24 age group of youth, Youth unemployment rate is almost doubled (19%) and the labour participation rate of women in the same group is considerably lower (25%) than for men (52%).

Following the global economic crisis, this mismatch between Turkey's economic growth and job creation has been even worsened. In 2009, the national unemployment rate increased to 13.4% and youth employment rate reached 24.3%. According to the TURKSTAT website,⁴ the national unemployment rate in 2011 is reduced to 9.4%. However, the National labor force participation rate (LFPR) reached 50, 5 % with 1.1 percentage points increase compared to the same period of the previous year. LFPR amounts to 72 % with 0, 8 percentage points increase for male compared to the same period of the previous year and reached 29, 8 % with 1, 4 percentage points increase for female. The age group of 15-24 comprises 16, 6 % of the total labor force. Labor force participation rate of persons having education below high school was 70,1 % for male while it was 26,5 % for female and labor force participation rate of persons with higher education was 85,4 % for male and 70,8 % for female.

Still, when employment prospects become bleak, it is the first-time market entrants like women and the young who have problems finding jobs, given their lack of education, skills and work experience coupled with the current demographic situation in Turkey and the internal migration pattern, the situation is made conducive to informal employment, with all its attendant problems associated with indecent work conditions.

Causes of the problem

At national level, youth and women unemployment is associated with four developmental challenges

1. The demographic situation: slow pace of employment generation due to the higher rate of increase in the working age population that is faster than the rate of employment creation during the last decade.
2. Rural-urban migration of young age: half of the increase in urban population (9 million) between 1990-2000 came directly from rural areas; of them some 70% was of 10-29 year olds in search of better job opportunities.
3. The seasonal and informal nature of youth employment due to relatively low level of skills and education that urban markets demand. Young men work seasonally in construction and tourism sectors. Young women, who were unpaid family workers in agriculture and who are beyond the schooling age, generally stop participating in the labor market when they move to the cities. Those women who do participate are likely to be employed informally in low-paid personal services like house cleaning. They work until they get married, after which they tend to drop out of the labor force.
4. The low participation rate of women in the labor force because it is harder for young women to find a formal employment than men. According to the latest TURKSTAT data (June 2008), labor force participation rates for women and men are, respectively, 27% and 73%. When female participation rates increase with increasing education of the newly urbanized labor force, this will, however, create a problem of another kind. Since the urban economy will not be able to absorb the new entrants, the urban unemployment problem will be exacerbated, at least initially. This problem is expected to hit its peak around 2020 before demographic pressures start to ease. There is, therefore, urgency to implement pilot employment projects for this segment of young workers in migration receiving cities. These projects need to be designed and

⁴ <http://www.turkstat.gov.tr>

implemented in the specific context of Turkey so that İŞKUR can afterwards utilize the experience gained in other localities.

Internal migration is, therefore an important factor to be considered when analyzing youth and employment in Turkey. Youth migrate to work in construction or service sector; particularly tourism. According to the Addressed Based Population Registration System (ADNKS) introduced in 2007, 40-45% of unemployed youth in rural areas do migrate. Based on the 2000 Census, migration is actually more typical for those who have experienced longer education, and that migration does not necessarily result in unemployment. The age composition does not show major differences for men and women. Typically men migrate when they are unmarried, while women usually migrate when married. The characteristics of migrants in terms of age and gender, education level and employability as Appendix (2): migration in Turkey shows Job opportunities for youth, especially when the level of education is low. This allows youth to enter the labor market only in low paid and unskilled jobs and often in the informal economy. For girls/young women: migration to the city is perceived as a way to live independent. Young women frequently use marriage as a way to fulfill such expectations.

In Antalya, İŞKUR does not have any specific strategies to increase women's participation in the labour force. The data available are not disaggregated for gender. In addition, the e-Employment Project of İŞKUR allows many people to reach İŞKUR services online. These services include registration, monitoring of labour demand and supply, etc. However, the awareness about this facility at the local level is also limited. The pilot region of Antalya suffers, on the other hand from:

- f* High levels of migration among young population
- f* Mismatch between demand for skilled labour in the emerging growing sectors and the labour supply
- f* Seasonal employment opportunities in the predominance tourism sector
- f* Industrial sector is vulnerable to labour variation due to loss of labour moving seasonally to the predominance tourism sector make industries in Antalya vulnerable to labour variations and force it to operate below capacity
- f* Most of the target group (i.e. unemployed population, including youth and women as well as private sector representatives/employers) are unaware of İŞKUR services and have limited access to İŞKUR. Industry and business sector contact with İŞKUR is seriously limited and these businesses do not traditionally benefit from İŞKUR services.

Effects of the problem

Informal, seasonal and indecent youth and women employment leading to increased poverty

6.2.2 Pathway to change

As such, the most vulnerable groups in the labor market are the less educated youth from low income, migrant families and young women with less access to resources and information due to their social exclusion or closed social environment. They are in need to targeted interventions that aim at reducing youth unemployment among vulnerable young members of migrant families and increasing the participation of young women in the labor force. This is the rationale for the UNJP-YEM Turkey targeting of unemployed youth (age group 15-24), including young women and migrant youth as the program beneficiaries.

UNJP-YEM Turkey therefore seeks to promote formal, decent and continuous employment through strengthening the capacities at national and local (Antalya region) levels to design and implement employment interventions for vulnerable communities and young women.

- f* At national level the UNJP-YEM is expected to create and implement a National Youth Employment Action Plan will lay the policy, budgetary and institutional framework for this objective,
- f* At local level UNJP-YEM is expected to analyze the emerging sectors in the pilot region of Antalya with higher competitive advantage and potential to create new employment opportunities (i.e. tourism, greenhouse production, agriculture and light industry), support the implementation of active employment policies through İŞKUR and the Provincial Employment & Vocational Training Board, improve the capacities of local authorities to increase employment rates among migrants, increase the outreach for unemployed youth and promote İŞKUR services

Decent work is central to equitable, inclusive and sustainable development. It involves women and men workers benefiting from fundamental principles and rights at work, having access to equal employment and income opportunities, social security, social dialogue reflecting the concerns of the Turkish Government, workers and employers.

Antalya is, on the other hand one of the more populated provinces of Turkey. It is a suitable pilot area and would provide valuable inputs to policy makers and implementers and a model for replication in other provinces. Antalya is a high migration receiving province, available jobs are unsustainable and the income generating sector is mostly limited to tourism despite a high presence of three different sectoral environments similar to other migration receiving provinces; i.e. greenhouse production (similar to provinces such as Isparta) and agriculture (Mersin), tourism (as in Mugla and Izmir) and light industry (similar to Izmir and Aydın).

6.2.3 Beneficiaries

1. The **direct beneficiaries** are around 1200 vulnerable young men and women members of migrant families (age 15-24) who cannot access or benefit from placement services and do not have the employability skills for joining the formal labor market in Antalya. At least, 200 of them are expected to be placed in an employment by the end of the UNJP
2. The **Primary institutional beneficiaries** who are direct recipients of UNJP-YEM interventions at both National and local Antalya levels are the policy makers and partners responsible for the delivery of employment services to men and women youth:
 - f* Turkish Employment Organization- İŞKUR General Directorate as the policy maker and planner responsible for delivery of employment services. It benefits through increased capacity to carry out its mandate.
 - f* İŞKUR Provincial Directorate and staff in Antalya (main implementing partner in Antalya). It benefits through increased capacity to carry out its services.
 - f* Provincial Employment and Vocational Training Board of Antalya and its member organizations (the Governance structure) forming the National Technical Team: Academics, İŞKUR, 4 social partners HAKİS, DISK, TİSK, TÜRKİS, Ministry of Development (MOD), former: State Planning Organization (SPO), Ministry of Education, Ministry of Agriculture, TÜRKSTAT, Youth Employment Association . It benefits with increased capacities and functionality.
3. The **indirect beneficiaries** are some 12 million young men and women in Turkey who

will benefit the National Youth Employment Action Plan adopted and implemented.

6.2.4 Stakeholders

Stakeholders directly affected by UNJP-YEM and/or involved in its activities are broad-based and well defined. Their involvement is still, however confined is only to attending meetings and workshops. In order to support the sustainability of UNJP-YEM Turkey, stronger involvement from the part of stakeholders needs to be considered through strengthening the relationship with stakeholders as one of an effective partnership for a common purpose. The role of UNJP-YEM office in Antalya will then be expected to introduce the UNJP-YEM as credible facilitator who views them as being responsible for providing counterpart valuable resources and involve them in decision-making in a transparent timely manner. Stakeholders include:

1. Main stakeholders directly affected by UNJP-YEM:
 - f* Employers in Antalya who will recruit qualified workers at the end of the vocational training activities;
 - f* Governorate of Antalya;
 - f* Provincial Private Administration;
 - f* Metropolitan Municipality;
 - f* Mediterranean University;
 - f* Provincial Directorate of the Ministry of National Education;
 - f* İŞKUR-Antalya Provincial Directorate;
 - f* Provincial Directorate of Industry and Commerce;
 - f* Antalya Chamber of Commerce and Industry (ATSO);
 - f* Antalya Confederation of Tradesmen and Artisans (E.S.O.B);
 - f* Representative of the Confederation of Turkish Trade Unions (TURKİS);
 - f* Representative of the Turkish Confederation of Employer Associations (TİSK);
 - f* Disabled Confederation of Turkey.
2. Other local government authorities and civil society in Antalya:
 - f* TURKSTAT Regional Directorate in Antalya
 - f* Provincial Directorate of Agriculture and Antalya
 - f* Commodity Exchange (ATB)
 - f* The Provincial Directorate of Social Security (SGK)
 - f* City Council,
 - f* Youth Assembly (which operates under the City Council)
 - f* SME Development Organization (KOSGEB),
 - f* West Mediterranean Agricultural Research Institute (BATEM),
 - f* Association of Industrialists and Businessmen of Antalya (ANSİAD)
 - f* TOBB Women Entrepreneurship Board
 - f* Association for Free Zone Investors in Antalya (ASDER)
 - f* Akdeniz University Entrepreneurship and Business Development Research Center (AKGİM)
 - f* Agriculture Agency,
 - f* Antalya Family Consultants Association,
 - f* Atatürk Technical Vocational School
 - f* The Confederation of Turkish Real Trade Unions (HAKİŞ)
 - f* The Confederation of Progressive Trade Unions (DİSK)
 - f* Kepez Municipality

- f* Antalya Exporters Union (AİB), and
- f* Other representatives from private sector, recommended by İŞKUR Antalya.
- 3. Actors delivering intermediary employment services (e.g. job search, job placement, training and matching job seekers with open vacancies in the local labor market in Antalya:
 - f* Antalya Commodity Exchange (ACE)
 - f* Antalya Metropolitan Municipality
- 4. Curriculum/material developers, training certification body & approval of new curricula
 - f* Ministry of National Education
 - f* Provincial Directorate of the Ministry of National Education
- 5. VET training providers in Antalya including /private firms subcontracted by İSKUR to provide vocational training courses
 - f* Antalya Chamber of Commerce and Industry (ATSO)
 - f* Antalya Provincial Directorate of Agriculture
 - f* West Mediterranean Agriculture Research Institute (BATEM)
 - f* Antalya Organized Industrial Zone
 - f* Antalya Metropolitan Municipality Art and Vocational Training Course Centers (ASMEK)
 - f* Private professional firms subcontracted by İSKUR to provide on-the job/class room training courses (selected through a procurement/contracting process which is managed by İŞKUR according to their QUALITY-BASED SELECTION SYSTEM)
 - $\frac{3}{4}$ Beceri Training Services Ltd.
 - $\frac{3}{4}$ Başaran Training Services Ltd.
 - $\frac{3}{4}$ ABC Training and Consultancy Ltd.
- 6. Technical assistance programmes in the field of employment
 - f* Drafting a National Employment Strategy (Ministry of Labor and Social Security/ İŞKUR)
 - f* Promoting Youth Employment Grant Scheme I and II (EC / İŞKUR)
 - f* Promoting Women's Employment Grant Scheme (EC / İŞKUR)
 - f* Certified Agriculture Workers Project (EC / İŞKUR)
 - f* Strategy Development for Women's Employment Project (The British Council / İŞKUR)
 - f* Support to İŞKUR to Implement Active Labor Market Measures Grant Scheme (AİPP-II) (EC / İŞKUR)
 - f* Enhancing Women's Employment and Raising Awareness on Women's Employment in Turkey (ILO / İŞKUR)
 - f* Higher Education System and Labor Market Project -YOSIP (Ministry of Development / Council of Higher Education-YÖK)
 - f* Impact Evaluation of Vocational Training Programs & policy advice on how to promote Active Labor Market programs (Ministry of Labor and Social Security / İŞKUR & World Bank)

6.2.5 The overall objective of UNJP-YEM.5

To implement employment policies benefiting the poor (vulnerable groups in the labor market) and women within the framework of decent work and social integration

6.2.6 Outcome

To increase decent employment opportunities for vulnerable young members of migrant families and increase the participation of young women in the labor force.

6.2.7 Strategy

Expected outputs

1. A National Youth Employment Action Plan prepared and adopted by İŞKUR
2. Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city, Antalya

Intended outputs

- 1.1 Necessary groundwork and preparations in place to facilitate drafting of NAP.
- 1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process
- 1.3 Migration aspects included in Youth Employment Action Plan and NTT trained on migration management
- 1.4 Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials
- 1.5 Capacities developed for statistical monitoring of youth unemployment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)
- 1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies and programs for youth employment and young women's participation in labor force
- 2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed
- 2.2 Technical and administrative capacities of Antalya İSKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market
- 2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women into Antalya
- 2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors
- 2.5 The labor absorption capacity of the agricultural value chain in Antalya is enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors

⁵ For UNJP-YEM Turkey results, its indicators and assumptions refer to appendix (3)

6.2.8 UNJP-YEM Indicators

In addition to the results indicators formulated to measure the progress towards achieving results, impact indicators are outlined in the inception report at national and local levels as outlined in table (1), there are additional indicators as follows:

At national level UNJP-YEM indicators include:

1. Percentage increase in placements of young unemployed into decent jobs
2. Percentage of women among them, contributing directly to the realization of the localized MDG targets 1B and 3.2

At Antalya local level, the year 2009 has been selected as the base year for measuring UNJP-YEM performance, data collected from İŞKUR-Antalya Provincial Directorate on skills development and VET training programs includes:

1. Number of skills development and VET programs that are offered first time by İSKUR-Antalya in a given calendar year;
2. Total number of skills development and VET programs that are offered by İSKUR-Antalya in a given calendar year;
3. Number of vacancies posted by İSKUR-Antalya in a given calendar year;
4. Number of participants (disaggregated by gender) at skills development and VET programs in a given calendar year;
5. Number of placements (disaggregated by gender) by İSKUR-Antalya in a given calendar year;
6. Placement rate in a given calendar year;
7. Number of skills development and informal VET programs to integrate unemployed in agriculture sector;
8. Number of training program on entrepreneurship;
9. Number of people received career counseling services of İSKUR-Antalya in a given calendar year;
10. Number of clustering initiatives for local economic sectors.

6.2.9 Output Targets

There are no targets identified neither in the project document nor in the monitoring framework annexed to the inception report of the UNJP-YEM. It was only included in the monitoring report (2). Those targets does not, however identify specific planned level of each result to be achieved within the time frame of UNJP-YEM. For review of these targets, please refer to table (1) below.

6.2.10 Anticipated risks, assumptions and mitigation strategy

External assumptions and risks included in the Monitoring Framework are very general without any rationale for using them. They tend to be poorly analyzed. It does not relate to each result and not to the contribution of a result or a number of outputs or the outcome. The two assumptions for the outcome; “The political climate and macro-economic situation remains stable” and “the government remains committed to Program priorities. Government adopts a pro-poor and pro-women approach in employment creation” are repeated for outputs level.

In the inception report (section 4.6), there exist one anticipated Risk (for output 2.5), Assumptions and Risk Mitigation Strategy in which the assumptions and risks are not those found in the Monitoring Framework which adds additional confusion and could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the UNJP-YEM Turkey. For reference, please refer to table (1) and appendix (4).

6.3 Reflections

The review of the above elements of the theory of change indicates the following:

- f* There exist a simple, linear causality. Outputs, outcome and objective of UNJP-YEM are consistent and coherent. They enable a rapid understanding of the broad outline of the programme – linking what the programme is trying to accomplish with how it will be accomplished.
- f* In general, the Programme's intended outputs are logically attributed to each of the two programme's expected outputs. The logical framework available helps and even forces analysis of the relations between programme activities, outputs, outcomes, and the programme objectives at all stages of programme cycle. Also, it allows showing the development hypotheses underlying the project design. However, there is a need to review the formulation of results, the logical framework and its vertical/horizontal relationship further following such review
- f* Most of outputs are formulated as activities rather than programme products or services, as required by the UDDG definitions and guidelines.
- f* Mostly, indicators do not allow the verification of expected changes, nor do they show results relative to what was planned. They are not SMART and, consequently, do not measure performance by noting change over time. There is no consideration to distinguish between indicators separately process/ intended outputs level (e.g. measuring delivery of activities) and outcome/strategic objectives level (e.g. measuring effects on the programme's targeted beneficiaries).
- f* External assumptions and risks included in the Monitoring Framework are very general without any rationale for using them. They tend to be poorly analyzed. It does not relate to each result and not to the contribution of a result or a number of outputs or the outcome. The two assumptions for the outcome; “The political climate and macro-economic situation remains stable” and “the government remains committed to Program priorities. Government adopts a pro-poor and pro-women approach in employment creation” are repeated for outputs level.
- f* The institutional development and capacity building processes are made explicit which is crucial element for sustainability.

For a detailed review and assessment of the formulation of UNJP-YEM results, please refer to table (1) that follows.

Table (1): Evaluation remarks on the M&E framework as outlined in report-2

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
OUTCOME: Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within framework of decent work and social integration (Country Program Outcome 2.1.2, UNDAF)	<i>f Outcome is not UNJP-YEM specific contributing to the Country Program Outcome 2.1.2, UNDAF. It cannot be the 2.1.2 UNDAF itself. It is, therefore cannot be achievable by/with the capacity of the partners of UNJP-YEM</i> <i>f It should be reformulated as a short-to-medium term change in the development condition of young members of migrant families in the labor market</i>	Labor market policies, National Youth Employment Action Plan developed and funding mechanism established to alleviate youth unemployment problem.	<i>f Does not relate to % increase in number of young members of migrant families in the labor market</i>	Labor market policies, National Youth Employment Action Plan developed and funding mechanism established to alleviate youth unemployment problem.	<i>f does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM</i> <i>f Not time specific to show % increase in number of young members of migrant families in the labor market in year x</i>	The political climate and macro-economic situation remains stable. The government remains committed to Program priorities. Government adopts a pro-poor and pro-women approach in employment creation.	<i>External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.</i>
		This JP is also expected to contribute to the MDG targets 1.B.6 and 3.2 listed below: - MDG 1-Target 1.B.6 Proportion of working poor decreased Indicator: Poverty rate of paid workers (wage and salary earners) -MDG 3- Target 3.2 Women's participation in paid employment		National Target 25%			
				National Target 29.6%, 2014			
Output 1: <u>A National Youth Employment Action Plan (NYEAP) prepared and adopted by ISKUR.</u>	<i>f Represents a product but formulated as an indicator. UNJP YEM formulates a draft. Adoption is a measure of progress NOT an output</i>	Youth Employment Action Plan prepared, elaborated and submitted to ISKUR for approval, with budgetary amounts allocated, with a special emphasis for gender equality interventions and the specific needs of young members of migrant families	<i>Good indicator. It's formulation represents the level of progress in drafting NYEAP (preparation & submission for approval)</i>	National Youth Employment Action Plan	<i>f does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM NYEAP is an output delivered... The target should relate to number of NTT meetings, public consultations and background papers prepared within a timeframe</i>	The Government continues to show strong ownership of the Action Plan and that budget allocations are made.	

Table (1): Evaluation remarks on the M&E framework as outlined in report 2 - continued

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
Output 1.1 Necessary groundwork and preparations in place to facilitate drafting of National Employment Action Plan.	<i>f</i> Relates to activities/ tasks to be undertaken to prepare NYEAP	<ul style="list-style-type: none"> A National Technical Team (NTT) established All stakeholders involved in NAP preparations have the skills to prepare a National Employment Action Plan in line with ILO standards 	Milestones for NYEAP preparation: activity indicator	<ul style="list-style-type: none"> National Technical Team established Training programme designed and delivered for NTT 	<i>Key target for NYEAP preparation but lacks timeframe</i>	The Government continues to show strong ownership of the Action Plan and that budget allocations are made.	<i>External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.</i>
Output 1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process	<i>f</i> Formulated as outcome Not planned capacity building events to be delivered	<i>f</i> All stakeholders involved in NAP receive trainings on gender, regional disparities and working poor/decent work by the end of 2010	<i>f</i> More as a target. It identifies specific planned level the result to be achieved within the time frame of UNJP-YEM.	Training programme designed and delivered for NTT	<i>Does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM. Formulated as an output (a planned activity delivered)</i>	Members of the National Technical Team participate to the trainings, workshops and conferences	
Output 1.3 Migration in youth employment aspects included in the Youth Employment Action Plan and National Technical Team trained on migration management	<i>f</i> Combines two results in one output. Represent a target. <i>f</i> Not an output (e.g. product of UNJP_YEM but element of policy adoption as a measure of progress.	<i>f</i> National Employment Action Plan includes specific measures for migrant young men and women and takes into consideration impact of migration on youth employment		NYEAP prepared including specific measures for migrant young men and women and taking into consideration impact of migration on youth employment		Members of the National Technical Team participate to the trainings, workshops and conferences	
Output 1.4. Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials	<i>f</i> Combines two results in one output. Represent a target	<i>f</i> National Employment Action Plan includes specific measures for rural youth and envisages tapping on niche areas in agriculture and agribusiness.		NYEAP prepared including specific measures for rural youth and envisages agriculture and agribusiness.		The Government continues to show strong ownership of the National Employment Action Plan.	
Output 1.5. Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	<i>f</i> Formulated as outcome Not planned capacity building events to be delivered	<i>f</i> More detailed (at 2-digit level) occupational data of the existing labor force. (2-digit occupational and economic activities data of Household Labor Force Surveys (LFS) between 2004-2009 and micro data set of Youth LFS Modular Survey 2009 is processed and released by TURKSTAT.)		2-digit occupational and economic activities data of Household Labor Force Surveys (LFS) between 2004-2009 and micro data set of Youth LFS Modular Survey 2009.	<i>A good target but lacks timeframe</i>	TURKSTAT will incorporate gender, migration and youth components in the survey questionnaire	

Table (1): Evaluation remarks on the M&E framework as outlined in report 2 - continued

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
Output 1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies and programs for youth employment and young women's participation in labor force	<i>f Relates to activities/ tasks to be undertaken to prepare NYEAP</i>	<i>f</i> A national model for 'Occupational Outlook' prepared and proposed for regular publication by ISKUR in cooperation with TURKSTAT, employers' associations and social partners <i>f</i> Gender disaggregated data available in the 'Occupational Outlook' <i>f</i>	<i>Milestones for NYEAP preparation: activity indicator</i>	Occupational Outlook with gender disaggregation	<i>Key target for improved national capacity but with no timeframe</i>	Government partners and employers are committed to cooperate for preparation of an Occupational Outlook	
Output 2: <u>Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city (Antalya)</u>	<i>f Formulated as outcome. Not planned capacity building events to be delivered</i>	<i>f</i> At least 1 program (i.e. vocational training etc) approved and adopted by the Provincial Employment and Vocational Training Board <i>f</i> At least 3 trainings on results based management, partnership and gender issues given to the Provincial Employment and Vocational Training Board promoting equal participation of men and women.	<i>Formulated as a target</i>	Capacity-building training delivered	<i>It does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM. Formulated as output. Does not show targeted number of trained participants</i>	The political climate and macro-economic situation remains stable. Members of the Provincial Employment and Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families.	<i>External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.</i>
Output 2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed	<i>f Formulated as outcome NOT as a delivered planned capacity building events</i>	<i>f</i> Gender and age disaggregated data and indicators are reported to/ monitored by the Provincial Employment and Vocational Training Board (PEVTB) <i>f</i> Membership of TURKSTAT and SGK (Social Security Provincial Directorate) with the Provincial Employment and Vocational Training Board in Antalya.	<i>Indirect indicators, Not specifically a measure of progress towards the result</i>	Capacity-building for PEVTB Wider representation at PEVTB	<i>It does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM. Formulated as output. Does not show targeted number of trained participants of targeted organizations</i>	The political climate and macro-economic situation remains stable. Members of the Provincial Employment and Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families	

Table (1): Evaluation remarks on the M&E framework as outlined in report 2 - continued

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
Output 2.2 Technical and administrative capacities of Antalya ISKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market	<i>Formulated as outcome NOT as a delivered planned capacity building events</i>	f Responsiveness of ISKUR placement services to local economic actors and the unemployed youth including women and migrants increased, resulting in a placement rate of 58%, where at least 50% of the newly placed employees will be women.	<i>Good measure s of progress against outcome. It measures an effect of increasing ISKUR capacity</i>	Job Placements achieved and training programs delivered	It does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM. It combines two results in one output. It does not describe the quantity, timing & quality of targeted intervention	Local ISKUR Office responsive to the trainings and willing to cooperate for increased outreach to vulnerable youth, including young women and members of migrant families	<i>External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.</i>
		f ISKUR has 1 employability training package tailored to needs of youth with particular emphasis on young women and migrants					
		f At least 1200 young people, at least 60% of which are young women, are reached by ISKUR services through job matching, vocational training, and other services in various sectors including tourism					
		f 400 young people including migrants receive vocational training in non-tourism sectors, ensuring at least 40% young women participants.					

Table (1): Evaluation remarks on the M&E framework as outlined in report 2 - continued

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
Output 2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women to Antalya	Does not clearly identify the specifically UNJP-YEM product to be delivered. It shows rather effects of its capacity strengthening related interventions	f Number of Provincial Employment Board and local governance actors received training on 'Migration Management' to address the employment needs of vulnerable migrants in effective manner.	Good indicator. It's formulation represents the level of progress	Capacity-building and training programs delivered for local authorities	It does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM; NOT a target but it is formulated as an output (e.g. a delivered planned intervention(s). Does not does describe the intervention, its quality, timing & targeted number of targeted local authorities	Information available on migrant communities and their employment situation. Migrant young people participate to the trainings	External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.
		f At least one training program aimed at promoting the employability of young men and women job seekers including migrants in Antalya					
		f Increase in the number and quality of counseling and referral services provided by local agencies to job seekers	Good measure s of progress against outcome. It measures an effect of increasing ISKUR capacity				
		f A report on assessment of TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) prepared and shared with national and local actors.	An activity, NOT indicator				
Output 2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors	Does not clearly identify the specifically UNJP-YEM product to be delivered. It shows rather effects of its capacity strengthening related interventions	f Cluster roadmaps developed in participatory manner for at least 3 sectors	Formulated as an output/product of interventions.	Cluster roadmaps, SME initiatives, increased investments, increased job placements	It does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM; NOT a target but good measures of progress against outcome. It measures effect of interventions. Not as a target	Economic actors outside the tourism sector are willing to cooperate in a cluster analysis	
		f At least 3 SME initiatives laid out as short term actions in roadmaps are supported					
		f Increase in the investments in selected sectors where cluster initiatives are established.	Good measures of progress against outcome. It measures effect of interventions				
		f Increase in the number of vacancies posted to ISKUR for placements					

Table (1): Evaluation remarks on the M&E framework as outlined in report 2 - continued

Outcomes & outputs)	Remarks	Indicators	Remarks	targets	Remarks	Assumptions & risks	Remarks
Output 2.5 The labor absorption capacity of the agricultural value chain in Antalya enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors	<i>Does not clearly identify the specifically UNJP-YEM product to be delivered. It shows rather effects of its capacity strengthening related interventions</i>	<i>f</i> Increase in the number of vacancies posted to ISKUR for placements in the agro-business sector	<i>Good measure s of progress against outcome. It measures effect of interventions</i>	Job placements in agro-business sector	<i>Does not identify specific planned level the result to be achieved within the time frame of UNJP-YEM. It Does not describe amount, quantity nor quality targeted within the UNJP duration</i>	Risk: Unemployed women do not continuously participate to the trainings. This risk will be mitigated by tailoring the trainings to the needs and schedule of rural women	<i>External assumptions and risks are very general without any rationale for using them. They tend to be poorly analyzed. It relates to each result and not to the contribution of a result or a number of results. This could affect the management of risk and coping with the unexpected, which is critical for the success (or failure) of the programme.</i>
		<i>f</i> Increase in the number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce					

7. REVIEW OF PROGRAMME PERFORMANCE AND ANALYSIS OF FINDINGS

The design of UNJP-YEM interventions is strongly relevant to the national government in Turkey and to the UN commitment to support the Government of Turkey in formulating and activating social and economic development policies in favor of the poor through partnerships with civil society and the private sector. Its activities provide an option for addressing youth unemployment among vulnerable young members of migrant families and increase participation of young women in the labor force and placements of young unemployed (age 15-24) into decent jobs. It contributes to the progress of Turkey in achieving Millennium Development Goals (MDGs), particularly MDG (1), MDG (1.B.6) and MDG (3) and MDG Target (3.2) and (3.2). UNJP-YEM Turkey is efficiently facilitated towards achieving its results. It enhances inter-institutional coordination and contributes to improving capacities at national and local Antalya levels using innovative tools, methodologies and national models such as the Occupational outlook, the Sector scan and Quantitative & qualitative research on monitoring of migration impact on local labor market and employment. UNJP-YEM Turkey contributes to enhancing the capacities of İŞKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya (e.g. capacity Development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan (NYEAP), İŞKUR Training of Trainers Workshops (job counseling, matching & placement, life skills training) , Training on migration management (including best practice) for İSKUR, Provincial Employment Board & Employer Org.) and the Vocational training on Cut flower).

7.1 Design

The UNJP-YEM addresses a well-defined problem and its causes: income deprivation, unemployment and jobless growth that have characterized the country's economic expansion and increased migration of women and young educated people aged 15-24, agricultural workers and people with mental health disorders and disabilities to urban cities. And, also the reduction of women's employment rates.

Its interventions address youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labour force and placements of young unemployed (age 15-24) into decent jobs. This will be achieved through improved capacities at national and local Antalya levels to design and implement employment interventions for vulnerable communities and young women. It contributes to building the skills of youth in particular to create jobs and ensure decent working conditions and occupational safety. In addition a National Youth Employment Action Plan will lay the policy, budgetary and institutional framework for this objective. Annex (3) outlines the results, its corresponding indicators and activities of UNJP-YEM Turkey.

7.1.1 Relevance

The UNJP-YEM reflects the Turkish Government, MDG-F and the participating United Nations Organizations: ILO, IOM, FAO and UNDP recognition that reducing youth unemployment among vulnerable young members of migrant families and increasing the participation of young women in the labor force through placements of young unemployed (age 15-24) into decent jobs would

contribute directly to the progress of Turkey in achieving Millennium Development Goals (MDGs), particularly Goals (1): eradicate extreme poverty and hunger and MDG (3): Promote gender equality and empower women and particularly to the realization of the MDG targets of Turkey 1.B and 3.2. It would also, contribute to economic growth to the creation of decent work for the most vulnerable in the labor market.

Relevance to the UN

The United Nations Development Assistance Framework (UNDAF) for Turkey commits the UN to support the Government of Turkey in formulating and activating social and economic development policies in favor of the poor through partnerships with civil society and the private sector and to assist the integration of Small and Medium-size Enterprises (SMEs) in local and global chains by means of clustering, entrepreneurship and business development services. The UNJP-YEM is a programmatic follow up of this UNDAF commitment. Its overall objective is the adoption and implementation of policies benefiting the poor (vulnerable groups in the labor market) and women within the framework of decent work and social integration (UNDAF 2.1).

The United Nations Development Cooperation Strategy – UNDCS (2011-2015) that seeks to bring in innovative and simplified process for the UN system in Turkey to address the developmental challenges facing the country and helps the UN system to provide a collective, coherent and integrated response to the Turkish national priorities and needs, including providing support to the national efforts toward the achievement of Millennium Development Goals (MDGs, emphasizes Disparity Reduction, Social Inclusion and Basic Public Services; Poverty and Employment in addition to Democratic and Environmental Governance as three major areas of cooperation to address the Turkish development challenges. UNDCS identifies seven results which are aligned to the five strategic objectives of the Ninth Development Plan of Turkey. UNJP-YEM contributes of five results of them:

- f* Result 2: Empowered individuals and vulnerable groups participate equally in and influence decision making processes at all levels.
- f* Result 4: Increased provision of inclusive and responsive public as well as community-based services to strengthen equitable access to knowledge, information and quality basic services (education, health, nutrition, water and sanitation, and human safety)
- f* Result 5: Equal participation of women ensured in all fields of the public sector, the private sector and civil society with strengthened institutional mechanisms to empower women's status.
- f* Result 6: Enhanced poverty alleviation through the implementation of more effective income inequality reduction policies and programmes.
- f* Result 7: Increased opportunities for employment and decent work for all through the implementation of equity-enhancing policies, strategies and programmes that promote economic growth, based on competitiveness, increased productivity and corporate social responsibility.

Relevance to the National Government in Turkey

UNJP-YEM supports the ninth development plan (2007-2013). Its vision is formulated as *"Turkey, a country of information society, growing in stability, sharing more equitably, globally competitive and fully completed her coherence with the European Union"*. In this Plan,

increasing employment is identified as major pillar to improving the labor market, increasing the sensitivity of education to labor market and developing active labor policies... The plan emphasizes that in the framework of an employment-focused sustainable growth, creating skilled human resources required by a competitive economy and information society, improving employment opportunities, reducing unemployment and making the labor market more efficient will be ensured. The employment dimension will be taken into consideration in the regulations to be undertaken in the economic and social areas. In preparing the National Employment Strategy, the plan outlines that the issue of directing the labor force coming from agricultural sector due to the dissolution in this sector to non-agricultural sectors, will be emphasized. Development and encouragement of entrepreneurship, which is important for increasing employment, will be addressed following an integrated approach.

Relevance to the Millennium Development Goals (MDGs) of Turkey

UNJP-YEM contributes to the progress of Turkey in achieving Millennium Development Goals (MDGs), particularly MDG (1), MDG (1.B.6) and MDG (3) and MDG Target (3.2) and (3.2).

At its national policy level, UNJP-YEM will result in a formulation of a National Youth Employment Action Plan which will include concrete targets and actions to promote women's participation in the labor force (MDG Target 3.2) and to reduce poverty among the most vulnerable in the labor market including recent migrants by adopting decent work targets for the youth (MDG Target 1.B.6). The ultimate result will be a policy environment which enables linkages between national policy and local action for steady progress in MDG 1 and MDG 3, measurable by the quality of policy instruments of the Ministry of Labor and Social Security, designed and budgeted for the implementation of a National Youth Employment Action Plan.

At the local level UNJP-YEM ensures the effective delivery of employment, youth and migration management interventions that benefit the most vulnerable in the labor market and young women while bolstering the dynamics of demand for labor in Antalya. Antalya is the province with the highest rate of net migration in the country. The result at the local level will be measured by percentage increase in the placements made by the national employment agency (ISKUR) in Antalya and the percentage of women among them. The placement by ISKUR is equivalent to decent work through formal employment with full social security provision due to the legal provisions of İŞKUR. If successful the pilot model in Antalya will be a very important model for the policy makers in Turkey and other Middle Income Countries and contribute directly to the realization of the localized targets for MDG 1.B.6 and MDG 3.

7.1.2 Ownership in the design

UNJP-YEM's activities are based on actual need and priorities of the national executing agency/direct beneficiary; The National Employment Authority (İŞKUR). It was defined during the design of UNJP-YEM in collaboration with stakeholders following extensive consultations with the Ministry of Development (MOD), the Ministry of Labor and Social Security (MoL) and İŞKUR attached to it, the Ministry of agriculture and Ministry of National Education (MoNE), Provisional Authorities and local Governments and Civil Society Organizations. Representatives of staff interviewed during the evaluation exercise share, therefore the ownership of the UNJP-YEM design.

7.2 Process

The UNJP-YEM Turkey is efficiently facilitated towards achieving its results. Smooth operation of the programme have been, however affected by high staff turnover; especially Antalya Site Manager.

7.2.1 Efficiency

The UN Resident Coordinator (RC) in Turkey have successfully facilitated and supported a coordinated multidisciplinary approach to manage the implementation of the UNJP-YEM Turkey. He was perceived by persons interviewed as a great support and value added to the UNJP-YEM. Management arrangements have provided for cohesive sharing mechanisms to facilitate implementation which enhanced transparency and offered an opportunity for increased efficiencies of the UN participating agencies through increased information flow and exchange as well as providing RCs support in overcoming challenges. He established and chaired an ad hoc UN Coordination Committee. It is formed of representatives of the participating UN agencies and holds its meetings regularly particularly before the National steering Committee (NSC) meetings to prepare and ensure smooth operation of the UNJP-YEM. In addition, the RC has supported establishing inter-linkages with other MDG-F JPs in order to exchange experiences.

Management arrangements

The overall coordination of the MDGF JPs in Turkey is the responsibility of the Ministry of Development (MOD).⁶ Which is the national agency mandated with planning and monitoring of MDG strategies and outcomes for the country and also responsible for the alignment of UNJP-YEM outputs to national strategies.

The coordination of UNJP-YEM implementation is the responsibility of ISKUR/Ministry of Labor with the assistance of the UN participating agencies (UNDP, ILO, FAO and IOM).

In order to coordinate the implementation of the UNJP-YEM among them and ensure its consistency, ad hoc UN Coordination Committee meetings are held regularly; particularly before the National steering Committee (NSC) meetings to prepare and ensure smooth implementation of the UNJP-YEM.

The steering of the UNJP-YEM is jointly managed by the NSC which is composed of a representative of the Turkish Government (represented by MOD), a representative from the Government of Spain (from Spanish Embassy) and the UN Resident Coordinator (RC). NSC oversees all MDG-F joint programs in Turkey in semi-annual meetings; providing programmatic and fiduciary oversight to ensure efficient coordinated functioning and implementation of the UNJP activities, reviewing its results.

The operational coordination of UNJP-YEM is the responsibility of the Programme Management Committee (PMC). It is composed of the participating UN Agencies (UNDP, ILO, FAO and IOM), ISKUR General Directorate, Antalya Governorate (who is also the chair of the Provincial Employment and Vocational Training Board in Antalya) and TURKSTAT and chaired by the UN Resident Coordinator (RC) or his/her representative. The PMC meets quarterly.

⁶ Formerly: SPO-State Planning Organization

The executing agency at national and local Antalya level is The Turkish Employment Organization (İŞKUR). While UNDP acts as the Administrative Agent of MDG-F in Turkey, for the UNJP-YEM Turkey, ILO is the Lead Agency in supporting the executing agency (İŞKUR) in the overall coordination and execution of the program activities. It provides oversight in the monitoring and evaluation of the activities and reporting.¹

The UNJP-YEM hired a Joint Program Manager (JPM) for the coordination of different outcomes/implementing agencies and support staff ensuring the full involvement of participating UN agencies.

Each designated UN Agency has been solely responsible for the implementation of its activities under its respective outputs in close coordination with the implementing agency: İŞKUR. Its responsibilities are:

- f* To ensuring professional and timely implementation of the activities and delivery of the reports and other outputs identified in the UNJP document;
- f* To contract and supervising qualified local and international experts;
- f* To manage and being responsible for all financial administration, monitoring, reporting and procurement to realize the targets envisioned in the activities for which the respective participating UN agencies are responsible;
- f* To carry out all the necessary tasks and responsibilities to assist the UN Resident Coordinator;
- f* To appoint a responsible Joint Program Focal Point from its own agency who will co-manage the project on behalf of the relevant UN agency.

These management arrangements have been efficient. It allowed for coordinated functioning of UNJP-YEM activities without any overlapping roles and responsibilities. The ad hoc UN Coordination Committee meetings offers an opportunity for increased efficiencies of the participating UN agencies and allows for proper preparation of the National steering Committee (NSC) meetings and ensures smooth operation. NSC, on the other hand provides for a results-sharing platform which enhances transparency through increased information flow and exchange, provides oversight and effectively ensures increased implementation rates. Its meetings were timely semi-annually.

In general, the cooperation among participating partners has been consistent and smooth during implementation despite the tendency that each participating UN Agency being solely responsible for the implementation of its own activities under its respective outputs with limited coordination. This was clearly experienced when each of UNDP, ILO and IOM shared the design of one of the three modules to deliver İŞKUR training of trainers workshops (job counseling, matching and placement and life skills training. Then, there was lack of integration and customization in the design of capacity building modules for which teaching skills and practice teaching module was missing and led to repeated modules in the design of the first two workshops.

The Joint Program Manager (JPM)

The UNJP-YEM implementation is facilitated by the Joint programme Team (JPT) which is composed of the Joint Program Manager (JPM), Joint Program Site Manager (JPSM), Joint Program Assistant (JPA), Business Development Manager (BDM) and Communication Officer (CO). Joint Program Manager (JPM) and Joint Program Assistant (JPA) are placed at ILO Office in Ankara. Joint Program Site Manager (JPSM) is based in İŞKUR Antalya. Business Development Manager (BDM) and Communication Officer (CO) are placed at UNDP premises in Ankara.

¹ The Secretariat acknowledges a factual mistake that needs to be corrected the sentence should read “ILO being the technical lead agency, does not have overall coordination and execution responsibility, neither a monitoring and evaluation of the activities nor reporting, that would be a function of the AA.”

JPM facilitates UNJ-YEM implementation at the national level and ensure coherence among different components of the programme. She updates the Annual Work Plans as necessary and oversee the execution of activities, be responsible for technical and methodological issues, carry out carry out monitoring, evaluation and reporting functions in accordance with established UN MDG-F operational procedures and PMC. She also coordinates with national/Antalya local stakeholders The JPM serves all participating UN agencies and all Joint Program components. The Site Manager is based in Antalya and work in close coordination with local partner: İŞKUR - Antalya and the Provincial Employment and Vocational Training Board (PEVTB) and its member organizations. He is also in contact with other local representatives as appropriate; representing UNJP-YEM management at the local Antalya level, ensuring effective day to day implementation and monitoring of the activities. He receives full support from the JPM and JPA on technical and managerial issues.

JPM is well qualified for the position. Team members are, also efficient and dynamic. Following the resignation of JPSM, a new Site Manager is appointed. She needs, however to build up trust with local stakeholders in Antalya in order to facilitate a close stronger working relationships.

Monitoring and evaluation function

UNJP-YEM monitoring and evaluation is expected to be conducted in accordance with established MDG-F operational procedures. Program Management Committee (PMC), assisted by the JPM is responsible for monitoring the implementation progress of the activities. Following guidelines of the MDG-F Secretariat, the JPM prepared the UNJP-YEM Monitoring Framework. It provides a summary of outcomes, outputs, activities, indicators, means of verification, and roles/responsibilities for data collection on indicators, data sources, frequency and methodology for data collection.

Organizational processes and dedicated core organizational resources to support regular data collection, analysis and reporting for results (that is, functional use of the monitoring plan/framework) have not been, however arranged. Consequently, the monitoring function of the UNJP-YEM has been absent. Day-to-day monitoring of implementation progress has been undertaken by the JPM. She oversees the collection of monitoring information for reporting to MDG-F and to the National Steering Committee (NSC). JPM informs, also the PMC of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely fashion.

Absence of established M&E function, roles & responsibilities for data, analysis, reporting have led to lacking work plans for the participating UN agencies (e.g. at process level) which have created ambiguities and challenges in terms of M&E information flow for the JPM who relies entirely on workable tools to remind the JPT of milestone and activities with no clear responsibility from the part of team members. Organizational processes and dedicated core organizational resources to support regular data collection, analysis and reporting for results needs to be considered. There is a need to establish a monitoring function with clear responsibilities and role.

7.2.2 Ownership in the process and commitment of the UN

The UNJP-YEM was instrumental in deepening the UN focus on integrating migrant, unemployment and decent work. Ownership extends beyond the implementing agencies. Government ministries, research institutions, government authorities and civil society in Antalya

involved in the UNJP-YEM activities, meetings and workshops to bring their experiences in helping to formulate a more effective related national unemployment policies. İŞKUR, on the other hand is financing the vocational training designed and developed by the programme. Ownership in the process is strong particularly of the national executing agency/direct beneficiary; İŞKUR. Meetings with İŞKUR management at national and Antalya local levels showed strong understanding and commitment towards the UNJP-YEM. The UN participating agencies showed, also a strong commitment to transfer management responsibilities to İŞKUR and to provide training and necessary support to build up its capacity as well as the capacity of the NTT's 22 representatives from the 11 agencies/members for the formulation of the National Youth Employment Action Plan (NYEAP) and development of future programs using the tools developed by UNJP-Turkey: the labor market research and communication strategy to increase awareness on İŞKUR & its service for unemployed youth & employers. UN provided, in addition technical assistance that contributes to increased capacities of the national and local institutions in developing methods / National Models: the Occupational Outlook as a national model for long term occupational forecasting with gender and migration in perspective, the sector scan and benchmarking tools and the quantitative & qualitative research on monitoring of migration impact on local labor market and employment. UN enhanced capacities of İŞKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya: UNJP-YEM Turkey strengthened the capacity of NTT responsible for the formulation of the National Youth Employment Action Plan of İŞKUR, supported the ToT series of Workshops (job counseling, matching & placement, life skills training) for İŞKUR staff/job counselors, delivered training on migration management (including best practice) for İSKUR, Provincial Employment Board & Employer Organization) and designed, developed and will deliver the vocational training on Cut flower.

7.3 Results

UNJP-YEM Turkey is expected to achieve five results:

6. Creation and implementation of a National Youth Employment Action Plan
7. Implementation of active employment policies on a local level through İŞKUR and the Provincial Employment and Vocational Training Boards
8. Increasing the employment rates among youth in Turkey's highest migration receiving province Antalya
9. Improving capacities of İŞKUR and local authorities in Antalya to provide support and outreach for unemployed youth who have limited access to their services
10. Identifying sectors with competitive advantages in Antalya in order to create new employment opportunities and to boost the local economy.

Results (1), (4) and (5) have been partially achieved.

- f* The preparation of NYEAP draft is still a work in progress and launching it postponed to after national election to ensure involvement of the new ministerial teams and launch of the National Employment Strategy. Inter-institutional coordination enhanced through the formation and increasing the capacity of NTT for the formulation & implementation of the National Youth Employment Action Plan (NYEAP) and development of future programs.
- f* To provide support and outreach for unemployed youth who have limited access to its services, UNJP-YEM Turkey executed reliable labor market research and developed

- communication strategy to increase awareness on ISKUR & its service for unemployed youth & employers.
- f UNJP-YEM Turkey enhanced the capacities of the national and local institutions to developing methods / National Models such as the Occupational outlook (ISKUR, social partners & employer organization), the Sector scan (identification of strategic priority sectors in Antalya and the Quantitative & qualitative research on monitoring of migration impact on local labor market and employment (ISKUR, TURKSTAT & Academia). Also, UNJP-YEM enhanced capacities of ISKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. (e.g. capacity Development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan, training on migration management for ISKUR, Provincial Employment Board & Employer Organization, and the vocational training on Cut flower). In addition to ISKUR-counselor's Training of Trainer's Workshops (in job counseling, matching and placement, life skills training) for which only first two modules of were developed and delivered. It focused mainly on providing participants with knowledge that most of them already know and was not customized for ISKUR setting and Staff. It lacks teaching skills and practices (e.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs.
 - f UNJP-YEM Turkey assisted ISKUR in identifying the strategic and emerging/priority sectors in Antalya that are alternative to tourism and presenting employment opportunities. The sector scan study introduced a model that can be replicated at national level to assess potential local sectors using a participatory approach (e.g. facilitated workshops, using SWOT analysis and benchmarking). The exercise was concluded by the final workshop held on November 26th, 2010 in which 3 priority sectors were selected: seed processing, processed food, acclimatization equipment and yacht building. Only the cut flower sector was accepted by representatives for clustering because of the availability of local ownership which led to a revision in the priority list. BAKA supported the priority list but introduced a list of five sectors to be promoted: health, tourism, yachting, and manufacturing and solar energy sectors with possible co-funding which caused a delay in the clustering process. Only the cut-flower sector is undergoing the development of cluster road map, both pre-feasibility and feasibility studies and the implementation for developing selected clusters.

All studies and tools developed are built on best practiced models, solid theoretical background and uses relevant qualitative and quantitative research techniques and thorough analysis to develop replicable tools and research models that improves decision-making and programming. Still, the quality of design and delivery of capacity building activities requires further attention and customization for ISKUR setting and Staff. All training courses needs to include teaching/trainer skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs.

Strengthening partnerships between ISKUR and local Antalya stakeholders is crucial to achieving UNJP-YEM results and sustaining it. Enhancing process and outcome monitoring and evaluation is equally important in order to increase accountability, hence improved quality of UNJP-YEM results.

7.3.1 Achievements of outputs

Enhancing inter-institutional coordination

Formation of NTT

In January 2010, UNJP_YEM facilitated the formation of a National Technical Team⁷ (NTT) as participatory and multi-stakeholder mechanisms. It is composed of 22 representatives from 11 institutions including five relevant government agencies (ISKUR, TURKSTAT, MoNE, MARA and MoD (former SPO). NTT is tasked with drafting a National Youth Employment Action Plan (NYEAP) with concrete policy recommendations and specific activities to combat youth unemployment in Turkey and promote decent jobs for young people; especially young women. NTT used the ILO Guide for the Preparation of National Action Plans on Youth Employment as the key instrument that provides the guidelines to develop the NYEAP. The Guide is designed to suggest a practical step-by-step approach to developing NAPs through a participatory and coordinated process that draws on and fosters broad-based national ownership. It provided guidance to NTT members: government officials, representatives of employers' and workers' organizations, youth groups and other relevant stakeholders to work together in preparing a balanced and comprehensive NYEAP which is expected to contribute to the government's on-going initiative to develop and adapt a National Employment Strategy. The formation of NTT and increasing the capacities of its members enhanced the inter-institutional coordination not only to prepare the NYEAP but also for developing future programs.

Capacity Development for the National Technical Team responsible for the formulation of NYEAP and development of future programs,

UNJP YEM Turkey provided the technical support needed (e.g. based on the areas of expertise of each participating UN agency) to capacitate staff of İŞKUR HQ and NTT members through workshops, training seminars and expert feedback sessions which enhanced their capacity in developing NYEAP and other future programmes.

f Turin Workshop entitled "Paving the way for a national action plan on youth employment in Turkey"

In collaboration with ILO ITC in Turin/Italy, UNJP-YEM Turkey organized a workshop entitled "Paving the way for a national action plan on youth employment in Turkey" for NTT members. It was attended by 24 participants representing 12 national and local entities:

1. Turkish Employment Organization (ISKUR) of Ministry of Labor and Social Security
2. Confederation of Turkish Trade Unions (TURK-IS)
3. Confederation of Progressive Trade Unions of Turkey (DISK)
4. Confederation of Turkish Real Trade Unions (HAK-IS)
5. Turkish Confederation of Employer Associations (TISK)
6. The Ministry of Development (MOD)
7. Ministry of National Education (MONE)

⁷ National Technical Team is composed of 22 representatives from the 11 agencies: Turkish Employment Organization (İŞKUR) of Ministry of Labour and Social Security; Turkish Confederation of Employer Associations (TİSK); Confederation of Turkish Trade Unions (TÜRK-İŞ); Confederation of Turkish Real Trade Unions (HAK-İŞ); Confederation of Progressive Trade Unions of Turkey (DİSK); Ministry of Development (MOD) formerly State Planning Organization (SPO); Turkish Statistical Institute (TURKSTAT); Ministry of National Education (MONE); Ministry of Agriculture and Rural Affairs (MARA); and Youth Employment Association (GİDER). Two academics from Ankara University and Middle East Technical University are also members of the National Technical Team.

8. Turkish Statistical Institute (TURKSTAT)
9. Ministry of Agriculture and Rural Affairs (AGRI)
10. Youth Employment Association
11. Ankara University
12. Antalya Provincial Directorate of Turkish Employment Organization (ISKUR)

The learning objectives of the workshop were:

- To equip the NTT members with the necessary knowledge and tools to effectively mainstream gender concerns into their work, as they are developing a youth employment strategy and action plan;
- To provide them with an opportunity to learn good and bad practices from other countries in terms of drafting a National Action Plan on Youth Employment;
- To introduce tools and good practices in efficient and competent planning and delivery of public employment services; and
- To inform the participants about the *Lead Country Process* in the context of the Youth Employment Network (YEN) and its implications for Turkey, as Turkey has committed to be a 'Lead Country' since 2006

The workshop was highly participatory. It allowed extensive exploration of stakeholders' perspectives with regards to youth employment in Turkey and using individual presentations by recognized subject-matter specialists, participants' panel discussions, and group work exercises. Participants were invited to bring along all documents, such as data compendium (if possible disaggregated by sex, region, age and/or economic sector) or policy documents. The following topics were discussed:

- Youth employment: global facts and figures
- Gender equality in the world of work
- Gender analysis for policy mainstreaming of gender issues
- Developing national action plans (NAP) on youth employment: Lessons from practice
- Identification and prioritization of youth and gender issues
- From definition of priority policy areas to identification of outcomes and indicators for the NAP of Turkey
- The role of Employment Services in a NAP for youth employment
- Identifying strategies to target employment services to young people
- Integrating monitoring and evaluation in policy making – principles
- An introduction on YEN Lead Country Network: benchmarking Youth Employment Policies
- Roles and responsibilities of YEN's Lead countries
- Youth Employment Policies: overview of what works and what doesn't
- Next steps for an action plan

The end-of-workshop report states that despite the satisfaction of 75% of participants attending the workshop, the course did not achieve its expected learning objectives for 52% and that topics as well as case studies presented were not relevant for 63% of participants. This result was confirmed by participants/NTT members interviewed by the Evaluation Consultant. The course, in their view was not customized to the Turkish case in terms of the relevance its topics to the Turkish case. Cases introduced were drawn from least developed countries with less developed relevant institutions.

f **The Best Practices Sharing Study Visit to Austria and Slovenia National Employment Services:**

In collaboration of ILO, IOM, UNDP and FAO, UNJP-YEM organized the best practices sharing study visit for 19 NTT members between 21-25 March 2011 to Austria and Slovenia National Employment Services.

In **Austria**, participants visited the Austrian Federal Ministry of Employment, Social and Consumer Protection, the Vocational Training Centre and Austrian Employment Agency Regional Office in Mödling, in addition to three NGOs (Sprungbrett Project, Spacelab Project and Waff)

In **Slovenia**, participants visited the Employment Service of Slovenia (ESS) and its Local Office in Ljubljana, the Central Office Programmes of Active Labor Market Policy and Vocational Information and Counseling Centers (VICC) and BOB, Institute of Education and Cultural Activates Ljubljana.

Participants exchanged views and discussed several topics including: Labor Market and Youth Unemployment in Slovenia, Service process for young job-seekers (registration, characteristic groups of young job-seekers and their needs, individual action plan, information, support and counseling services, etc.), Group counseling sessions and workshops for young job-seekers (which, how and for whom are implemented, the goals, experiences and results), Labor Market Programmes – general structure and content, overview of programmes aimed at young and first job-seekers (programmes' goals, target groups, implementation schemes, experiences and results, etc.), Public Works programme: Study Support for the Unemployed Enrolled in the Educational Programmes, Vocational Information and Counseling Centre and »Employment Corner« in Local Employment Office Ljubljana and Vocational Information and Counseling Centers (VICC) functions of VICC network.

Interviewed participants found the study visit informative. They expressed, however their dissatisfaction during their interviews with the Evaluation Consultant on the grounds that the countries visited should have been comparable to the Turkish case and realities in order to gain valued lessons and experiences.

f **Migration management workshop:**

UNJP-YEM Turkey delivered a workshop on migration management that was delivered on 24-25 June 2010 in Antalya for NTT members. No documented information received regarding this workshop.

f **Policy advice and support to NTT**

^{3/4} UNJP-YEM assisted in the formation of the working group on migration and youth employment from NTT members (NGOs and academics) with interest in the area of migration. During consultation workshop held on 23 February 2011, UNDP, IOM and FAO experts provided policy advice and feedback to NTT. The workshop provided a review of NYEAP issues from various perspectives: poverty, gender, social inclusion, regional disparities, migration, rural employment and migration. An IOM expert team provided support to NTT on migration management. The team shared the Recommendations & Feedback Paper on the Draft National Youth Employment Action Plan for NTT. FAO experts introduced rural employment issues and continued their support to NTT following the workshop. UNDP presented the competitiveness analysis tool, the sector scan and process in the selection of priority sectors.

- ^{3/4} UNJP-YEM prepared a national situation analysis and policy report on rural youth employment with an update on Antalya experience entitled “Structure of Rural Employment in Turkey”. It includes the socio-economic situation, labor market and employment status, rural and agriculture employment. It proposed, in addition methods to develop the rural employment in Turkey and Antalya.
- ^{3/4} UNJP-YEM completed a report entitled “ASSESSMENT STUDY ON EFFECTIVENESS OF VOCATIONAL TRAINING AND EXTENSION SERVICES IN ANTALYA REGION”. The study assesses the vocational training programmes conducted by various institutions in Antalya region and recommends measures to improve the delivery of vocational training and advisory services that increases the opportunities for employment of young migrant workers in cut flower production. The study findings were shared with UNJP-YEM partners in a workshop organized in October 2010.

f **NYEAP advocacy**

In order to ensure the ownership of related ministries, UN-YEM executed series of advocacy events during April-May-June and in September 2011 (FAO with the Ministry of Agriculture; IOM with the Ministry of Interior; ILO with the Ministry of Labor and social partners; and UNDP with MOD and Ministry of Education etc). These events emphasize Growth with Decent Work and National Policy Coherence. UNJP-YEM advocacy events did not strongly consider the civil society organizations; particularly the employer/employee organizations as well as the general public.

f **Developing communication strategy to increase awareness on İŞKUR & its service for unemployed youth & employers**

A Communication Strategy of the UNJP-YEM was prepared with the objective to have each Participating UN Organization and National Partner take appropriate measures to publicize the activities undertaken within UNJP_YEM showing the Operational Aspects of the UNDP-Spain MDG-F in the form of publicity material, official notices, reports and publications that acknowledges the role of Turkey as the host Government, the Government of Spain/MDG-F, the Participating UN Organizations (UNDP, ILO, IOM and FAO), the National Partners: communication activities of İŞKUR and other relevant entities were supported in order to enable more wider promotion of İŞKUR services to the target group, i.e. unemployed youth and employer. For the communication strategy document, the original title of the UNJP was revised in accordance with the Joint Coordination Meeting on 24 December 2009 from: ‘Growth with Decent Work for All: A Youth Employment Program in Antalya’ to the revised title: ‘Growth with Decent Work for All: National Youth Employment Action Plan and Pilot Implementation in Antalya’.

The implementation of the communication strategy resulted in limited outreach. It needs to enable communication of UNJP_YEM vision and understanding through developing a common language in order to build trust among stakeholders ensuring transparency of processes. Communication strategy must be revisited to address extensively local partners as well as the general public relying on media in addition to published material.

The National Youth Employment Action Plan (NYEAP)

NTT has completed the first draft of NYEAP and presented to key stakeholders from related ministries, social partners, academics, civil society organizations and international organizations

for review and feedback. The plan is expected to contribute to government's ongoing initiative to develop and adopt a 'National Employment Strategy'. The alignment of the National Employment Strategy and National Youth Employment Action Plan (NYEAP) is related to the Turkey's commitment in developing employment and economic competitiveness policies. NTT is expected to finalize it by the end of September 2011.

Although at the beginning the NYEAP was expected to contribute to government's 'National Employment Strategy' initiative (launched at the end of 2009), the National Employment Strategy has not been finalized and announced yet. Therefore, the existing draft NYEAP attributes central role to Turkish Employment Organization (İŞKUR) and encourages İŞKUR to cooperate with other institutions with respect to relevant outcomes. In this regard, the draft NYEAP is being designed as an operational document within the scope of İŞKUR's institutional terms of reference in order to ensure that it is an applicable/enforceable action plan. Moreover, a separate section of "policy recommendations" in the NYEAP was developed by the NTT to address the broader perspective needed in tackling youth unemployment in Turkey.

Shifting consultations and discussions from national level NYEAP related issues to the formulation of NYEAP at İSKUR level caused confusion to most interviewed members of the NTT by the Evaluation Consultant. This was mainly due to lack of communication with regard to the facilitation process and prevailing political and elections in Turkey at the time of these discussions.

Increasing the capacities of the national and local institutions in developing methods and National Models

UNJP-YEM contributed to increasing the capacities of the national and local institutions in developing methods and national models that improves decision-making and programming skills at İŞKUR and PEVTB. UNJP_YEM developed model research and methods that directly improves local capacities in collecting, disseminating data and information and improves the formulation, coordination and monitoring of Active Labor Market Policies (ALMP) and evaluating the VET programmes based on reliable statistical information and thorough analysis. The methods developed includes the occupational outlook tool, the competitiveness analysis and sector scan, the Labor market analysis (LMA) tool, and the quantitative & qualitative research on monitoring of migration impact on local labor market and employment

Occupational outlook

ILO drafted an Occupational Outlook in order to develop a national model for long term forecasting of occupations with gender/migration perspective in Turkey in consultation with İŞKUR, social partners and employers' organizations

Competitiveness analysis and sector scan

UNDP assisted İŞKUR in identifying the strategic and emerging/priority sectors in Antalya that are alternative to tourism and presenting employment opportunities. The sector scan study introduced a model that can be replicated at national level to assess potential local sectors using a participatory approach that involves local stakeholders in assessing local potential sectors (e.g. facilitated workshops, using SWOT analysis and benchmarking). The exercise was concluded by the final workshop held on November 26th, 2010 in which 3 priority sectors were selected: seed processing, processed food, acclimatization equipment and yacht building. Only the cut flower sector was accepted by representatives for clustering because of the availability of local ownership which led to a revision in the priority list. BAKA supported the priority list but

introduced a list of five sectors to be promoted: health, tourism, yachting, and manufacturing and solar energy sectors with possible co-funding which caused a delay in the clustering process. Only the cut-flower sector is undergoing the development of cluster road map, both pre-feasibility and feasibility studies and the implementation for developing selected clusters.

Labor market analysis (LMA)

Between October 2010 – January 2011, UNJP-YEM Turkey developed and carried out a Labor Market Analysis (LMA) in Antalya in cooperation with İŞKUR and TURKSTAT. LMA aims at analyzing employment opportunities and available human resources at local, regional or national labor market level. It identifies areas where there are skills shortages/surpluses and where an appropriate balance between needs and supply of labor. It was done for the first time at provisional level with local resources in order to facilitate better matches between the supply of and demand for labor at local Antalya level and facilitates monitoring of labor supply and demand. This is the first example of a detailed labor market research at the provincial level and it aims to provide a standard and replicable model of implementation for other 80 provinces. Therefore, UNJP develop a manual containing guidelines on how to conduct LMA.

Quantitative & qualitative research on monitoring of migration impact on local labor market and employment

In collaboration with İŞKUR, TURKSTAT and Academia, UNJP-YEM conducted a baseline research on Local Monitoring of Human Mobility Impacts on the Labor Market and Youth Employment using available national data and field work; applying relevant qualitative and quantitative methods. It aims to investigate role of human mobility in labor market adjustment and to understand effects of human mobility on changes in the labor market by occupation in Antalya focusing on the youth labor market in Turkey particularly in Antalya to identify factors contributing to the persistently high rates of unemployment and joblessness among youth. The research undertakes three parallel lines:

1. Revision of characteristics, trends and profiles related to the youth labour market
2. Revision of findings from the research literature in order to identify determinates of labour market outcomes for youth.
3. Application of two surveys (one from İŞKUR sources and the other from human mobility prone areas of Antalya) to address additional questions about the youth employment situation to develop and enhance regional capacities human mobility-prone areas, through the sustainable creation of decent jobs and the promotion of local competencies.

It includes, also recommendations and conclusions on how to ensure sustainability for Antalya and to replicate it in other provinces with similar youth employment profile will be prepared by the research team. The subjects of the articles will be identified through the research in cooperation with UNJP-YEM. The findings of the baseline study will be used in providing policy advice to both İSKUR and PVTB on how to work towards unemployed youth migrants. This quantitative and qualitative research model was executed in cooperation with İŞKUR, TURKSTAT and academia can be replicated by İŞKUR in other regions.

Enhancing the capacities of the national and local authorities to increase employment

In order to increase their capacity and outreach to respond to dynamic labor demand, UNJP-Turkey undertook an Institutional Needs Assessment for Turkish Employment Organization (İŞKUR) and Provincial Employment and Vocational Training Board (PEVTB) in Antalya. A

capacity-building plan has been agreed with İŞKUR. Project management training and a series of three ToT workshops were executed for İSKUR staff.

Project Management Training Workshops

Eight participants from both İŞKUR-HQ and İŞKUR Antalya attended a two-day training programme on project management, methodology and application during the period of 25-26 September 2010. Participants interviewed were satisfied with both the content and trainer of the workshop. There was, however no end-of-training assessment documented for this workshop.

İŞKUR ToT Workshops (job counseling, matching and placement and life skills training)

For supporting employability of unemployed youth including most vulnerable job seekers, 30 job counselors / İŞKUR staff were selected to attend a series of 3-modules training of trainer's workshops on job counseling, matching and placement and life skills.

UNDP delivered the first module on job counseling. The first five-day training workshop was executed by UNDP. It was held in Ankara on 23-27th May, 2011. The content of the workshop included an introduction to job counseling, counseling process and principles, Job and Career counseling, recognizing counselor as individual and as employer, Career and Job Counseling services for employers and job seekers, Selection and matching management process, Techniques used in counseling process:

- f* Education needs analysis and planning vocational improvement
- f* Basic research methods
- f* Analysis and decision making/evaluation techniques
- f* Quality management system
- f* Ensuring customer satisfaction and evaluation
- f* Time management techniques
- f* Project planning and management techniques
- f* Reporting techniques
- f* Presentation techniques
- f* Vocational development activities,
- f* Vocational information requirements
- f* Vocational competencies
- f* Interviewing
- f* Effective communication skills
- f* CV preparation
- f* Active listening and interrogation techniques
- f* Using body language and demonstration
- f* Providing in/out communication
- f* Conflict management

The second was executed by ILO during the period of 6-10th June, 2011 in Antalya. It was on job matching and placement and included:

1. Job Matching and Job Placement Techniques
2. Job Matching and Job Placement Techniques (employer services strategy)
3. Job Counseling : Information Sessions and Group Job Search Counseling Strategies
4. Counseling techniques and skills in Job Matching , Placement and Job Counseling
5. Demonstrations and practice.

IOM designed and will deliver the third training module basic life skills that will provide unemployed and most vulnerable job with the necessary skills to adapt to urban life. It will

include written and oral communication skills. This module started with a needs assessment on skills gaps for the targeted beneficiaries of UNJP according to their socio-economic situation, age and education levels.

The training course focuses mainly on providing participants with knowledge that most of them already know and is not customized for İSKUR setting and Staff as expressed by participants during the focus group discussion facilitated by the Evaluation Consultant in Antalya during the delivery of second module.

The Vocational training on Cut flower and related topics

UNJP_YEM introduced a vocational Training (VET) programme in collaboration with İSKUR to be implemented in Antalya in 2011-2012 according to labor market analysis and priority sectors. The proposed training programmes will be delivered to at least 1200 youth in Antalya, with İSKUR & UNJP-YEM co-funding:

- f* In collaboration with Antalya Provincial Agriculture Directorate, Farmer education & Extension Services Department and Women Farmers Department in Ankara, FAO designed and delivered on 25-27th May 2011 a training workshop on plant protection and use of pesticides for 40 women farmers and 10 extension staff working in the District of Antalya. This training will be re-delivered for 50 participants in October 2011.
- f* FAO provides assistance to İSKUR to design and implement the on-the-job vocational training on cut-flowers in partnership with TUMEM and Cut-Flower Exporters Association. İSKUR will support the ToT vocational training programme and TUMEM will deliver it to the unskilled migrant labor and seasonal migrants.
- f* In collaboration with the Sub-Union of Seed Industrialists & producers, İSKUR is also in the process to finalize a needs assessment study in order to design a pilot vocational training programme on contractual farming options for medium-large scale agro-businesses.
- f* In collaboration with the Forestry Engineers Association, FAO is finalizing a nursery training course for unemployed youth in Antalya.

7.3.2 Effectiveness

UNJP-YEM Turkey has partially achieved its outputs. The preparation of NYEAP draft is still a work in progress. It enhanced, however the inter-institutional coordination through the formation and increasing the capacity of NTT, contributed to enhancing the capacities of the national and local institutions in developing methods / National Models such as the Occupational outlook (ISKUR, social partners & employer organization), the Sector scan (identification of strategic priority sectors in Antalya and the quantitative & qualitative research on monitoring of migration impact on local labor market and employment (ISKUR, TURKSTAT & Academia). It also developed replicable tools and research models that improve decision-making and programming the capacities of İSKUR and PEVTB staff in collecting, disseminating data and information and improving the formulation, coordination and monitoring of Active Labor Market Policies (ALMP) and evaluating the VET programmes in consultation with İSKUR's social partners and employers' organizations. All studies and tools are built on best practiced models, solid theoretical background and, applied economic research methodologies. UNJP-YEM provided İSKUR a series of Training of Trainers Workshops in job counseling, matching & placement and life skills training in order to increase the capacity of its job councilors.

Contribution to stated outputs

The document of UNJP-YEM Turkey identifies two expected outputs:

1. A National Youth Employment Action Plan (NYEAP) prepared and adopted by İŞKUR
2. Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city, Antalya

The first output has been partially achieved as the preparation of NYEAP draft is still a work in progress and launching it postponed to after national election to ensure involvement of the new ministerial teams & launch of the National employment strategy. UNJP_YEM Turkey enhanced inter-institutional coordination through the formation and increasing the capacity of NTT for the formulation & implementation of the National Youth Employment Action Plan (NYEAP) and development of future programs. It executed reliable labor market research and developed communication strategy to increase awareness on İŞKUR & its service for unemployed youth & employers

Also, the second output has partially been achieved. The programme contributed to increase capacities of the national and local institutions in developing methods / national models such as the occupational outlook (ISKUR, social partners & employer organization), the Sector scan (identification of strategic priority sectors in Antalya and IOM Quantitative & qualitative research on monitoring of migration impact on local labor market and employment (İŞKUR, TURKSTAT & Academia). And, enhanced capacities of İŞKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. (e.g. capacity Development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan, ISKUR Training of Trainers Workshops (job counseling, matching & placement, life skills training) , Training on migration management (including best practice) for ISKUR, Provincial Employment Board & Employer Organization) and the Vocational training on Cut flower). But, only first two modules of TOT training on job counseling were developed and delivered. Other training workshops are still work in progress.

There are limited numbers of reports on capacity building events (study visits or training workshops). The Evaluation Consultant however had the opportunity to attend the second module of the TOT training. He observed that the two modules that were delivered for İŞKUR staff/job counselors focused mainly on providing participants with knowledge that most of them already know. This observation was supported by the participants during the focus group discussion facilitated by the Evaluation Consultant. Both modules were not customized for ISKUR setting and Staff. It lacks teaching/pedagogic skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs and delivered topics. During the focus group discussion, the majority of participants assured that the knowledge presented in the first two workshops were already gained from previous trainings.

Table (2): Achievement of expected outputs

Expected outputs	Indicators	Time frame	Actual achievement	Met goals
1. A National Youth Employment Action Plan prepared and adopted by İSKUR	<i>f</i> Youth Employment Action Plan prepared, elaborated and submitted to İSKUR for approval, with budgetary amounts allocated, with a special emphasis for gender equality interventions and the specific needs of young members of migrant families	2008-2011	<i>f</i> Preparation of NAP draft is still a work in progress.	Partially achieved as the launch of NAP postponed to after national election to ensure involvement of the new ministerial teams & launch of the National employment strategy
2. Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city, Antalya	<i>f</i> At least 1 program (i.e. vocational training etc) approved and adopted by the Provincial Employment and Vocational Training Board <i>f</i> At least 3 trainings on results based management, partnership and gender issues given to the Provincial Employment and Vocational Training Board promoting equal participation of men and women.	2008-2011	<i>f</i> An Institutional Needs Assessment (INA) developed for İŞKUR and PEVTB & capacity development plan approved <i>f</i> One vocational training programme on cut flower was approved but its development & adoption is in progress <i>f</i> Training of Provincial Employment and Vocational Training Board is in progress <i>f</i> Implementation of training for İŞKUR and İŞKUR Antalya (30 core staff/job councilors: ToT $\frac{3}{4}$ Job Counseling $\frac{3}{4}$ Matching & Placement $\frac{3}{4}$ Basic Life Skills	Partially achieved. Only first two modules of TOT training on job counseling was developed and delivered

Table (2): Achievement of intended outputs - continued

Intended outputs	UN agency	Indicators	Time frame	Actual achievement	Met goals
1.1 Necessary groundwork and preparations in place to facilitate drafting of NAP.	ILO	<i>f</i> A National Technical Team (NTT) established <i>f</i> All stakeholders involved in NAP preparations have the skills to prepare a National Employment Action Plan in line with ILO standards	2009	<i>f</i> NTT established. Its first meeting held in January 2010. <i>f</i> NTT member's capacity to prepare NAP for the preparation NAP according to ILO standards strengthened: NTT training seminar delivered by ILO training center in Turin.	Yes
1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process	UNDP	<i>f</i> All stakeholders involved in NAP receive trainings on gender, regional disparities and working poor/decent work by the end of 2010	2008-2010	<i>f</i> Forming an expert team to provide policy advice and feedback to NTT and undertaking assessment of draft National Action Plan (NAP) from various perspectives: poverty, gender, social inclusion, regional disparities, migration, rural employment and agriculture. Experts contracted by UNDP, IOM, and FAO and submitted their feedback reports, prior to the Feedback Workshop on 23 February 2011.	Yes
1.3 Migration aspects included in Youth Employment Action Plan and NTT trained on migration management	IOM	<i>f</i> National Employment Action Plan includes specific measures for migrant young men and women and takes into consideration impact of migration on youth employment	2008-2010	<i>f</i> NTT trained on migration management by IOM	Partially achieved as the launch of NAP postponed to after national election to ensure involvement of the new ministerial teams & launch of the National employment strategy
1.4 Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials	FAO	<i>f</i> National Employment Action Plan includes specific measures for rural youth and envisages tapping on niche areas in agriculture and agribusiness.	2008-2010	<i>f</i> NTT trained on rural youth employment potentials & FAO best practices	
1.5 Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	ILO	<i>f</i> More detailed (at 2-digit level) occupational data of the existing labor force.	2008-2010	<i>f</i> First Training on Statistical Literacy for İŞKUR and PEVTB, also including NTT <i>f</i> NTT Trained on Employment and Migration Network, in Kızılcahamam.	Yes
1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies and programs for youth employment and young women's participation in labor force	ILO	<i>f</i> A national model for 'Occupational Outlook' prepared and proposed for regular publication by İSKUR in cooperation with TURKSTAT, employers' associations and social partners <i>f</i> Gender disaggregated data available in the 'Occupational Outlook'	End of 2009	<i>f</i> Developing a national model for long-term occupational outlook in consultation with İŞKUR and employers' organizations; Preparing National Occupational Outlook report	On-going

Table (2): Achievement of intended outputs - continued

Intended outputs	UN agency	Indicators	Time frame	Actual achievement	Met goals
2.1 Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed	UNDP	<i>f</i> Gender and age disaggregated data and indicators are reported to/ monitored by the Provincial Employment and Vocational Training Board <i>f</i> Membership of TURKSTAT and SGK (Social Security Provincial Directorate) with the Provincial Employment and Vocational Training Board in Antalya.	2009-2011	<i>f</i> An Institutional Needs Assessment (INA) developed for İŞKUR and PEVTB <i>f</i> Agree on capacity development for İŞKUR plan in a briefing workshop on INA findings	Partially achieved as planned training workshops for İŞKUR , İŞKUR Antalya and PEVTB scheduled for year (3) on use of statistics in decision making, project management, migration management, M&E, process management, reporting & gender-sensitive service provision
2.2 Technical and administrative capacities of Antalya İSKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market	ILO	<i>f</i> Responsiveness of İSKUR placement services to local economic actors and the unemployed youth including women and migrants increased, resulting in a placement rate of 58%, where at least 50% of the newly placed employees will be women. <i>f</i> -İSKUR has 1 employability training package tailored to needs of youth with particular emphasis on young women and migrants <i>f</i> At least 1200 young people, at least 60% of which are young women, are reached by İSKUR services through job matching, vocational training, and other services in various sectors including tourism <i>f</i> - 400 young people including migrants receive vocational training in non-tourism sectors, ensuring at least 40% young women participants	2008-2011	<i>f</i> Enhance capacity of for İŞKUR and İŞKUR Antalya (30 core staff/job councilors: ToT ¼ Job Counseling ¼ Matching & Placement ¼ Basic Life Skills	Partially achieved as the basic life skills TOT to be executed end of 2011 as well as the d planned vocational training on cut-flowers
2.3 Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women into Antalya	IOM	<i>f</i> Number of Provincial Employment Board and local governance actors received training on 'Migration Management' to address the employment needs of vulnerable migrants in effective manner. <i>f</i> At least one training program aimed at promoting the employability of young men and women job seekers including migrants in Antalya <i>f</i> Increase in the number and quality of counseling and referral services provided by local agencies to job seekers <i>f</i> A report on assessment of TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) prepared and shared with national and local actors.	2008-2011	<i>f</i> Planned for year (3)	N/A
2.4 The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors	UNDP	<i>f</i> Cluster roadmaps developed in participatory manner for at least 3 sectors <i>f</i> At least 3 SME initiatives laid out as short term actions in roadmaps	2008-2011	<i>f</i> Sector-Scan for assessment of potential local economic sectors in Antalya executed and selected 3 potential sectors (seed processing, processed food & acclimatization)	Partially achieved as Development & implementation of cluster roadmaps is work in progress
2.5 The labor absorption capacity of the agricultural value chain in Antalya is enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors	FAO	<i>f</i> Increase in the number of vacancies posted to İSKUR for placements in the agro-business sector <i>f</i> Increase in the number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce	2008-2011	<i>f</i> Planned for year (3)	N/A

Support of involved UN agencies in capacity building

UN agencies provided extensive support to increase the capacity of national and local partners:

1. UN agencies provided capacity building support to increase the capacity of NTT for the formulation for the formulation of the National Youth Employment Action Plan (NYEAP) , supported the execution of reliable labor market research and supported İŞKUR in the developing communication strategy to increase awareness on İŞKUR & its service for unemployed youth & employers
2. UN provided technical assistance, also that contributes to increased capacities of the national and local institutions in developing methods / National Models:
 - f Developing the Occupational Outlook as a national model for long term occupational forecasting with gender and migration in perspective.
 - f Identifying the strategic priority sectors in Antalya using sector scan and benchmarking tools
 - f Developing quantitative & qualitative research on monitoring of migration impact on local labor market and employment.
3. UN enhanced capacities of İŞKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. It:
 - f Strengthened the capacity of NTT responsible for the formulation of the National Youth Employment Action Plan of İSKUR through Turine workshop and Austria/Slovenia best practice sharing study visit.
 - f Supported the ToT Training Workshops (job counseling, matching & placement, life skills training) for İSKUR staff/job counselors
 - f Delivered training on migration management (including best practice) for İSKUR, Provincial Employment Board & Employer Organization)
 - f FAO designed, developed and will deliver the vocational training on Cut flower

All studies and tools were of high quality. It is built on best practiced models, solid theoretical background and sound statistical, applied economic research methodologies and uses relevant qualitative and quantitative research techniques and thorough analysis to develop replicable tools and research models that improves decision-making and programming the capacities of İŞKUR and PEVTB staff in collecting, disseminating data and information and improving the formulation, coordination and monitoring of Active Labor Market Policies (ALMP) and evaluating the VET programmes in consultation with İŞKUR's social partners and employers' organizations and collaboration with TURKSTAT (e.g. **occupational outlook** is designed as a national model for long-term forecasting of occupations with gender/migration perspective, **competitiveness analysis and sector scan model** identifies the strategic and potential local sectors at a regional level using a participatory approach that involves local stakeholders in assessing local emerging and priority sectors through facilitated workshops, SWOT analysis and benchmarking, **labor market analysis (LMA)** identifies skills shortages/surpluses and where an appropriate balance between needs and supply of labor through the analysis of employment opportunities and available human resources at local, regional or national labor market level, and **the baseline research on Local Monitoring of Human Mobility Impacts on the Labor Market and Youth Employment** uses available national data and field work to investigate role of human mobility in labor market adjustment and to understand effects of human mobility on changes in the labor market by occupation).

Quality of the design and development of the training of trainer's course for İSKUR staff/job counselors requires, however reviewing this activities. The Evaluation Consultant observed that the two modules that were delivered for İSKUR staff/job counselors focused mainly on providing participants with knowledge that most of them already know. This observation was supported

by the participants during the focus group discussion facilitated by the Evaluation Consultant. Both modules were not customized for ISKUR setting and Staff. It lacks teaching/pedagogic skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs and delivered topics.

Networking versus partnership

The stakeholders of UNJP-YEM Turkey are well defined, comprehensive and broad-based. It brings together a wide range of stakeholders representing both public and private sectors. Representation of private sector, particularly SMEs, civil society organizations, women and disadvantaged groups is minimal. Government participation higher. Technical staff from ministries and local government entities in Antalya is heavily involved in working groups.

The programme seeks stakeholders input (e.g. NYEAP development) in order to identify their needs and views. It provides a continuous support to build their capacity. Despite growing credibility with beneficiaries, stakeholders are, however weakly linked as expressed by many persons interviewed. The programme is, in fact unable to build up partnerships. There is no systematic or comprehensive mechanism to involve stakeholders and build up strong partnership particularly in future areas targeted by ISKUR such as job counseling. For example partnerships with those closely related to ISKUR services/providers of counseling and job placement services (e.g. Antalya Commodity Exchange (ACE) and Antalya Metropolitan Municipality). Partnership are also needed to sustain the tools and methods developed (e.g. with TURKSTAT, BATEM and Universities). Equally important are building partnerships between ISKUR and recruiting agencies, partnerships between national/local government and civil society.

Building up effective partnerships with UNJP-YEM stakeholders is crucial to achieving and sustaining its results. This essentially requires an effective systematic mechanism to:

- f* Strengthen the credibility for the partnership through formal or informal mandate: a mission statement, a legal/regulatory mandate, a memorandum of understanding or temporary initiative with time-bound objectives as needed, adopting a balanced participation mechanism to carry out specific participatory processes. This will requires extending working groups to implement various activities,
- f* Sustain partnership(s) with champions from both the government and private sector who invests in the process and drives it forward. Public sector champions as governors or mayors are most likely to be seen as taking an overall view of social benefits. They can, however give high-level political backing.
- f* Strengthen outreach and enabling communication of a shared vision and understanding through developing a common language in order to build trust among stakeholders ensuring transparency of processes. Communication strategy must be revisited to address extensively local partners as well as the general public.
- f* Increase representation of private sector, particularly SMEs, civil society organizations, women and disadvantaged groups. Government participation needs to be limited to the highest possible level. Technical staff from ministries and local government entities in Antalya can be involved in working groups.
- f* Involve a local facilitator who commands the respect of stakeholders. He would facilitate processes, arrange for meetings, invite partners, persuade the value of attending, chair working groups and maintain momentum through and keeps track of on-going activities.

- f Build up ISKUR capacity to reach out larger number of employers and building trust with the business community using a social marketing framework in order to achieve and sustain ISKUR objectives

Gender

In meeting MDG (3), UNJP-YEM Turkey considers the practice of gender breakdown in all its activities so that the difference can be identified but still, the issue of gender require clear highlighting in the regular reports particularly in the second half of the programme; in which vocational training activities will take place. The TOT delivered for ISKUR staff tends to have a balance in selecting participants. Women have dominant representation on the team managing UNJP-YEM Turkey. Gender sensitive data are neither readily available nor monitored by the programme.

M&E reporting and dissemination of information

Collection, analysis and reporting of monitoring information were performed by the JPM for regular reporting purpose as required by MDG-F/funder. There was no staff person having dedicated duties and responsibility to regularly collect data, analyze and document monitoring information and regularly prepares activity reports, shares information on activities with other stakeholders as required, provides reports for management steering purposes, disseminate information on the UNJP-YEM operations. Some of the information related particularly to the capacity building activities and events evaluation reports were not readily available (e.g. end of workshop or study visit reports, end of event evaluation etc..). Reporting was mainly on implantation progress. Other than the format of MDG-F secretariat, there was no flexible results-oriented reporting format that reflect the needs of different stakeholders (e.g. clearly shows progress towards the achievement of the outcome) and aid in sharing information on lessons learned from the experience of its implementation. Available communication strategy can be enhanced by a parallel dissemination strategy.

MDG-F Secretariat support to UNJP-YEM Turkey

MDG-F Secretariat provided UNJP-YEM Turkey with substantive and quality support. It included management support and guidelines in the form of a template for the monitoring framework. Monitoring reports submitted have been acknowledged with minimal feedback. The opportunities for learning and sharing lessons and experiences between the fourteen YEMs of different countries in four regions of the world; in the youth, employment and migration window are fully realized through the Knowledge Management System on Youth Employment and Migration. Such a system provides knowledge, products and tools that apply innovative approaches in support of the promotion of decent work for youth in the countries of interventions. It is an be equally beneficial and cost-effective initiative to learn, share and build on lessons and experiences from other YEM programmes. It started, however in March towards the end of our second year.

7.3.3 Consistency with Paris Declaration on Aid effectiveness and Accra Agenda for Action

While performing-as-one, the commitment of UN and Turkey as the partner country appears to be in good consistency with Paris Declaration and Accra Agenda for Action. The design and implementation performance of UNJP-YEM Turkey appears to be in good consistency with the five principles of Paris Declaration on Aid effectiveness as follows:

7.3.4 Alignment of UNJP-YEM Turkey to national development strategy, institutions and procedures

Relevance to the National Government in Turkey

UNJP-YEM Turkey is aligned to the National Government ninth development plan (2007-2013). In this Plan, increasing employment is identified as major pillar through improving the labor market, increasing the sensitivity of education to labor market and developing active labor policies.. The plan emphasizes that in the framework of an employment-focused sustainable growth, creating skilled human resources required by a competitive economy and information society, improving employment opportunities, reducing unemployment and making the labor market more efficient will be ensured. The employment dimension will be taken into consideration in the regulations to be undertaken in the economic and social areas. In preparing the National Employment Strategy, the plan outlines that the issue of directing the labor force coming from agricultural sector due to the dissolution in this sector to non-agricultural sectors, will be emphasized. Development and encouragement of entrepreneurship, which is important for increasing employment, will be addressed with an integrated approach.

Local ownership

Both MDG-F and the UN are committed to respect the partner country/Turkey leadership. Turkey, on the other hand have exercised effective leadership over its UNJP-YEM Turkey and its interventions. Many local partners are committed and involved in the implementation process of UNJP-YEM Turkey. They form a local network that may support its sustainability if the programme management seeks to form and strengthen partnerships further. UN provides, also the support necessary for capacity building for the primary beneficiary/institutional beneficiaries: ISKUR-HQ, ISKUR-Antalya, Provisional Employment & vocational Training Board in Antalya and its governance structure forming the NTT.

Harmonization of UNJP-YEM Turkey interventions

Both MDG-F and the UN have been working together to establish mutually agreed, harmonized and effective design for UNJP-YEM Turkey that allows participating UN agencies to work together to avoid duplication of its interventions using same processes and one monitoring framework of UNJP-YEM Turkey. An M&E function is, however absent. There is a need, however to have it internally led and managed by ISKUR. There should be, also significant efforts to obtain the buy-in of all partners involved with supporting role of both MDG-F and the UNDP. Building ISKUR M&E capacity is equally important for the sustainability of the results of UNJP-YEM Turkey.

Managing and improving decision making for results

The focus on managing the UNJP-YEM Turkey in support of the achievement of results/outcomes and use of monitoring and evaluation information to improve decision making requires developing a comprehensive M&E system. The management of results, aligning results and M&E efforts/function can provide strong supportive environment for M&E development and implementation of ISKUR future activities.

Mutual accountability

MDG-F, the UN and the main institutional beneficiary (ISKUR) are accountable for the UNJP-YEM Turkey results. These results need to be clearly shared between participating UN agencies and ISKUR.

7.3.5 Sustainability and exit strategy

The sustainability of the UNJP-YEM results can be ensured through quality implementation of the UNJP-YEM interventions that focuses on enhancing national and Antalya local capacities for active labor market interventions such as the employment policy formulation, decision Making and building the capacity of ISKUR and PEVTB staff, developing methods and creation of pilot model in Antalya that could be replicated at national level and enhancing the capacity of ISKUR and NTT.

Despite the delay in announcement and adoption the National Employment Strategy and National Youth Employment Action Plan (NYEAP) as well as ISKUR Action Plan, UNJP-Turkey has successfully executed a number of activities that contributed positively to the sustainability of its results.

- f* The alignment of the National Employment Strategy and National Youth Employment Action Plan (NYEAP) is related to the Turkey's commitment in developing employment and economic competitiveness policies
- f* Enhanced the inter-institutional coordination through the formation and increasing the capacity of National Technical Team for the formulation & implementation of NYEAP, development of future programs, executing reliable labor market research and developing communication strategy to increase awareness on ISKUR & its service for unemployed youth & employers
- f* Increased capacities of the national and local institutions in developing methods / National Models such as the Occupational outlook (İŞKUR, social partners & employer organization), the Sector scan (identification of strategic priority sectors in Antalya and the Quantitative & qualitative research on monitoring of migration impact on local labor market and employment (ISKUR, TURKSTAT & Academia)
- f* Enhanced capacities of ISKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. (e.g. capacity Development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan, ISKUR ToT Training Workshops (job counseling, matching & placement, life skills training), Training on migration management (including best practice) for ISKUR, Provincial Employment Board & Employer Org.) and the Vocational training on Cut flower)

ISKUR, on the other hand has the ability to access diversified resources from the Government and donors and to raise funds. ISKUR has already funds for future vocational training. Still, there is a need for a medium-term funding plan and strategy for İŞKUR

On the other hand, there is no clear partnership involving ISKUR, donor organizations and private sector to attract parallel funding, increase the quality of human resources and to increase the placement of targeted unemployed youth. Still, there exist a great opportunity to build up partnerships beyond mere involvement in meetings or workshops of the programme. Building stronger partnerships with those involved in job placement (ACE and Antalya Metropolitan Municipality, other private sector entities delivering intermediary employment

services (e.g. job search, placement, matching or training), Universities and research institutions (BATEM and universities) as well as civil society and private sector, employer and employees associations

The quality of implementation of the capacity building interventions in particular is equally crucial to ensure the sustainability of UNJP results.

UNJP-YEM management is aware of the inherent sustainability elements of the UNJP-YEM. Internally, programme management produced a sustainability table containing the elements of UNJP-YEM's sustainability. These issues have not, however been shared with İŞKUR nor other UN partners. There is no sustainability strategy document communicated with all stakeholders concerned, nor an exit strategy.

8. CONCLUSIONS

UNJP-YEM Turkey aims is to reduce youth unemployment among vulnerable young members of migrant families and increase the participation of young women in the labour force. This will be achieved through improved capacities at national and local Antalya levels to design and implement employment interventions for targeted beneficiaries. The objectives and results of UNJP-YEM are aligned also with the ISKUR priorities and its partners and stakeholders. UN Agencies effectively act as a bridge between ISKUR, national and local Antalya partners to increase ISKUR's placement capacity, particularly for young women and vulnerable population. The innovative sector approach for increased competitiveness as well as partnership building at the local Antalya level between the sector representatives, business organizations and ISKUR can build a replicable model for other migration receiving cities.

UNJP-YEM Turkey has partially achieved its expected outputs.

- f* The preparation of NYEAP draft is still a work in progress and launching it has been postponed to after national election to ensure involvement of the new ministerial teams and launch of the National employment strategy.
- f* Inter-institutional coordination has enhanced through the formation and increasing the capacity of NTT responsible for the formulation & implementation of The National Youth Employment Action Plan (NYEAP) and development of future programs.
- f* Capacities of the national and local institutions has been enhanced in developing methods, tools and replicable models such as the Occupational outlook (ISKUR, social partners & employer organization), the Sector scan (identification of strategic priority sectors in Antalya and the Quantitative & qualitative research on monitoring of migration impact on local labor market and employment (ISKUR, TURKSTAT & Academia). Developed a communication strategy to increase awareness on ISKUR & its service for unemployed youth & employers.
- f* The capacities of ISKUR and local authorities to increase employment of young women and vulnerable groups in Turkey's top migration receiving city, Antalya. (e.g. capacity development for the National Technical Team responsible for the formulation of the National Youth Employment Action Plan (NYEAP), ISKUR Training of Trainers Workshops (job counseling, matching & placement, life skills training), training on migration management for ISKUR, Provincial Employment Board & Employer Organization) and the Vocational training on Cut flower).

All studies and tools developed are built on best practiced models, solid theoretical background and sound statistical, applied economic research methodologies. It uses relevant qualitative and quantitative research techniques and thorough analysis to develop replicable tools and research models that improves decision-making and programming the capacities of İŞKUR and PEVTB staff in collecting, disseminating data and information and improving the formulation, coordination and monitoring of Active Labor Market Policies (ALMP). Still, the quality of design and delivery of capacity building activities requires further attention and customization for ISKUR setting and Staff. All training courses needs to include teaching/trainer skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs.

Strengthening partnerships between ISKUR and local Antalya stakeholders is crucial to achieving UNJP-YEM results and sustaining it. Enhancing process and outcome monitoring and evaluation is equally important in order to increased accountability, hence improved quality of UNJP-YEM outputs

9. LESSONS LEARNED

- f* Identification of priority areas that validates the national policy have focused design, supported UNJP-YEM implementation and kept the momentum going for development initiatives. especially when there is wider representation of government institutions and civil society.
- f* The tendency that each participating UN Agency being solely responsible for the implementation of its own activities under its respective outputs with coordination can lead to inconsistency and loss of purpose (e.g. as when each of UNDP, ILO and IOM shared the design of one of the three modules to deliver İŞKUR training of trainers workshops (job counseling, matching and placement and life skills training. Then, there was lack of integration and customization in the design of capacity building modules for which teaching skills and practice teaching module was missing and led to repeated modules in the design of the first two workshops). Quality of the design and development of the training of trainer's course for İSKUR staff/job counselors requires thorough coordination to ensure consistency and understanding of purpose.
- f* Absence of established M&E function, roles & responsibilities for data, analysis, reporting leads to lacking work plans for the participating UN agencies (e.g. at process level) which creates ambiguities and challenges in terms of M&E information flow for the JPM who relies entirely on his own workable tools to remind the JPT of milestone and activities with no clear responsibility from the part of team members.
- f* Developing results framework and a log frame for and implementation plan helps to ensure the horizontal and vertical linkages and that outputs contribute to agreed outcomes.
- f* Enabling communication of a shared vision and understanding through the development of a common language is essential for building trust among stakeholders.
- f* Monitoring and evaluation is an effective tool to manage the programme process and to demonstrate its purpose and performance. Regular data collection, analysis and documentation of monitoring information facilitates sharing of information on activities with other stakeholders as required, provides reports for management steering purposes, disseminate information on the UNJP-YEM operations. And, provides regularly assessment reports on the quality of implementation of capacity building activities
- f* Flexible results-oriented reporting formats that reflect the needs of different stakeholders (e.g. clearly shows progress towards the achievement of the outcome) facilitates sharing UNJP-YEM information on lessons learned from the experience of its implementation.
- f* Strong partnership's initiative required facilitation & management support in order to move planning & implementation forward through increasing the efficiency of all stakeholders and leverage of their resources. Building up effective partnerships with UNJP-YEM stakeholders is, therefore crucial to achieving and sustaining its results. This essentially requires an effective systematic mechanism and local facilitation to attract İSKUR partners involved in job placement (ACE and Antalya Metropolitan Municipality, other private sector entities delivering intermediary employment services (e.g. job search, placement, matching or training), Universities and research institutions (BATEM and universities) as well as civil society and private sector, employer and employees associations.
- f* Exit strategy is required sometimes to ensure better functioning, better quality implementation of capacity building activities and transfer of competencies. A phased approach to UNJP-YEM Turkey can, in such a case reinforces the programme as well as its partnerships in the mid-term.

10. RECOMMENDATIONS

UN engagement

ISKUR / UN engagement present an effective case of partnership that promotes a multi-stakeholders approach, uses sustainable consultative planning processes and effective facilitation to promote understanding, collaboration and cooperation among partners. It needs to be replicated. This is recommended not only during planning but also during implementation. Monitoring and evaluation of the process of partnerships and its performance is equally important in order to learn and sustain the outputs of UNJP-YEM in Turkey.

Strengthen facilitation to building up stronger partnerships

Develop systematic and comprehensive mechanism to involve stakeholders and build up strong partnership particularly in future areas targeted by ISKUR such as job counseling. For example partnerships with those closely related to ISKUR services/providers of counseling and job placement services (e.g. Antalya Commodity Exchange (ACE) and Antalya Metropolitan Municipality). Partnerships are also needed to sustain the tools and methods developed (e.g. with TURKSTAT, BATEM and Universities). Equally important are building partnerships between ISKUR and recruiting agencies, partnerships between national/local government and civil society. In this regard, build ISKUR capacity to facilitate and manage partnerships. For this purpose strengthens ISKUR capacity to use effective facilitation mechanisms that may require the following elements:

- f* Involving local facilitator who commands the respect of stakeholders. He would facilitate processes, arrange for meetings, invite partners, persuade the value of attending, chair working groups and maintain momentum through and keeps track of on-going activities.
- f* Creating a mechanism and credibility for the partnership through formal or informal mandate: a mission statement, a legal/regulatory mandate, a memorandum of understanding or temporary initiative with time-bound objectives as needed.
- f* Increasing representation of private sector, particularly SMEs, civil society organizations, women and disadvantaged groups. Government participation needs to be limited to the highest possible level. Technical staff from ministries and local government entities in Antalya can be involved in working groups.
- f* Adopting a balanced participation mechanism to carry out specific participatory processes. This will requires extending working groups to implement various activities.
- f* Sustaining partnership(s) with champions from both the government and private sector who invests in the process and drives it forward. Public sector champions as governors or mayors are most likely to be seen as taking an overall view of social benefits. They can, however give high-level political backing.
- f* reaching out larger number of employers and building trust with the business community using a social marketing framework in order to achieve and sustain ISKUR objectives

Institutional alignment

In order to maximize the institutional potential, the partnership needs to continue being aligned within ISKUR as well as existing partner institutions. This requires UNJP_YEM Turkey to continue its strategic advice during the implementation of NYEAP in order to assist in improving the quality of implementation through capacity building as well as technical assistance, particularly

in areas such as results-based management, project implementation, stakeholder's mobilization & facilitation.

ISKUR staff TOT

The TOT is a critical element for the sustainability of UNDP-YEM Turkey. There is a need therefore to customize to ISKUR setting and needs of ISKUR staff. It may include redesign it to provide a trainer manual and a separate trainee's manual by considering a fourth module specifically focusing on teaching and training skills using available course material. The three trainers could participate in such fourth in order to provide participants with necessary feedback during the practice of learned presentation and teaching skills.

The redesign is expected to be based on adult learning principles which mean that it is interactive, relevant and practical training that builds on what participants already know & experience. Thus, it requires that the trainer facilitate the learning experience in a motivational climate rather than serve in the more traditional role of an instructor or lecturer. And, to involves the use of behavior modeling (observational learning) to facilitate learning a standardized way of performing a skill or activity. In this way participants will acquire the new skills by observing others, perform the task with supervision & efficiently performs the newly acquired skills. It must be, also competency-based. This means that it emphasizes the assessment of learning to evaluate the participant based on how well he / she performs not just how much has been learned. Results of evaluation guide adaptation of the training to allow each participant to practice new skills until he/she becomes competent. By the time the training is complete, every participant should be able to perform every skill or activity competently. This is the ultimate measure of training. Finally, the design should tailor the training program to the setting and needs of ISKUR staff and focus trainer's skills. (E.g. participants learn about and practice effective presentation skills in both classroom and small group situations; including practice teaching exercises that covers both issue-specific topics according participants' needs. A trainer manual must be developed as a "reference source" for the trainer. It will contain information that is consistent with the course goals and objectives. Thus, it will provide all of the essential information needed to conduct the course in a logical manner. The trainer's guide will contain the same material as the participant handbook as well as material for the trainer. This will include the pre-course questionnaire answer key, the mid-course questionnaire and answer key and competency-based qualification checklists.

All training activities must be conducted in an interactive, participatory manner. The trainer role will continuously change throughout the course. He will act as an instructor when presenting a classroom demonstration; a facilitator/coach when working with teams or helping participants practice a specific skill; and an evaluator when objectively assessing participant performance.

The design of the training materials must pay particular attention to making them "user friendly" and to permit the participants and trainer the widest possible latitude in adapting the training to the participants' (group and individual) learning needs.

In this way developing a training package is essential. It must contain a trainer Guide containing teaching aids, exercises, audiovisual & competency-based performance evaluation forms to help the trainer conduct participatory training courses. In addition to a participant handbook containing an overview of the course, a validated questionnaire used to assess knowledge at the start of the course and self-assessment checklists which break down training skills into their essential steps and thirdly, a reference manual containing the background material

Assessment of capacity building activities

Ensure effectiveness of capacity building activities. This requires quantitative/qualitative assessment for each capacity building activity in three levels. The first level of such reports needs to assess participant's perceptions of the quality of the trainer or field visit, materials, and training facilities as well as their perceptions of how much they learned during the training experience. A Participant Satisfaction and Trainer Evaluation form will be prepared to be completed by each participant to evaluate satisfactory performance of the training/field visit. The level II evaluation must be keyed to the course objectives and emphasize the extent of acquiring/application the essential knowledge and skills needed and thirdly its organizational impact on ISKUR.

Communication and outreach

Ensure active communication the form of frequent interactions between ISKUR partners. Revisit the existing communication strategy and make it more structured and that it prioritizes key messages, existing partnership outputs and impact on targeted beneficiaries and providing opportunities to increase the commitment to the partnership. This would require considering a dissemination strategy to reach out larger number of employers and building trust with the business community in particular using a social marketing framework. It would, also requires additional management time in order to achieve and sustain ISKUR UNJP-YEM objectives.

Reporting and documentation

Regular reporting needs to be supporting by maintaining of accurate records that document the process and implementation of activities should be important. Accurate, agreed minutes are equally effective ongoing mechanism. This would allow the implementation process find the right path towards achieving its stated goals and learn from on-going progress.

Monitoring & Evaluation Framework

Review and revise UNJP-YEM monitoring framework, reformulate its results, corresponding indicators and assumptions and expand it to include assessment of UNJP-YEM partnership(s) and executed capacity building activities. The revised monitoring & evaluation framework should provide a tool to organize results monitoring and evaluation processes, links what to monitor with how it will be done and used for baseline collection and, also for comparison with actual progress of UNJP-YEM. This requires, also reviewing its logical framework as well. The key elements of the monitoring and evaluation framework include:

- f* SMART-specific, measurable, achievable, relevant and time-bound results (impact statement, outcomes, outputs, activities) as defined by UNDP
- f* SMART-specific, measurable, attainable, relevant and time-bound performance indicators for the intervention to measure progress against each result, according to UNDP definition for the impact, outcomes and outputs indicators.
- f* Data sources
- f* Collection method
- f* Frequency of its collection
- f* Use of the data and the responsibility for collecting and analyzing it
- f* Baseline data
- f* Targets that identifies specific planned level of results to be achieved within the duration of UNJP-YEM

Monitoring & Evaluation function

Establishing a monitoring & evaluation function would allow for increased accountability, hence quality of outputs. The responsibility of the M&E function can be extended to developing a monitoring framework for the partnership(s) formed by ISKUR by imposing the identification of measurable and quantifiable outputs, therefore forcing a more strategic prioritization of issues. Integrated M&E could contribute significantly to a more strategic approach to the ISKUR partnership activities. Setting up Monitoring and evaluation system can be, in this case an effective tool to manage the partnership(s) process and to demonstrate its purpose and performance. It would encourage transparency; allow for increased accountability, hence quality of outputs. Developing a flexible, user-friendly process monitoring & impact evaluation framework would provide stakeholders with the ability to monitor internal processes, enable better overall planning that can ignite potential advocacy, and provide both internal and external motivation to promote more effective implementation.

Monitoring partnership activities would allow learning that can be helpful in adjusting modes of operation and planning for the future through:

- f* Tracking the impact of each partnership-working group's work & the progress of issues being studied,
- f* Tracking the selection process of the partnership output (solution & reform proposals) generated by the partnership; from initial suggestions through to concrete recommendations, which could provide useful insights into the effectiveness of the suggestion filtering process
- f* Serve to promote transparency and build the legitimacy of final proposals by demonstrating how they came to be adopted
- f* Tracking planning process for developing the implementation plan to show the ideal progression towards implementation and monitoring inputs (Financial & human resources).

Implementation of NAP and moving forward

- f* knowing that ISKUR has the funding to implement the plan, further technical assistance and training particularly in strengthening local partners, and facilitation may be required.
- f* ISKUR needs to develop an effective & sustainable results-based management system aiming at improving management effectiveness and accountability of NAP needs to be immediately developed through a consultative process. It requires defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. It needs to be appropriate to the demand of all stakeholders involved. This will entail the design of a Performance Measurement Framework (PMF), Evaluation system, performance reporting mechanism, capacity building & support of organizational processes and dedicated core organizational resources for regular data collection, analysis and reporting for results. It may include, also M&E policies and procedures for learning and decision making.

Sustainability, exit strategy and extension of UNJP-YEM Turkey

UNJP-YEM Turkey has successfully executed a number of activities that contributed positively to the sustainability of its results. Developing a sustainability strategy can equally provide a road map for ISKUR to sustain its activities and replicate Antalya model in other provinces.

In order to ensure better functioning, better capacity building, transfer of competencies and replication of Antalya model, a phased approach to exit would, therefore reinforce UNJP-YEM Turkey in the mid-term.

An extension of the program for six Months is, equally recommended particularly to ensure the quality of capacity building activities (e.g. TOT for ISKUR staff and training provided for other partners), provide additional module to enable participants to enhance their teaching, facilitation and counseling skills. In addition to assessing executed capacity building activities and vocational training. This requires developing an exit strategy to reinforce the proposed sustainability strategy.

11. ANNEXES

Annex (1): Evaluation Scope and key issues addressed

Annex (2): Migration in Turkey

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities

Annex (4): Anticipated Risks, Assumptions and Risk Mitigation Strategy

Annex (5): Terms of Reference for the Independent Mid-Term Evaluation

Annex (6): Persons interviewed

Annex (1): Evaluation Scope and key issues addressed

Level of evaluation	Dimensions	Evaluation questions
1. Design	1.1 Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country, the Millennium Development Goals and the policies of associates and donors.	1.1.1 Is the identification of the problems, with their respective causes, clear in the joint programme? 1.1.2 Does the Joint Programme take into account the particularities and specific interests of women and men in the areas of intervention? 1.1.3 To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural background? 1.1.4 Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme? 1.1.5 To what extent has the MDG-F Secretariat contributed to raising the quality of the design of the joint programmes?
	1.2 Ownership in the design: Effective exercise of leadership by the country's social agents in development interventions	1.2.1 To what extent do the intervention objectives and strategies of the Joint Programme respond to national and regional plans and programmes, to identified needs, and to the operational context of national politics? 1.2.2 To what extent have the country's national and local authorities and social agents been taken into consideration, participated, or have become involved, at the design stage of the development intervention?
2. Process	2.1 Efficiency: Extent to which resources/inputs (funds, time, etc.) have been turned into results	2.1.1 To what extent does the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contribute to obtaining the predicted products and results? 2.1.2 To what extent are the participating agencies coordinating with each other, with the government and with civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation? 2.1.3 Are there efficient coordination mechanisms to avoid overloading the counterparts, participating population/actors? 2.1.4 Is the pace of implementing the products of the programme ensuring the completeness of the results of the joint programme? How do the different components of the joint programme interrelate? 2.1.5 Are work methodologies, financial instruments, etc. shared among agencies, institutions and Joint Programmes? 2.1.6 Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural problems identified?
	2.2 Ownership in the process: Effective exercise of leadership by the country's social agents in development interventions	2.2.1 To what extent have the target population and participants made the programme their own, taking an active role in it? What modes of participation have taken place? 2.2.2 To what extent have public/private national resources and/or counterparts been mobilized to contribute to the programme's objective and produce results and impacts?

Annex (1): Evaluation Scope and key issues addressed - continued

Level of evaluation	Dimensions	Evaluation questions
3. Results	<p>3.1 Effectiveness: Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance.</p>	<p>3.1.1 Is the programme making progress towards achieving the stipulated results?</p> <p>a. To what extent and in what ways is the joint programme contributing to the Millennium Development Goals at the local and national levels?</p> <p>b. To what extent is the programme contributing to the goals set by the thematic window, and in what ways?</p> <p>3.1.2 Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?</p> <p>3.1.3 Do the outputs produced meet the required high quality?</p> <p>3.1.4 Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?</p> <p>3.1.5 Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?</p> <p>3.1.6 Is the programme providing coverage to beneficiaries as planned?</p> <p>3.1.7 In what way has the programme come up with innovative measures for problem-solving?</p> <p>3.1.8 Have any good practices, success stories, or transferable examples been identified?</p> <p>3.1.9 In what ways has the joint programme contributed to the issue of fair youth employment?</p> <p>3.1.10 In what ways has the joint programme contributed to the issue of internal and/or external migration?</p> <p>3.1.11 What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?</p>
	<p>3.2 Sustainability: Probability of the benefits of the intervention continuing in the long term.</p> <p>1.3</p>	<p>3.2.1 Are the necessary premises occurring to ensure the sustainability of the effects of the joint programme? At local and national level:</p> <p>i. Is the programme supported by national and/or local institutions?</p> <p>ii. Are these institutions showing technical capacity and leadership commitment to keep working with the programme and to repeat it?</p> <p>iii. Have operating capacities been created and/or reinforced in national partners?</p> <p>iv. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?</p> <p>v. Is the duration of the programme sufficient to ensure a cycle that will project the sustainability of the interventions?</p> <p>3.2.2 To what extent are the visions and actions of the partners consistent or divergent with regard to the joint programme?</p> <p>1.3.1 In what ways can the governance of the joint programme be improved so that it has greater likelihood of achieving future sustainability?</p>

Annex (2): Migration in Turkey

Migrants characteristics	Statistics
Age and gender	<ul style="list-style-type: none"> <i>f</i> More men than women migrate: 55% of the migrants are men and respectively 45% are women. <i>f</i> The majority of the migrants are in the economically active age groups (15 – 64 ages). When differentiating according to different age groups it appears that 20% is actually in the age group 20 – 24, the next highest percentage is for the age group 25 – 29 (about 15 %), followed by the age group 15-19 (about 14 %), i.e. young persons between 15–29 are 50%. The age composition does not show major differences for men and women.
Education level	<ul style="list-style-type: none"> <i>f</i> The educational level of the internal migrant population is higher than the national average. Only about 7% are illiterate (for Turkey the level of illiteracy according to the 2000 Census was about 13 %. The educational level of men is higher than the one for women. A joined report of WB and the State Planning Organization (WB, DPT, 2009) furthermore stresses that among internal migrant women the level of education is higher. <i>f</i> Those, who graduated from primary school, compose the majority among the migrants (about 32 %), about 17% have a secondary education (lise); about 11 % have a university education and about 8 % have a secondary school (middle school) degree. <i>f</i> the internal migrants, those who have moved from town to town have a higher level of education than the ones, who moved from village to town and from village to village have
Employment/Un-Employment	<ul style="list-style-type: none"> <i>f</i> Male migrants show higher unemployment rates in spite of greater employment opportunities in the labor market. <i>f</i> Unemployment rates for men and women remain below the national average. <i>f</i> Most of the migrants find employment in the services sector. In comparison to the other sectors, this is the only sector showing an increase in employment rates of internal migrants. <i>f</i> For the period 1995-2000 the migrant population 12 years and older were about 5.9 million persons, about 58 % were in the labor force (employed and unemployed) while 42 % were not in the labor force. <i>f</i> Those men not in the labor force were in majority (about 16%) students and retirees (about 4 %). <i>f</i> Most of the women not in the labour force were housewives (about 46 %) and students (about 14 %). <i>f</i> The majority of migrants above age 12 find employment in the services sector (about 62 %); about 15 % in industry; 24 % agriculture, forestry, and fishery. <i>f</i> Almost 81 % of the male migrants and 50% of the women migrants work as wage labor (or for a daily wage). Only about 6 % of the men work as unpaid family labor, whereas the percentage for women reaches about 45 %. <i>f</i> the level of employment for migrant women (%29.6) lies slightly above the level of non-migrant women (% 27). The difference however is basically to be explained by the fact that there is a higher percentage of university educated women among the internal migrants. <i>f</i> Most mentioned as migration reason is dependent migration (migration as a consequence of the household decision- 26 %) , secondly the search for a job (20 %) is stated, followed by migration because of change in place of employment of public employees (civil servants- 12 %).

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Results		Indicators	Assumptions
National Priority or goal	<i>In the framework of an employment-focused sustainable growth, creating skilled human resources required by a competitive economy and information society, improving employment opportunities, reducing unemployment and making the labor market more efficient will be ensured.</i>		
MDG goals	<i>MDG (1): Eradicate extreme poverty & hunger</i>		
	<i>MDG (3): Promote gender equality & empower women</i>		
UNDAF outcome	<i>2.0 By 2010, social & economic policies for the reduction of poverty & disparity implemented effectively & quality basic social services reaching vulnerable groups ensured</i>		
	<i>2.1 Pro-poor policies developed through partnership with civil society & private sector for social & economic development at all levels of society to achieve the MDG targets for all</i>		
UNJP objective	<i>Employment policies benefiting the poor (vulnerable groups in the labor market) and women implemented within the framework of decent work and social integration</i>		
Outcomes:	to increase decent employment opportunities for vulnerable young members of migrant families and increase the participation of young women in the labour force	<i>f</i> Labor market policies, National Youth Employment Action Plan developed and funding mechanism established to alleviate youth unemployment problem.	<i>f</i> The political climate and macro-economic situation remains stable. <i>f</i> The government remains committed to Program priorities. Government adopts a pro-poor and pro-women approach in employment creation.
Expected outputs	A National Youth Employment Action Plan prepared and adopted by ISKUR	<i>f</i> Youth Employment Action Plan prepared, elaborated and submitted to ISKUR for approval, with budgetary amounts allocated, with a special emphasis for gender equality interventions and the specific needs of young members of migrant families	<i>f</i> The Government continues to show strong ownership of the Action Plan and that budget allocations are made <i>f</i>
	Local authorities have the capacities and systems in place to increase employment of vulnerable youth including young women and migrants in Turkey's top migration receiving city, Antalya	<i>f</i> At least 1 program (i.e. vocational training etc) approved and adopted by the Provincial Employment and Vocational Training Board <i>f</i> At least 3 trainings on results based management, partnership and gender issues given to the Provincial Employment and Vocational Training Board promoting equal participation of men and women.	<i>f</i> The political climate and macro-economic situation remains stable. <i>f</i> Members of the Provincial Employment and Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families.

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Results			Indicators	Assumptions
Intended outputs	1.1 Necessary groundwork and preparations in place to facilitate drafting of NAP.	ILO	<i>f</i> A National Technical Team (NTT) established <i>f</i> All stakeholders involved in NAP preparations have the skills to prepare a National Employment Action Plan in line with ILO standards	<i>f</i> The Government continues to show strong ownership of the Action Plan and that budget allocations are made.
	1.2 National capacities developed for preparation of a National Youth Employment Action Plan through a participatory process	UNDP	<i>f</i> All stakeholders involved in NAP receive trainings on gender, regional disparities and working poor/decent work by the end of 2010	<i>f</i> Members of the National Technical Team participate to the trainings, workshops and conferences
	1.3 Migration aspects included in Youth Employment Action Plan and NTT trained on migration management	IOM	<i>f</i> National Employment Action Plan includes specific measures for migrant young men and women and takes into consideration impact of migration on youth employment	<i>f</i> Members of the National Technical Team participate to the trainings, workshops and conferences
	1.4 Rural youth employment aspects included in the Youth Employment Action Plan and NTT trained on rural youth employment potentials	FAO	<i>f</i> National Employment Action Plan includes specific measures for rural youth and envisages tapping on niche areas in agriculture and agribusiness.	<i>f</i> The Government continues to show strong ownership of the National Employment Action Plan.
	1.5 Capacities developed for statistical monitoring of youth (un) employment and migration with focus on young women's participation in the labor force by the National Statistical Agency (TURKSTAT)	ILO	<i>f</i> More detailed (at 2-digit level) occupational data of the existing labor force.	<i>f</i> TURKSTAT will incorporate gender, migration and youth components in the survey questionnaire
	1.6 Analytical knowledge base of policy makers developed for incorporation of employers' labor demand in policies and programs for youth employment and young women's participation in labor force	ILO	<i>f</i> A national model for 'Occupational Outlook' prepared and proposed for regular publication by ISKUR in cooperation with TURKSTAT, employers' associations and social partners <i>f</i> Gender disaggregated data available in the 'Occupational Outlook'	<i>f</i> Government partners and employers are committed to cooperate for preparation of an Occupational Outlook

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Results			Indicators		Assumptions	
Intended outputs	2.1	Technical and coordination capacities of the local stakeholders involved in implementation and monitoring of youth employment in Antalya developed	UNDP	<ul style="list-style-type: none"><i>f</i> Gender and age disaggregated data and indicators are reported to/ monitored by the Provincial Employment and Vocational Training Board<i>f</i> Membership of TURKSTAT and SGK (Social Security Provincial Directorate) with the Provincial Employment and Vocational Training Board in Antalya.	<i>f</i>	The political climate and macro-economic situation remains stable. Members of the Provincial Employment and Vocational Training Board agree to adopt policies and interventions to increase employment of youth, including young women and members of migrant families
	2.2	Technical and administrative capacities of Antalya İSKUR developed for implementation of active labor policies, including provision of services tailored to enhance the capabilities of the most vulnerable in the labor market	ILO	<ul style="list-style-type: none"><i>f</i> Responsiveness of İSKUR placement services to local economic actors and the unemployed youth including women and migrants increased, resulting in a placement rate of 58%, where at least 50% of the newly placed employees will be women.<i>f</i> -İSKUR has 1 employability training package tailored to needs of youth with particular emphasis on young women and migrants<i>f</i> At least 1200 young people, at least 60% of which are young women, are reached by İSKUR services through job matching, vocational training, and other services in various sectors including tourism<i>f</i> - 400 young people including migrants receive vocational training in non-tourism sectors, ensuring at least 40% young women participants	<i>f</i>	İŞKUR-Antalya Provincial Directorate responsive to the trainings and willing to cooperate for increased outreach to vulnerable youth, including young women and members of migrant families
	2.3	Local authorities put specific interventions in place to address the employment and employability issues of young migrants including young women into Antalya	IOM	<ul style="list-style-type: none"><i>f</i> Number of Provincial Employment Board and local governance actors received training on 'Migration Management' to address the employment needs of vulnerable migrants in effective manner.<i>f</i> At least one training program aimed at promoting the employability of young men and women job seekers including migrants in Antalya<i>f</i> Increase in the number and quality of counseling and referral services provided by local agencies to job seekers<i>f</i> A report on assessment of TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) prepared and shared with national and local actors.	<i>f</i>	Information available on migrant communities and their employment situation. <i>f</i> Migrant young people participate to the trainings
	2.4	The potential of the local economy to absorb migration induced labor and to grow in a sustainable manner supported through economic actors	UNDP	<ul style="list-style-type: none"><i>f</i> Cluster roadmaps developed in participatory manner for at least 3 sectors<i>f</i> At least 3 SME initiatives laid out as short term actions in roadmaps	<i>f</i>	Economic actors outside the tourism sector are willing to cooperate in a cluster analysis
	2.5	The labor absorption capacity of the agricultural value chain in Antalya is enhanced through improved services of Provincial Directorate of Agriculture and Kepez Municipality in coordination with relevant local actors	FAO	<ul style="list-style-type: none"><i>f</i> Increase in the number of vacancies posted to İSKUR for placements in the agro-business sector<i>f</i> Increase in the number of young men and women employed in the agricultural sector by the Exporters Union and Chambers of Commerce	<i>f</i>	Risk: Unemployed women do not continuously participate to the trainings. This risk will be mitigated by tailoring the trainings to the needs and schedule of rural women

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Activities	
ILO	1.1.1 Identify critical national actors who would contribute to the National Youth Employment Action Plan, including women's and youth organizations and the tripartite partners
	1.1.2 Establish a National Technical Team (NTT) for drafting of the National Youth Employment Action Plan (NAP) and provide training on preparation of NAPs in line with ILO guidelines. (One training to ISKUR HQ, 20 core staff)
	1.1.3 Provide policy advice, expertise support and secretariat functions to NTT in drafting the NAP
	1.1.4 Organize a national conference of critical national actors on youth employment and internal migration within the context of MDG targets 1.B.6 and MDG 3.2, establishing national and localized targets for these MDGs with the participation of IOM and UNDP
	1.1.5 Organize workshops on relevant best practices from selected countries in the EU (2 workshops to NTT and social partners, 30 participants total)
	1.1.6 Document and compile national conference proceedings, workshops, EU peer network best practices and the inter-ministerial working group outputs for inputting the drafting of the National Youth Employment Action Plan
UNDP	1.2.1 Develop complementary training programs (in coordination w/ ILO) for NTT and other partners, involved in preparation of National Youth Employment Action Plan
	1.2.2 Establish an expert team to provide policy advice to the NTT on issues such as working poor and regional disparities (ad hoc services will be required if needs arise)
	1.2.3 Provide contributions to the national conference to be organised by ILO within the context of MDG targets 1.B.6 and MDG 3.2 with the support of public/private sector partners (national and international) and national poverty policy makers/practitioners
	1.2.4 Establish UN Agency support system for dissemination/policy advocacy of the NEAP
	1.2.5 Supporting preparation of the NEAP through providing assistance on gender, regional disparities, social inclusion and poverty
	1.2.6 Supporting Iskur on the implementation of the action plan through training sets and business support services (4 sets of training to ISKUR staff 20 participants each)
IOM	1.3.1 Identify critical national actors who would contribute to the National Youth Employment Action Plan, including NGOs and academics who work in the area of migration
	1.3.2 Set up a coordination mechanism among the members of the working group on migration and youth employment
	1.3.1 Provide policy advice, expertise support and secretariat functions to NTT
	1.3.4 Facilitate the organization of a National Conference of critical national actors on youth employment and internal migration; to contribute in the organizations of the Inception Conference and Annual Conference; to prepare and deliver first and second volumes of the JP bulletins.
	1.3.5 Organize workshops on relevant best practices from selected countries in the EU (2 workshops to NTT and social partners, 30 participants total)
	1.3.6 Organize a training on migration management delivered to 25 members of the NTT

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Activities	
FAO	1.4.1 Prepare a Situation Analysis and Policy Report for Rural Youth with emphasis on employment prospects and innovative labor absorption modalities and update with Antalya experiences as they emerge
	1.4.2 Provide policy advice, expertise support and secretariat functions to NTT
	1.4.3 Organize training workshops to enhance understanding and capacities of NTT, social partners on best possible modalities of inclusion of rural youth in NAP.
	1.4.4 Organize workshops on best experiences of FAO on rural employment for NTT and their social partners.
	1.4.5 Organize special advocacy meetings for the Agriculture Committee of the Parliament
ILO	1.5.1 Update/Revise Labor Force Survey Questionnaires to incorporate youth, migration, disability and gender concern (linkage to IOM output)
ILO	1.6.1 Assess technical assistance needs of ISKUR and employers' associations in preparation of an occupational outlook and provide technical assistance to key actors
	1.6.2 Develop a national model for long-term occupational outlook in consultation with ISKUR and employers' organizations
	1.6.3 Prepare an Outlook for professions and occupation
UNDP	2.1.1 Undertake an institutional needs assessment to develop the capacity of the Provincial Employment Board to provide inputs to local programs for youth employment
	2.1.2 Design and delivery of training programs upon the needs assessment for the Provincial employment board on issues including partnership, target setting and results based management
	2.1.3 Present the Joint Program priorities to and develop activities with the Board members for approval and inclusion in the Annual plan of the Provincial Employment and Vocational Training Board as appropriate
	2.1.4 Undertake a needs assessment and situation analysis to develop Antalya Iskur's capacity for gender sensitive service provision
	2.1.5 Provide ISKUR with tools for collection and processing of gender disaggregated data
	2.1.6 Establishment of a participatory monitoring system on the basis of program priorities
	2.1.7 Set up the Joint Program office and provide support to ensure continued information flow and organization of forums for local governance actors

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Activities	
ILO	2.2.1 Undertake a capacity assessment and analyze the effectiveness of ISKUR in terms of delivering its placement services from the perspective of gender, migration and informality using the actual placement figures and providing employability training for vulnerable youth and for female job seekers
	2.2.2 Based on these analyses, design and deliver training for ISKUR staff to achieve better rates of matches between unemployed and open vacancies
	2.2.3 Design and pilot demand-driven, vocational training targeted at 50 young women drop-outs in collaboration with social services institutions in cooperation with ISKUR.
	2.2.4 Design and pilot demand-driven, vocational training targeted at the 15-24 age group school drop-outs in collaboration with Antalya's private sector and employers' associations in cooperation with ISKUR.
	2.2.5 Design and pilot demand-driven, vocational training targeted at disabled youth (90 participants attending 12 month training progs) in cooperation with ISKUR.
	2.2.6 Design and pilot demand-driven, advanced vocational training targeting 400 participants in six different sectors in Organized Industrial Zone in cooperation with ISKUR.
	2.2.7 Design and pilot two sets of training on "Self Employment" targeted at youth and women (100 participants) in cooperation with ISKUR.
	2.2.8 Process and analyze TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) for local monitoring of migration impacts on the local job market for use by local actors through a participatory assessment conducted by an academic institution
IOM	2.3.1 Process and analyze TURKSTAT statistics on internal migration and Labor Force Survey (building on output 1.1 above) for local monitoring of migration impacts on the local job market for use by local actors through a participatory assessment conducted by an academic institution
	2.3.2 Produce quarterly fact sheets on rural-urban migration building on existing partnerships between academe and local governance actors.
	2.3.3 Compile, publish and disseminate a repertory of good practices on integration of rural migrants based on the lessons learned throughout the project period, including recommendations on how to ensure sustainability for Antalya and to replicate in other provinces with similar migration profile.
	2.3.4 Based on the quantitative and qualitative knowledge base, adapt and deliver training on 'Migration Management' to Provincial Employment Board and local governance actors, consultative bodies and employer organizations (IOM)
	2.3.5 Identify, design and pilot remedial training for employability for most vulnerable job seekers (building on outputs of Labor Survey specific training content and methodologies with be elaborated and relevant topics included) (basic life skills for adaptation to urban life, written and oral communication skills)
UNDP	2.4.1 Undertake an assessment of the potentials of local economic sectors from the perspective of applying the EU Regional Policy and the Lisbon strategy to identify opportunities for employment creation.
	2.4.2 Conduct workshops with the cluster actors for the selected three sectors for the development of cluster roadmaps
	2.4.3 Conduct pre-feasibility and feasibility studies of local clustered initiatives and vertical integration schemes
	2.4.4 Provide technical assistance to implement the short term actions of the roadmaps
	2.4.5 Establish local governance mechanisms to implement and monitor the medium to long term actions of the roadmaps
	2.4.6 Support selected local initiatives to develop these sectors
	2.4.7 Identify private sector contributions to project activities targeting employability of youth, leveraging UN Global Compact membership

Annex (3): UNJP-YEM Turkey results, its indicators, assumptions & activities - continued

Activities	
FAO	2.5.1 Assess the effectiveness of vocational training services provided by the Provincial Directorate of Agriculture and Antalya Kepez Municipality with collaboration of and employment guaranteed by Antalya Cut Flower Exporters Union and Chamber of Commerce
	2.5.2 Assess the effectiveness of extension services provided by the Provincial Directorate of Agriculture, Kepez Municipality and others geared towards increasing productivity of agricultural enterprises that absorb especially women labor
	2.5.3 Stakeholder appraisal workshop
	2.5.4 Based on assessment, design and pilot training programs targeted at agricultural enterprises and especially for women labor

**Annex (4): Anticipated Risks, Assumptions and Risk Mitigation Strategy
of Section 4.6 in the Inception Report**

Anticipated Risks & Assumptions	Actions Planned to eliminate or mitigate these challenges
Assumption: The Ministry of Labor and Social Security continues to keep unemployment (also youth unemployment) as a priority issue and is keen to develop a national strategy on employment. The forthcoming national elections in 2011 might have further implications.	Ministry of Labor and Social Security, together with ISKUR and State Planning Organization have been involved in the planning and development stages of this joint programme. UNJP-YEM aims to link the joint programme activities to Ministry's national strategy development efforts to ensure complementarity.
Risk: The participation and ownership of local actors at the provincial level is also key for the effective delivery of the programme at the local level. ISKUR Provincial Directorate in Antalya will need to deal with some difficulties (shortage of qualified staff, heavy workload, limited coordination mechanisms with other local actors) during the implementation of the JP at the local level.	Both the Governor and Deputy Governor of Antalya, who lead the Provincial Employment Board, are very experienced and committed to the improvement of the Board's capacity and operations. They are closely working with ISKUR Provincial Directorate and keep 'youth unemployment' as a priority issue in their agenda. This approach will also help ISKUR Provincial Directorate to strengthen their coordination role. ISKUR-Antalya is aware of the fact that they are at the core of UNJP-YEM as the executing and implementing agency. Staff of ISKUR-Antalya must feel that they are crucial partner and this JP will help improving their conditions through study visits abroad, best practices sharing seminars and training opportunities etc.
Risk: Difficulties in ensuring the participation of all related stakeholders (both from national and local level) into the key stages of the JP (NTT, preparation of National Youth Employment Action Plan etc.) Sustained participation of civil society organizations, municipalities and employer associations may be difficult to secure in Antalya	A participatory mechanism will be developed in cooperation with the UN agencies and ISKUR, which will help incorporating the views of all related stakeholders - but which will not cause difficulties/delays in decision-making.
Risk: Possible competition among local stakeholders at the local level in order to get involved within the scope of the JP, that can pose difficulty in terms of relation management.	Continuous information sharing with all local stakeholders in order to keep them aware about the objectives and content of the JP (this is not a grant scheme); to share the progress and success of the JP with local stakeholders on a regular basis in order to ensure their useful participation.
Risk: Lack of motivation of local partners to learn from best practices.	The most relevant best practices (both from international and also national examples, if any) for Turkey should be selected. We can work in co-operation with the project consultants and agencies in order to make sharing of best practices a relevant component.
Risk: The project might be considered ambitious by local partners and the number of youth to be employed at the end of 3 years might be found low or unrealistic.	The local partners should be clear about the program objectives and the scope of the program. The sustainability of the project and the continuation of efforts at the local level are important issues to be discussed and we need to make sure that the program is seen as a large-scale capacity-building investment. Although the numbers seem to be high, the target groups should be identified in cooperation with local partners focusing on best practices.
Risk: Delays due to reluctance to commit to new ways of doing things (mainly at the local level).	In order to mitigate this risk, the urgency and importance of the project from the point of view of effective programming; its flexibility and sustainability should be stressed to stakeholders.

Annex (5): Terms of Reference for the Independent Mid-Term Evaluation

GENERIC TERMS OF REFERENCE FOR THE MID-TERM EVALUATION OF YEM JOINT PROGRAMMES

General Context: The MDGF and the Youth Employment and Migration (YEM) Thematic Window

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million, with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. In addition, on 24 September 2008 Spain pledged €90 million towards the launch of a thematic window on Childhood and Nutrition. The MDG Achievement Fund (MDGF) supports countries in their progress towards the Millennium Development Goals and other development goals by funding innovative programmes that have an impact on the population and potential for duplication.

The MDGF operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 49 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs.

The Youth Employment and Migration thematic window aims to contribute to a reduction in poverty and vulnerability in eligible countries by supporting interventions that promote sustainable productive employment and decent work for young people either at the national or local level, including through a better management of the (negative and positive) effects of migration and by enhancing local capacities to develop, implement and monitor effective policies and programmes in this domain.

The Window includes 14 joint programmes that encompass a wide range of subjects and results. Nevertheless, certain similar underlying characteristics can be identified across most of these joint programmes. The majority of the programmes in the window seek to contribute to increase employment opportunities for young people and/or migrants; and strengthen the national and/or local government's capacity to act in favor of youth employment, notably through strengthening existing or new government action plans. Most outcomes in this window aim to improve young people's employment opportunities, both from a "top-down" approach, in which the government enacts policies in favor of youth employment, and from a "bottom-up" approach, in which young people are given the ability and encouraged to find employment or create their own enterprise. Improving the situation of migrants is also an important outcome in this window, often pursued in conjunction with the employment opportunity outcome. The beneficiaries of the YEM Joint Programmes are diverse. Virtually all joint programs involve supporting the government, at the national and/or local levels. Related to the importance of increasing employment opportunities for young people, most programs also directly target the youth, either directly (e.g. trainings) or indirectly (e.g. employment services offered to them). In addition, some programs benefit local business communities, through public-private partnerships in favor of youth and migrants employment, while some benefit schools for their ability to transfer skills necessary for employment.

The following points should be provided by the joint programme team

- Describe the joint programme, programme name and goals; include when it started, what outputs and outcomes are sought, its contribution to the MDGs at the local and national levels, its duration and current stage of implementation.

2. OVERALL GOAL OF THE EVALUATION

One of the roles of the Secretariat is to monitor and evaluate the MDGF. This role is fulfilled in line with the instructions contained in the Monitoring and Evaluation Strategy and the Implementation Guide for Joint Programmes under the Millennium Development Goals Achievement Fund. These documents stipulate that all joint programmes lasting longer than two years will be subject to a mid-term evaluation.

Mid-term evaluations are formative in nature and seek **to generate knowledge, identifying best practices and lessons learned and improve implementation of the programmes during their remaining implementation**. As a result, the conclusions and recommendations generated by this evaluation will be addressed to its main users: the Programme Management Committee, the National Steering Committee and the Secretariat of the Fund.

3. SCOPE OF THE EVALUATION AND SPECIFIC GOALS

The mid-term evaluation will use an expedited process to carry out a systematic, fast-paced analysis of the design, process and results or results trends of the **joint programme**, based on the scope and criteria included in these terms of reference. This will enable conclusions and recommendations for the joint programme to be formed within a period of approximately three months.

The unit of analysis or object of study for this mid-term evaluation is the joint programme, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the joint programme document and in associated modifications made during implementation.

This mid-term evaluation has the following **specific objectives**:

1. To discover the programme's **design quality and internal coherence** (needs and problems it seeks to solve) and its external coherence with the UNDAF, the National Development Strategies and the **Millennium Development Goals**, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.
2. To understand how the joint programme **operates** and assess the **efficiency of its management model** in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks within the **One UN** framework.
3. To identify the programme's **degree of effectiveness** among its participants, its contribution to the objectives of the Youth Employment and Migration **thematic window**, and the Millennium Development Goals at the local and/or country level.

4. EVALUATION QUESTIONS, LEVELS AND CRITERIA

The main users of the evaluation represented in the evaluation reference group (Section 8 of the TOR), and specifically the coordination and implementation unit of the joint programme, are responsible for contributing to this section. Evaluation questions and criteria may be added or modified up to a reasonable limit, bearing in mind the viability and the limitations (resources, time, etc.) of a quick interim evaluation exercise.

The evaluation questions define the information that must be generated as a result of the evaluation process. The questions are grouped according to the criteria to be used in assessing and answering them. These criteria are, in turn, grouped according to the three levels of the programme.

Design level

- **Relevance: The extent to which the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country, the Millennium Development Goals and the policies of associates and donors.**
 - a) Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the joint programme?
 - b) Does the Joint Programme take into account the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?
 - c) To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural context?
 - d) Are the monitoring indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?
 - e) To what extent has the MDG-F Secretariat contributed to raising the quality of the design of the joint programmes?
- **Ownership in the design: national social actors' effective exercise of leadership in the development interventions**
 - a) To what extent do the intervention objectives and strategies of the Joint Programme respond to national and regional plans?
 - b) To what extent have the country's national and local authorities and social stakeholders been taken into consideration, participated, or have become involved, at the design stage of the development intervention?

Process level

- **Efficiency: The extent to which the resources/inputs (funds, time etc.) have been turned into results**
 - a) How well does the joint programme's management model – that is, its tools, financial resources, human resources, technical resources, organizational structure, information flows and management decision-making – contribute to generating the expected outputs and outcomes?
 - b) To what extent are the participating agencies coordinating with each other and with the government and civil society? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation? c) Are there efficient mechanisms for coordination that prevent counterparts and beneficiaries from becoming overloaded? d) Does the pace of implementing programme outputs ensure the completeness of the joint programme's results? How do the different components of the joint programme interrelate?
 - e) Are work methodologies, financial tools etc. shared among agencies and among joint programmes?
 - f) Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural context identified?
 - g) How conducive are current UN agency procedures to joint programming? How can existing bottlenecks be overcome and procedures further harmonized?
- **Ownership in the process: National social actors' effective exercise of leadership in the development interventions**
 - h) To what extent have the target population and the participants taken ownership of the programme, assuming an active role in it?

- i) To what extent have national public/private resources and/or counterparts been mobilized to contribute to the programme's goals and impacts?

Results level

- Efficacy: Extent to which the objectives of the development intervention have been met or are expected to be met, taking into account their relative importance.

- j) Is the programme making progress towards achieving the stipulated results?
 - a. To what extent and in what ways is the joint programme contributing to the Millennium Development Goals at the local and national levels?
 - b. To what extent is the programme contributing to the goals set by the thematic window, and in what ways?
- k) Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?
- l) Do the outputs produced meet the required high quality?
- m) Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?
- n) Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?
- o) Is the programme providing coverage to beneficiaries as planned?
- p) In what way has the programme come up with innovative measures for problem-solving?
- q) Have any good practices, success stories, or transferable examples been identified?
- r) In what ways has the joint programme contributed to the issue of fair youth employment?
- s) In what ways has the joint programme contributed to the issue of internal and/or external migration?
- t) What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

Sustainability: The probability that the benefits of the intervention will continue in the long term.

- b) Are the necessary premises occurring to ensure the sustainability of the impacts of the joint programme?

At local and national level:

 - i. Is the programme supported by national and/or local institutions?
 - ii. Are these institutions showing technical capacity and leadership commitment to keep working with the programme and to repeat it?
 - iii. Have operating capacities been created and/or reinforced in national and local partners?
 - iv. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - v. Is the duration of the programme sufficient to ensure a cycle that will ensure the sustainability of the interventions?
 - vi. Have networks or network institutions been created or strengthened to carry out the roles that the joint programme is performing?
- c) To what extent are the visions and actions of partners consistent with or different from those of the joint programme?
- d) In what ways can governance of the joint programme be improved so as to increase the chances of achieving sustainability in the future?

Country level

- e) During the analysis of the evaluation, what lessons have been learned, and what best practices can be transferred to other programmes or countries?
- f) To what extent and in what way is the joint programme contributing to progress towards the Millennium Development Goals in the country?
- g) To what extent and in which ways are the joint programmes helping make progress towards United Nations reform? One UN
- h) How have the principles for aid effectiveness (ownership, alignment, managing for development results and mutual accountability) been developed in the joint programmes?
- i) To what extent is the joint programme helping to influence the country's public policy framework?

5. METHODOLOGICAL APPROACH

The mid-term evaluation will use an international consultant, appointed by MDG-F, as the Evaluator to conduct the evaluation and a locally hired consultant who will support the Evaluator by providing information about local context such as institutions, protocol, traditions, etc. and assist with translation of key meetings/ interviews during the mission as needed. It is the sole responsibility of the Evaluator to deliver the inception, draft final and final reports.

The Evaluator will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR, the availability of resources and the priorities of stakeholders. In all cases, the Evaluator is expected to analyse all relevant information sources, such as annual reports, programme documents, internal review reports, programme files, strategic country development documents and any other documents that may provide evidence on which to form opinions. The Evaluator is also expected to use interviews as a means to collect relevant data for the evaluation.

The methodology and techniques to be used in the evaluation should be described in detail in the inception report and the final evaluation report, and should contain, at a minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques.

6. EVALUATION DELIVERABLES

The Evaluator is responsible for submitting the following deliverables to the Secretariat of the MDGF:

■ Inception Report (to be submitted within seven days of the submission of all programme documentation to the Evaluator)

This report will be 5 to 10 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The inception report will propose an initial theory of change to the joint programme that will be used for comparative purposes during the evaluation and will serve as an initial point of agreement and understanding between the Evaluator and the evaluation managers. The Evaluator will also share the inception report with the evaluation reference group to seek their comments and suggestions.

■ Draft Final Report (to be submitted within 10 days of completion of the field visit) The draft final report will contain the same

sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 5 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The MDGF Secretariat will share the draft final report with the evaluation reference group to seek their comments and suggestions.

■ Final Evaluation Report (to be submitted within seven days of receipt of the draft final report with comments)

The final report will be 20 to 30 pages in length. It will also contain an executive report of no more than 5 pages that includes a brief description of the joint programme, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The MDGF Secretariat will send the final report to the evaluation reference group. This report will contain the following sections at a minimum:

1. Cover Page
2. Introduction
 - Background, goal and methodological approach
 - Purpose of the evaluation
 - Methodology used in the evaluation
 - Constraints and limitations on the study conducted
3. Description of interventions carried out
 - - Initial concept
 - - Detailed description of its development: description of the hypothesis of change in the programme.
4. Levels of Analysis: Evaluation criteria and questions
5. Conclusions and lessons learned (prioritized, structured and clear)
6. Recommendations
7. Annexes

7. ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The mid-term evaluation of the joint programme is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen among the consultants or between the Evaluator and the reference group of the Joint Programme in connection with the findings and/or recommendations. The Evaluator must corroborate all assertions, and note any disagreement with them.
- **Integrity.** The Evaluator will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The Evaluator should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, the Evaluator must report these immediately to the Secretariat of the MDGF. If this is not done, the existence of such problems may in no case be used by the Evaluator to justify the failure to obtain the results stipulated by the Secretariat of the MDGF in these terms of reference.
- **Validation of information.** The Evaluator will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the Evaluator shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

8. ROLES OF ACTORS IN THE EVALUATION

The main actors in the mid-term evaluation are the Secretariat of the MDGF, the Programme Management Office of the joint programme and the Programme Management Committee. The Programme Management Office, PMC Co-Chairs, MofCom and RC Office will serve as the evaluation reference group. The role of the evaluation reference group will extend to all phases of the evaluation, including:

- Facilitating the participation of those involved in the evaluation design.
- Identifying information needs, defining objectives and delimiting the scope of the evaluation.

- Providing input on the evaluation planning documents (Work Plan and Communication, Dissemination and Improvement Plan).
- Providing input and participating in the drafting of the Terms of Reference.
- Facilitating the evaluation team's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods.
- Monitoring the quality of the process and the documents and reports that are generated, so as to enrich these with their input and ensure that they address their interests and needs for information about the intervention.
- Disseminating the results of the evaluation, especially among the organizations and entities within their interest group. The

Secretariat of the MDGF shall manage the mid-term evaluation in its role as proponent of the evaluation, fulfilling the mandate to conduct and finance the mid-term evaluation. As manager of the mid-term evaluation, the Secretariat will be responsible for ensuring that the evaluation process is conducted as stipulated; promoting and leading the evaluation design; coordinating and monitoring progress and development in the evaluation study and the quality of the process. It shall also support the country in the main task of disseminating evaluation findings and recommendations.

9. TIMELINE FOR THE EVALUATION PROCESS

A. Design phase (15 days total)

1. The Secretariat shall send the generic TOR for mid-term evaluation of China's CCPF to the reference group. The reference group is then to adapt these to the concrete situation of the joint programme in China, using the lowest common denominator that is shared by all, for purposes of data aggregation and the provision of evidence for the rest of the MDGF levels of analysis (country, thematic window and MDGF).
This activity requires a dialogue between the Secretariat and the reference group of the evaluation. This dialogue should be aimed at rounding out and modifying some of the questions and dimensions of the study that the generic TOR do not cover, or which are inadequate or irrelevant to the joint programme.
2. The MDGF Secretariat will send the finalized, contextualized TOR to the Evaluator it has chosen.
3. From this point on, the Portfolio Manager is responsible for managing the execution of the evaluation, with three main functions: to facilitate the work of the Evaluator, to serve as interlocutor between the parties (Evaluator, reference group in the country, etc.), and to review the deliverables that are produced.
- 4.

B. Execution phase of the evaluation study (55-58 days total)

Desk study (15 days total)

1. The Portfolio Manager will brief the Evaluator (**1 day**). He/she will hand over a checklist of activities and documents to review, and explain the evaluation process. Discussion will take place over what the evaluation should entail.
2. The Evaluator will review the documents according to the standard list (see TOR annexes; programme document, financial, monitoring reports etc.).
3. The Evaluator will submit the inception report to the MDGF Secretariat; the report will include the findings from the document review and will specify how the evaluation will be conducted. The Evaluator will share the inception report with the evaluation reference group for comments and suggestions (**within seven days of delivery of all programme documentation to the consultant**).
4. The focal points for the evaluation (PMC Co-Chairs) and the Evaluator will prepare an agenda to conduct the field visit of the evaluation. (Interview with programme participants, stakeholders, focus groups, etc) (**Within seven days of delivery of the desk study report**).

Field visit (9-12 days)

1. In-country, the Evaluator will observe and contrast the preliminary conclusions reached through the study of the document review. The planned agenda will be carried out. To accomplish this, the Secretariat's Portfolio Manager may need to facilitate the Evaluator's visit by means of phone calls and emails to the reference group.
2. The Evaluator will be responsible for conducting a debriefing with the key actors he or she has interacted with.

Final Report (31 days total)

1. The Evaluator will deliver a draft final report, which the Secretariat's Portfolio Manager shall be responsible for sharing with the evaluation reference group (**within 10 days of the completion of the field visit**).
2. The evaluation reference group may ask that data or facts that it believes are incorrect be changed, as long as it provides data or evidence that supports its request. The Evaluator will have the final say over whether to accept or reject such changes. For the sake of evaluation quality, the Secretariat's Portfolio Manager can and should intervene so that erroneous data, and opinions based on erroneous data or not based on evidence, are changed (**within 14 days of delivery of the draft final report**).
The evaluation reference group may also comment on the value judgements contained in the report, but these do not affect the Evaluator's freedom to express the conclusions and recommendations he or she deems appropriate, based on the evidence and criteria established.
3. The Secretariat's Portfolio Manager shall assess the quality of the final version of the evaluation report presented, using the criteria stipulated in the annex to this TOR (**within seven days of delivery of the draft final report**).
4. Upon receipt of input from the reference group, the Evaluator shall decide which input to incorporate and which to omit. The Secretariat's Portfolio Manager shall review the final copy of the report, and this phase will conclude with the delivery of this report by the MDGF Secretariat to the evaluation reference group (**within seven days of delivery of the draft final report with comments**).

5. **Phase of incorporating recommendations and improvement plan (within 21 days of delivery of the final report):**
1. The Secretariat's Portfolio Manager, as representative of the Secretariat, shall engage in a dialogue with the reference group to establish an improvement plan that includes recommendations from the evaluation.
 2. The Secretariat's Portfolio Manager will hold a dialogue with the reference group to develop a simple plan to disseminate and report the results to the various interested parties.

10. ANNEXES

a) Document Review

This section must be completed and specified by the other users of the evaluation but mainly by the management team of the joint programme and by the Programme Management Committee. A minimum of documents that must be reviewed before the field trip shall be established; in general terms the Secretariat estimates that these shall include, as a minimum:

MDG-F Context

- MDGF Framework Document
- Summary of the M&E frameworks and common indicators
- YEM Thematic Window TORs
- General thematic indicators
- M&E strategy
- Communication and Advocacy Strategy
- MDG-F Joint Implementation Guidelines

Specific Documents for Joint Programme Other

in-country documents or information

- Evaluations, assessments or internal reports conducted by the joint programme
- Relevant documents or reports on the Millennium Development Goals at the local and national levels
- Relevant documents or reports on the implementation of the Paris Declaration and the Accra Agenda for Action in the country
- Relevant documents or reports on One UN, Delivering as One

b) File for the Joint Programme Improvement Plan

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management.

Evaluation Recommendation No. 1				
Response from the Joint Programme Management				
Key actions	Time frame	Person responsible	Follow-up	
1.1			Comments	Status
1.2				
1.3				
Evaluation Recommendation No. 2				
Response from the Joint Programme Management				
Key actions	Time frame	Person responsible	Follow-up	
2.1			Comments	Status
2.2				
2.3				
Evaluation Recommendation No. 3				
Response from the Joint Programme Management				
Key actions	Time frame	Person responsible	Follow-up	
3.1			Comments	Status
3.2				
3.3				

Annex (6): Persons interviewed

Organization	NAME	Position
Ministry of Development-MOD (former State Planning Organization-SPO)	Yıldız Yapar	Planning Expert
	Müşerref Küçükbayrak	Planning Expert
UNJP-YEM Management	Özlem Altuğ	UN JP Manager
	Görkem Güner	Prog.Assistant
İŞKUR	Assoc. Prof. Mustafa Kemal Biçerli	İŞKUR General Director
	Kemaleddin Metin	İŞKUR Head of Labor Force Adaptation
İŞKUR Antalya Provincial Directorate	Fazlı Tamer Özukan	Provincial Director
Antalya Governorate	Mehmet Seyman	Deputy Governor
Antalya Metropolitan Municipality	Cemal Öcal	Secretary General
Antalya City Council	Sema Nur Kurt	Secretary General
UNDP	Shahid Najam	Turkey Resident Representative
	Ulrika Richardson Golinski	Deputy Resident Representative
	Halide Ceylan	UN Coordination Officer
	Berna Bayazit	Programme Manager
	Pelind Rodoplu	Business Development Manager
IOM	Meera Sethi	Chief of Mission
	Yelda Devlet	Project Assistant
FAO	Ayşegül Akın	Assistant FAO Representative
	Ali Emre Yılmaztürk	Project Assistant
ILO	Ümit Efendioğlu	ILO Turkey Officer-in-Charge
	Ozan Çakmak	Project Assistant
TURKSTAT Directorate General	Enver Taştı	Head of Social Statistics Dept.
	Didem Sezer	Head of Unit Labour Statistics Unit
TURKSTAT Antalya Regional Directorate	Abdi Öncel	Regional Director
Turkish Confederation of Employer	Tuba Burcu Şenel	Expert
Turkish Ministry of Agriculture and Rural Affairs	Mehmet Ali Korkmaz	Engineer
	Murat Serdar Erman	Expert, International Agricultural Training Center (UTEM)
Turkish Ministry of National Education	Mehmet Akif Sütçü	Head of Department, Education and
	Musa Özen	Expert Technical Instructor, Board of Education
Confederation Turkish Trade Unions (TÜRK-İŞ)	Enis Bağdatlıoğlu	Deputy Manager of Research Department
	Seda Basmacı	Expert Assistant
Ankara University Faculty of Agriculture	Assoc. Prof. Emine Olhan	Programme Partner
Spanish Embassy	Carlos Ruiz Gonzalez	Counselor
Youth Employment Association (GİDER)	Kadir Celep	Chairman
Confederation of Turkish Real Trade Unions(HAK-İŞ)	Şahin Serim	Projects Coordinator
	Jülide Sarıeroğlu	Expert

Annex (6): Persons interviewed - continued

Organization	NAME	Position
Antalya Provincial Special Administration	Faruk Karaçay	Secretary General
Antalya Provincial Directorate of National Education	Hami Durul	Deputy Director
Antalya Provincial Directorate of Agriculture	Bedrullah Erçin	Provincial Director
BAKA-Western Mediterranean Mediterranean	Alaattin Özyürek	Coordinator
BATEM-Western Mediterranean Agricultural Research Institute	Suat Yılmaz	Institute Manager
ATSO-Antalya Chamber of Commerce & Industry	Beşir Çetin	ATSO Board Member
Antalya Commodity Exchange	Ali Çandır	Chairman
Akdeniz University	Prof.Nergis Mütevellioğlu	Head of Public Administration
Antalya TOBB Women Entrepreneurs Council	İlknur Fidan	Member
The Turkish Association of Disabled	Mehmet Kavural	Head of Antalya Province
The Turkish Confederation of Employer Ass.(TİSK)	Hasan Ünlü	TİSK Representative to PEVTB
Beceri Eğitim Merkezi Vocational Training Center	Metin Suyabakan	Manager
İŞKUR	Participants of ToT Workshop - second Module	