

Evaluability Assessment of Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey

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1. Purpose of the assignment

The purpose underlying this evaluability assessment is quite simple and is based on the belief that ILO, its sister UN Agency IOM in Turkey can be most effective when responding together to requests from the national counterparts for support to efforts which the Regional Refugee Response Plan (3RP) counterparts have clearly defined, initiated and demonstrated their commitment by funding and producing initial results. This approach is reflected in the three Outputs comprising the Project that aims to enhance decent work opportunities and improve livelihoods for both Syrians under Temporary Protection (SuTP) and host communities in selected provinces in Turkey, each of which is designed to support sustainability of improved job opportunities by affecting the skills, perceptions and capacity of the actors involved, namely SuTP, host communities that they live in, and the government and social partners which are active in the regulation of the labour market.

The progress of the project is a complex undertaking as it involves a large number of activities and actors, and thus at the onset of the project design, it was strongly recommended a comprehensive evaluability assessment be conducted during the first year of implementation. Outcome 1, in particular, is a long-term intervention, the targets, as well as the time required to reach to the beneficiaries, have significant differences in project implementations in the provinces selected. For that reason, this assignment addresses the period until November in the first year of the implementation, 2018. Based on the results of this evaluability assessment, the future phases of the project can be reviewed with outputs and targets revised, if needed (see the TOR in **Annex 1**).

Assessing the evaluability of a project that has a multi-pronged approach which varies in form depending upon the context in which it takes place and for which indicators are dependent on external factors is a highly complicated task. The key challenge is to establish the appropriateness of the measurable indicators and outputs which can be linked to the outcomes of the project. In addition, while there is a general agreement among the actors and stakeholders that enabling decent work opportunities both for SuTP and host communities is important, measuring the effectiveness in an environment that is subject to external factors is both technically challenging and subject to a number of risks.

2. Methodological Approach and Focus

The evaluability assessment was done in two phases.

The first phase consisted a desk study based on project documentation to understand the fit between the activities, outputs, objectives, risks/assumptions. In addition to the documents noted in the **Annex 2** below, the definitions and evaluation questions set in the ILO Evaluability Guidance Note 16 were taken into account. After assembling the set of definitions, to develop a methodology to systematize the complex dynamics of project activities and outputs over the evaluability period in 9 provinces (Ankara, Istanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay) the activities in place were also consolidated to be shared with the project management team. This phase was related to fact finding and understanding the degree to which the logic between the activities, outputs and objectives, and outcomes, and risks/assumptions align in the project design as described in the project’s log framework.

For this purpose, using the project work plan and activity logs, a set of standard template is developed into a project mapping (see **Annex 3**). The mapping focused on the project outcomes, outputs, indicators and supporting activities with a means of verification component to measure the current linkages as defined in the logical framework and progress report, and capacity of government institutions and social partners.

The purpose of mapping the project components is to collect evidence on which to base recommendations for, if necessary, future interventions. The ultimate goal is to improve project management tools, assess the evaluability of the project and increase the efficiency and timeliness of M&E framework. It must be emphasized that the project cycle involves a large number of actors, requiring steady support and on-going commitment from the national stakeholders and international development partners.

The second phase included a field visit to Ankara following the context analysis and the mapping exercise as set out at the desk review (see **Annex 4**). To address issues regarding the logical fit between activities, targets, outputs, and outcomes, I conducted interviews at the ILO Country Office in Ankara, Turkey on November 7 – 8, 2018. Separate interviews were held with all of the project team members to understand the approach and main outcomes and outputs of the project, with semi-structured, open-ended questions based on the results of the broad mapping.

During the meetings, project team members were asked to describe the types of actions used, their context, the actors involved, political and administrative levels addressed. The discussions focused on the on-going or recently completed project activities; why these activities were considered to be successful and why, what the specific outcome was, and what characteristics of the context or the design of the intervention had contributed to its success to understand the approaches and strategies that have been used so far, such as training, outreach activities, and stakeholder involvement to promote the effectiveness of the project.

3. Findings: The definitions, key questions, methodological approach, including baseline measures, affect the outcomes and outputs of the project

The evaluability assessment examined the project documents to address the following issues to review the logic and each intended outcome described in the logical frame and other relevant project documents.

- Parameters: Relevance of the indicators to outputs and outcomes; Quality of the data; Means of verification
- Indicators: Definitions; Method of calculation; Frequency of update; Disaggregation
- Data flow to assess the M&E framework: Level of technical and human capacity; Degree of integration between project activities and M&E framework; Risks and mitigating actions

While the division of project outcomes into separate activities makes obvious practical sense, the creation of separate spheres of activity brings with it certain drawbacks. There is much to be gained from cross-output coordination of project activities. To be effective, such a coordination mechanism is suggested for several activities. During the interviews, the project staff identified areas of the potential cross-thematic synergies or multiple-outcome opportunities offered by project activities. For instance, combining Activity 1.4, entrepreneurship training, with Outcome 2 activities will increase the effectiveness of business advisory services and support sustainability of newly established businesses. By targeting SuTP and host community members who are willing to establish new businesses, joint implementation of these activities is expected to increase the knowledge creation among the project beneficiaries, while improving also the income of the participants through sustainable enterprises. Another cross-activity could be to streamline the training sessions for Activity 1.2 – public employment services – with Activity 1.6 -- basic labor market skills training. Offering full-day training sessions has the potential to increase retention and reduce drop-out rates for both activities.

The project mapping exercise revealed that in small number of cases, minor revisions for calculating indicators can be considered by using the means of verification already being collected to support the outputs. For instance, under Outcome 3, adding content questions in pre- and post-training evaluations to measure the change in knowledge supports the indicator “number of representatives... who *fully understand* refugees’ labour market access...” by creating a proxy indicator, such as “75% of the participants increased their knowledge..”

In some cases, the change in local partnerships, or lack of adequate capacity of local governance units, brings the necessity to search for other means of verification. For instance, the project progress report indicates lack of capacity of Turkish Employment Agency (ISKUR) to track the beneficiaries. In this case, other administrative data sources, obtained from local governance

units or local training centers, can be used to support the relevant indicator and provide evidence both during the mid-term evaluation and the final evaluation stages.

Inconsistencies recorded in a small number of indicator definitions, baselines and targets reported in the Inception Report, Annex 1: Descriptions of Actions and Annex 2: Updated Log-Frame. These indicators need to be revised to ensure consistency. For instance, Outcome 2, Indicator “Number of SuTP and host community members accessing employment and entrepreneurship opportunities” (Baseline: “Approximately 13.000 work permits”; Target: “2018: 600 jobs created, 2019: 1200 jobs created”) (source: Revised Log Frame). The baseline and the target values, either as work permits issued or number of jobs created, have to be adjusted for consistency.

Another example is Indicator 3.1.c “Number of representatives from social partner organisations (gender disaggregated) participated at advocacy workshops” with specified but different targets “2018: 250 participants; 2019: 250 participants” and “7 Local workshops for 350 representatives of employers and workers' organisations / 1 national workshop 100 participants” in the logical framework and progress report, respectively.

The project mapping (**Annex 3**) prepared after the desk review specifies the definitions of activities, indicators, baselines and target values by cross-checking the relevant project documents and, to ensure consistency, highlights the project components in need of revision.

Outcome based evaluability: the logical fit between activities, major outputs, targets, milestones, proposed measurements

As would be expected, progress of the project activities varied.

Outcome 1. Increased availability of a skilled, competent and productive labour supply to access to decent work for SuTP and Turkish host communities

High levels of target beneficiaries listed under Outcome 1, combined with the project approval and implementation taking first half of the year, has made attaining the 2018 target extremely unlikely. However, the cascaded design of the project signals that following the completion of the training of trainers (ToT) sessions, most, if not all, of the project beneficiaries will be reached in the first half of the 2019. In Istanbul, that the activity of training and certification has met with higher than average level of success, in which out of 90 trainees who attended the activities, 81 received certification, is indicative of the future progress of the activities for Outcome 1.

The project activity which matches the apprentices with employers willing to employ these apprentices, Activity 1.3, has been moving forward in two project sites, with advisors raising awareness both on the supply side and the demand side. Given the recent emphasis on the apprenticeship program by the national stakeholders, this activity is expected to raise additional

buy-in the SuTP population and host communities. A positive externality of the project is that the information sheet prepared by the project team is endorsed by the MoNE and is expected to be disseminated in all provinces in Turkey.

The technical and vocational education training (TVET) education modality is standardized in Turkey. However, high number of targeted beneficiaries and cascaded design of the ToT sessions have slowed down timely outreach to the target population. In the interviews, it was revealed that training sessions delivered to the young members of host communities created an additional, positive externality by increasing exposure of host community members to the rights of SuTPs. Given the high proportion of 19 – 24 age bracket among the Syrian refugee population, specifically targeting young people within SuTP and host communities is suggested to reach the target number of beneficiaries within the project period.

A problem for Outcome 1 is beneficiary fatigue among SuTPs. The results of the other SuTP related projects in Ankara revealed that drop-out rates were high enough to critically affect the results of the technical and vocational training activities. In addition to beneficiary fatigue, high opportunity costs of attending the training workshops for the beneficiaries emerged as one of the barriers to reach to the target levels. Instead of designing distinct training sessions, combining different training sessions, such as training for public employment benefits, Activity 1.2, with training sessions on life skills Activity 1.6, into full-day activities has the potential to succeed in preventing drop-outs and reaching the target levels. If this approach is adopted, the target levels of beneficiaries have to be adjusted to prevent double-counting.

Saturation effect of attending skills training programmes among SuTP who have lived in Turkey for a long time has been countered with tailored content following a needs assessment. Furthermore, supporting Activity 1.6 with Turkish language classes is expected to bypass the high opportunity costs of attending the workshops.

Outcome 2: Promoted enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and entrepreneurship opportunities for SuTP and Turkish host communities

As the project implementing agency, ILO supports establishment of new enterprises in the selected provinces. In this project, main success entry point has been conducting local economic development and value-chain analyses to train SuTPs and host community members for sectors and occupations that need skilled labour force. These analyses are expected to be completed by the end of 2018. The project activities will then connect target beneficiaries with the local partners in the provinces selected. In Konya, the local project partner bypassed the required language-skills for grant applications by setting a special web portal for applications by SuTP to go through the official KOSGEB site. This web portal is expected to help SuTP beneficiaries in the future stages of the project.

The potential barrier to attaining Outcome 2 in general, and training the potential business owners in particular, is the cap on the training hours; the overall entrepreneurship training constitutes 32 hours only in one week, which may not be adequate to train the target beneficiaries for required financial literacy to manage an enterprise. In this case, mentorship of potential beneficiaries becomes as important as training.

Outcome 3: Provided support to labour market governance institutions and mechanisms in implementing inclusive development strategies

The activities listed under Outcome 3 have progressed most in conducting training workshops to develop capacity of the national stakeholders and social partners. The tri-partite meetings bringing together academics, members of the justice system and practitioners on the rights of the refugees and the legal consequences of informality should be listed as a good practice.

However, lessons learned become lessons lost unless they are effectively transmitted. Without documentation, information flow across time as well as in horizontal communication across thematic areas with other project activities and implementing partners is hampered. For that reason, the indicators listed for the outputs under Outcome 3 can be strengthened by not only collecting the participant lists and minutes of the meetings, but also a summary briefings of conclusion and recommendations, to potentially feed into the other programme areas on SuTPs and host communities in Turkey.

At the time of interviews for evaluability assessment, advocacy and awareness-raising activities were in progress to engage a broad range of civil society, private sector and the wider population to participate in developing plans for the achievement of project outcomes.

4. Review of key definitions, key questions, methodological approach and Baseline measures

The project, in order to avoid duplication with other ILO projects and the projects implemented by UN agencies, has not progressed at an equal pace in the selected provinces (see Table 2, Annex 3). Considering the established channels in border provinces and in Istanbul, the project has set up platforms in Konya and Bursa, two provinces with no previous exposure to project implementation targeting SuTP. While doing so and the cascaded nature of the activity planning, such as training of the trainees prior to the training of project beneficiaries, slowed down attaining the output targets in a timely manner, setting up platforms with identified local partners in Konya and Bursa is expected to ease project implementation for future ILO or UN agency projects in these provinces. The interviews revealed that as long as an activity was under the control of the project team, the activity had been implemented on time with planned outputs. However, in the activities implemented with external partners, the process of finding competent local partners delayed the implementation and thus became a barrier to successfully and timely attain the targets.

The high level of beneficiaries under Outcome 1 is marked as the project outcome that is least likely to attain the targets specified in the project period. This difficulty stems partly from the expected delays in project cycle, partly from initial implementation of the project in two provinces with no previous experience of refugee-targeting projects, and partly from extrapolations of beneficiaries of previous projects and from insufficient information on the “beneficiary fatigue” at the stage of project design.

The interviews in Ankara revealed that in the initial design of the project, the expectation was that the beneficiaries of Outcome 1 activities would gradually move to the activities listed under Outcome 2. However, Outcome 2 activities that focus on entrepreneurship skills require a set of skills different than the skills training provided in the TVET modality under Outcome 1 activities. The expectation to train SuTP and host community members to be competent entrepreneurs with adequate financial literacy to establish sustainable businesses a year after they participate in vocational training activities in 2018, within the two-year project cycle, points to a critical flaw in the project design. To overcome this flaw, the project activities could target two different groups of SuTP and host community members, one group to be trained for improving and supporting already existing entrepreneurship experience, and the other group, in need of TVET. In this case, the likelihood of attaining the targets under both Outcomes 1 and 2 within the project cycle increases, and helps sustainability of enterprises supported by the project activities.

5. Monitoring & Evaluation framework

Review of the capacity of M&E

Making a commitment to ensuring the *compatibility* of project activities and the *comparability* of the data and to improving information transfer by supporting the M&E framework reduce the cost and improve the efficiency of project activities. A further benefit of a compatible monitoring data would be the creation of a rich source of beneficiary-level data for use in policy analysis.

The donor and national stakeholder involvement requires four different M&E reporting systems. To verify the monitoring reports of project activities, the M&E officer relies on a multi-pronged approach. The flow of data to the M&E officer is timely, and is checked with multiple sources – in addition to collecting reports on project activities, the M&E officer visits project activities unannounced, requests photographs of the participants in the training sessions in addition to the participant lists which include demographic, socio-economic background and contact information of each participant. The practice of collecting a detailed data on the beneficiaries helps to track the project outcomes, and is expected to support outcome and

impact evaluation in the future. The activities and the results flow into the M&E system timely, and the data security is ensured with the standard MIS safe guarding protocols.

Risk management

The delay related to finding competent partners in provinces with no prior experience of projects targeting SuTPs suggests the benefits of no-cost extensions to allow completion of planned project activities.

Project implementation can be delayed by a wide variety of unforeseeable circumstances. However, ensuring a realistic period within which a project is to be implemented to begin with is especially important at the local level involving social mobilization, in particular with refugee communities. Establishing contacts and gaining trust within a community is a slow process and the pressure to deliver outputs on schedule tends to rule out the painstaking process of establishing ties with local populations. By the time the project team is hired, and has their work plans approved, only 18 months of the two year project period has remained for implementation of community work. This problem and its unintended consequence that certain communities become saturated by repeated small short interventions while others are never touched is well known. The project team is experienced, and coped by selecting provinces in which they could establish personal ties and set platforms to build future project activities. Given the possibility of additional refugee flows, and increasing pressure on social services and labour markets, the problem of adequate budgeted time to achieve more difficult outcomes must be noted.

Furthermore, the coming local elections could channel the attention of the local governance units away from their planned partnerships in project activities. Fluctuating exchange rates and fragile macroeconomic structure may impede the timely matching between the apprentices and local businesses, by dampening the demand side of the labor market, thus threaten a timely match of apprenticeship skills within the specified project period.

An additional risk factor, which has risen as the project activities are undertaken, is the competition between host community members and SuTPs in job placements and apprenticeship programmes. As the host community members and SuTPs improve their marketable skills, a pressure on the pool of local employment opportunities is expected. Given the emphasis on job placement and creating incentives for local businesses to hire SuTPs and host community members, the project activities could focus on improving coordination and actively promoting coordination with local institutions in a longer time period. By further emphasizing on-the-job mentorship, the project can also devote serious attention to building the sustainability of project outcomes.

The project team can address these problems by ensuring that implementation periods are adequate to the complexity of the intervention being undertaken, by maintaining oversight that partner provider services are in fact delivered to the host communities and SuTP groups and by formally notifying all implementing partners and service providers that quality is more important than speed and that no-cost extensions are available, if needed.

Identify good practices, specific improvements that should be made in the M&E system

Training of Sustainable, Competitive and Responsible Enterprise (SCORE) trainers has increased the pool of SCORE trainers in the country. With the appropriate certification, the project helps to support the available cadre of trainers on sustainable enterprise-level practices across a range of sectors.

The M&E framework could be improved by supporting the indicators with expanding the means of verification, such using additional source of local data depending on the established networks with implementing partners. The project mapping in **Annex 3** highlights the project outputs that could benefit from additional means of verification. Furthermore, the data collected on the demographic and socio-economic background of the beneficiaries participating in the training sessions could be used to compare and contrast the SuTP and host community member characteristics to provide evidence for future policy programming.

6. The project’s fit into Biennium Outcome 4: Sustainable enterprises Outcome 9: fair and effective international labor migration & mobility

The Programme and Budget for the Biennium 2018 – 2019 defined ten outcomes, two of which are the focus of the project, “Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey.” Project outcome 1, “Technical and vocational education training and job placement support for Syrians under Temporary Protection and host communities” and outcome 3 “Provide support to labour market governance institutions and mechanisms in implementing inclusive development strategies” contribute to the achievement of Biennium Outcome 9 “Fair and effective international labour migration and mobility.”¹ Project output 1.1 which addresses increased employability of SuTPs and host community members in the formal sector support Indicator 9.1, by supporting the fair labor migration policies and the protection of migrant workers.² Project Output 3.1 which

¹ Outcome 9 “Member States adopt fair and effective international labour migration and mobility policies and establish measures for their implementation at the national, regional or subregional levels to better protect the rights of persons working abroad and meet labour market needs.”

² Indicator 9.1: Number of member States that have formulated or adopted fair labour migration policies, legislation, bilateral or multilateral agreements improving the protection of migrant workers and others working abroad, and the functioning of labour markets.”

focuses on improved capacity of government institutions support Indicator 9.2, by addressing the revision of governance frameworks on labor migration.³ The project outcome 2, “Promote an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for SuTP and Turkish host communities” addresses Biennium Outcome 4 “Promoting sustainable enterprises.”⁴ By focusing on local economic development and subsequent value-chain analyses, project output 2.1 contributes to the achievement of Indicator 4.3.⁵ The Biennium Indicator 4.2 which focuses on assisting sustainable enterprises as well as potential entrepreneurs is addressed by the project activities listed under Output 2.2, which support newly established businesses by SuTP and host community members by providing training on sustainability of enterprises.⁶ Each of the project outcomes produces results, which contribute to the achievement of the others as well as concrete and independent deliverables, several of which may have Knowledge applications in other countries or regions.

7. Conclusions

Outcome 1 – Technical and vocational education training and job placement support

Key issues for success: Focus on communities, local representative bodies offer the best entry point for building secure livelihoods and decent work opportunities for SuTPs and host community members together.

Challenges: While both SuTPs and host community members benefit from TVET, they also compete for the same job pool, thus the project activities under Outcome 1 may have a poor success rate without sufficient creation of employment opportunities in the sectors identified.

Outcome 2 – Grant programs, business counseling and management support

Key issues for success: Integration across project activities can be highly effective; networking of local partner organizations to support newly established businesses and at the local level, step-wise capacity building may offer the most productive entry points.

Challenges: An institutional mechanism to track the sustainability of newly established businesses over time is essential to supporting and improving effectiveness. Improving coordination with relevant line Ministries and local authorities would better integrate these

³ Indicator 9.2: Number of regional and subregional institutions that adopt or revise (sub)regional governance frameworks or arrangements on labour migration or mobility”

⁴ Outcome 4 “Member States promote sustainable enterprises as a key element of their development strategies and as a means to create more and better jobs.”

⁵ Indicator 4.3: Number of member States that have designed and implemented dialogue platforms on responsible business practices or effective programmes for improving the functioning of markets, sectors and value chains in order to promote decent work.

⁶ Indicator 4.2: Number of member States in which effective interventions to directly assist sustainable enterprises as well as potential entrepreneurs have been designed and implemented

enterprises and promote the dissemination of improved practices beyond a limited number of project participants.

Outcome 3 – Governance and capacity building

Key issues for success: Building a close working relationship with State institutions and building their capacity is essential to promote decent work, sustainable job creation and apprenticeship placements. The collaborative training to the judges and prosecutors, lawyers, academics and practitioners has been developed and reinforces the key importance of working closely with State structures and building their capacity to work together to address the rights of SuTPs in host communities.

Challenges: Availability of decent work and secure livelihood opportunities involves both SuTPs and host community members. Given the fragile macroeconomic conditions, we need to recognize the connection between secure employment and social cohesion in local communities, and the need for long-term interventions. A focus on the legislative and policy level to make changes in legal framework need to consider the full policy cycle including implementation and monitoring recruitment, recognize the long-term nature of creating sustainable jobs.

Annexes

1. TOR
2. List of documents reviewed
3. Project mapping
4. Meeting schedule

Annex 1

The TOR

**JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES FOR SYRIANS UNDER
TEMPORARY PROTECTION AND HOST COMMUNITIES IN TURKEY
TERMS OF REFERENCE FOR EXTERNAL COLLABORATOR FOR EVALUABILITY
REVIEW**

Project Overview	
Project Title	TUR/17/07/EUR: Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey
Contraction Organization	International Labour Organization (ILO)
ILO Responsible Office	ILO Office for Turkey
Funding source	EU Regional Trust Fund (The MADAD Fund)
Budget of the Project	EUR 11,610,000.00.-
Project Location	Turkey, with project provinces of Ankara, İstanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay

Introduction

'Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey' project aims to contribute to the livelihoods of Syrian refugees and host communities through improving employability and enhancing decent work opportunities. Financially supported by 'European Union Regional Trust Fund in Response to the Syrian Crisis (The Madad Fund), the project will be implemented between 01 February 2018 and 31 January 2020 in Ankara, Istanbul, Konya, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay provinces.

Background Information

The Syrian crisis has entered its seventh year and the large numbers of refugees fleeing the conflict continue to impact significantly neighbouring host countries. As of September 2017, with over 3.1 million Syrian refugees registered under the temporary protection regime, Turkey is the largest refugee hosting country in the world. Many face difficulties in accessing services, affecting their ability to provide food, housing, health and trauma care, and other basic needs for their

families. Savings and other resources are being depleted, pushing families further into poverty and debt.

Owing to the protracted nature of the crisis, Turkey, has adopted a resilience-based development approach, as expressed in the innovative Regulation on Work Permits of Foreigners under Temporary Protection, January 2016, which allows access of officially registered refugees under temporary protection to apply for formal work permits. Growth, resilience and economic stability are at the heart of national and international strategies, emphasising the critical importance of access to decent work for Syrian refugees and host communities.

Against this backdrop, and based on its close relationship with Turkey over many years in strengthening the enabling environment for decent work and social justice, the ILO has developed the action aimed at strengthening the labour market and business development environment through the stimulation of decent work opportunities, inclusive socio-economic growth and the reinforcement of governance systems and structures. The action builds on ILO interventions on the Syrian refugee crisis in Turkey since 2014, promoting comprehensive short- and medium-term employment-rich measures to be implemented within the framework of Turkey’s overall response and the Regional Refugee and Resilience Plan (3RP). As one of the key 3RP Livelihoods Sector partners, with this Action, ILO will be contributing to the implementation of Livelihoods Sector Plan (2018-2019) in terms of developing capacities to provide labour (supply side) through support to training and post-training support with an increased focus on job placements and job creation (demand side), and conducting regular labour economic development analyses and value chain analyses to inform ongoing job placement, employment generation as well as enterprise creation and development.

Scope of the Project

Building on the experiences gained in the implementation of previous projects, the overall objective of the current project is to strengthen the ILO’s key role in response to the Syrian crisis in Turkey and aims to enhance decent work opportunities for both refugees and host communities. The project is based on three integrated pillars, further reinforced by cross-cutting actions, to facilitate the early entry of Syrian refugees and Turkish workers from host communities into the labour market at the local level and to help them develop, strengthen and upgrade their skills and competences as required. The project will contribute to labour supply and demand sides as well as the institutional capacities on the labour market governance side through provision of vocational and technical training, on the job training, workplace mentorship, validation of qualifications and recognition of prior learning, entrepreneurship training, micro-finance arrangements and business advisory services, investment and financial support services, promoting private sector involvement and creating experience-sharing platforms so as to contribute to the coordination of efforts undertaken for livelihoods. The project will target Syrian refugees living in non-camp settings in Ankara, İstanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay

The main objectives of the project are to:

1. Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for SuTP and Turkish host communities;
2. Promote an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for SuTP and Turkish host communities;
3. Provide support to labour market governance institutions and mechanisms in implementing inclusive development strategies;

Scope of Work

The ILO Office for Turkey will hire an External Collaborator to conduct Evaluability Review of the Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey Project, which is a requirement in line with ILO Evaluation Policy and Guidelines. In order to improve interventions’ Monitoring and Evaluation practices, specifically projects with high-budgets (over US\$ 5 million) shall conduct an Evaluability Review within one year of start-up.

Evaluability Review will serve to strengthen the adaptive management (such as; potential project design problems and provide revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments with in the Monitoring and Evaluation (M&E) Plan of the Project.

The External Collaborator is expected to work with key project stakeholders including ILO Office for Turkey, IOM Turkey, the EU Delegation to Turkey, Ministry of Family, Labour and Social Security, Directorate General of International Labour Force, Turkish Employment Agency, Vocational Qualification Authority, Social Security Institution, Ministry of National Education and Social Partners participated in Steering Committee meetings.

The External Collaborator should review the project concept and re-assess the relevance of indicators and targets, review the work plan and logical framework. In terms of implementation External Collaborator should focus on the effectiveness of management in relation to M&E practices as well as the quality and timelines of monitoring.

Based on the above clarifications, Key Objectives are as follows;

- Identify useful methods for defining and evaluating impacts and good practices;
- Suggest good practices for planning and for monitoring implementation and performance; and
- Provide technical support to project managers in order to develop their M&E operations.
- Assess the extent to which the project can be evaluated in a reliable manner and validate the M&E system in place.

1. Duties and Responsibilities

Under the supervision of the Director of the ILO Office for Turkey and under the coordination of National Programme Officer and close collaboration of the Monitoring Officer, the External Collaborator will carry out the following tasks:

1. Document review, including project proposal, work plan, communications, minutes of stakeholder meetings, and other information sources;
2. Stakeholder consultations with several key informant interviews, either through email, telephone, or in person;
3. Analyse project’s log frame approach, to identify the logic between the activities, outputs, objectives and risks/assumptions. Review information sources and gather different points of view on project logic;
4. Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact;
5. Analyse the project concept and re-assess the relevance of indicators and targets, review the work plan and logical framework.
6. Review the causal logic and results-level linkages between the “Programme and Budget for the Biennium 2018-19” (Specifically for Policy Outcome 4 and Outcome 9) and the project; and provide suggestions for improvements of the complementarity of the “Programme and Budget for the Biennium 2018-19” and the Project;
7. Strengthen the adaptive management (such as; potential project design problems and possible revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments with in the M&E Plan of the Project;
8. Analyse the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements⁷ if needed and
9. Conduct briefing on findings, conclusion, and recommendation of the assessment for the ILO staff.

2. Professional Qualifications

Qualifications of the External Collaborator:

1. Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches, with at least 5 years experience.

⁷ It shall be noted that any recommendation ending up with a change in Project Proposal is subject to Donor approval.

2. Experience in applying SMART indicators and reconstructing or validating baseline scenarios,
3. Experience and proven track record with policy advice, project development / implementation and/or monitoring & evaluation preferably in EU funded projects.
4. Substantial knowledge of the field of employment and vulnerable group, in particular is an asset.
5. Understanding of the ILO's tripartite culture and Decent Work agenda
6. Experience of integrating gender perspective into the monitoring and evaluation approaches is an asset.
7. Knowledge of the region and country context
8. Strong reporting and communication skills both in Turkish and in English
9. Excellent communication skills with various partners including donors
10. Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
11. Advanced degree in social sciences and economics
12. Experience in interviewing
13. Excellent analytical and report-writing skills

3. Language Requirements

The working languages of the individual activities included in the scope of this subcontract are English and Turkish. The final outputs will be submitted in English. The ILO Office for Turkey will not provide any additional funds for translation services.

4. Administrative Requirements

All activities within the scope of this Terms of Reference will be carried out under the overall supervision of the Director of ILO Office for Turkey. The External Collaborator will work in close cooperation with the National Project Coordinator and the Project Monitoring Officer.

5. Place of Work

This is a home-based assignment. However, the External Collaborator is expected to travel to Ankara for stakeholder meetings (up to 4 days) and briefing meeting (up to 2 days) within the duration of this assignment.

The travel related costs (such as airfare, accommodation, meals, in city travel and other expenses) associated with the assignment is included in the lump-sum consultancy fee and not additional payment will be done by ILO Office for Turkey.

6. Payment Details

Starting date: 8/10/2018

Ending date: 31/12/2018

Fee: 36,000.00.-TRY

The Consultant is expected to work **30 work days** within the duration of this assignment in order to fulfill required tasks and successfully execute the deliverables.

7. Deliverables and Timeframe

The External Collaborator is expected to fulfil the required tasks and execute the deliverables in the timeframe given below:

Tasks and Deliverables Expected for the Payment	Deadline	Amount of Payment upon Approval
Task-1: Document review Deliverable-1: Submission of Methodology Report and Work Plan	15 October 2018	10,000.00.- TRY
Task-2: Stakeholder Consultation Meetings Deliverable-2: N/A	22 – 26 October 2018	NA
Task-3: Evaluability Analysis and Review Deliverable-3: Submission of Initial Findings and Recommendation Reports	12 November 2018	NA
Task-4: Briefing Meeting and finalization of Evaluability Report Deliverable-4: Submission of Final “Evaluability Report”	3 December 2018	26,000.00.- TRY

All payments will be proceeded upon the submission of the deliverables and the approval of the deliverables by the ILO.

8. Other Information

The External Collaborator will be responsible for all travel, boarding, lodging, administrative costs and any other costs as incurred for activities outlined in this ToR.

Annex 2

List of Documents reviewed

1. Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey, Inception Report
2. Annex: Description of the Action
3. Annex: Revised Logical Framework
4. Annex: Updated Work Plan
5. Facilitating Report Q3 Final
6. Project M&E Plan
7. Programme and Budget for the Biennium 2018 – 2019
8. Country Programme Outcome - Turkey
9. ILO Evaluability Guidance Note 16
10. ILO Evaluation Office – Project Appraisal, date November 17, 2017.
11. Programme of Support for the Response to the Syrian Refugee Crisis in Turkey; Promoting a resilient labour market through Decent Work and inclusive economic growth; 2017-2021
12. M&E framework: Att.1.a. Data Sheet_Objective 1.xls; Att.1.b Data Sheet_Objective 2.xls; Att.1.c. Data Sheet_Objective 3.xls

Annex 4

Evaluability Review Meeting Schedule

	7 November 2018 Wednesday		8 November 2018 Thursday
Hours		Hours	
09:00 – 09:30	Interview M&E Officer - Koray Abaci	09:15 – 10:00	Interview Programme and Administrative Officer – Özge Berber Agtaş
09:30 – 10:15	Interview Project Coordinator – Fatma Gelir	10:15 – 11:00	Interview Communication Officer – Esra İsen Kireççi
11:00 – 12:15	Interview Senior Programme Coordinator – Nejat Kocabay	11:10 – 12:00	Interview Fatma Kaya
14:00 – 14:45	Interview Enterprise Development Officer – Emre Dönmez	12:00 – 13:00	Wrap-up
15:00 – 15:45	Interview Governance and Compliance Officer – Ali Emre Yılmaztürk		
16:00 – 16:45	Interview Employment Officer – Nuran Atış Torun		
16:45 – 17:05	Briefing Numan Özcan, ILO Country Director		