



# ILO EVALUATION

Evaluation Title:	Improving Labour Market Integration of Syrian Refugees and host communities in Turkey
ILO TC/SYMBOL:	TUR/17/06/USA
Type of Evaluation:	Independent Mid-Term Evaluation
Country:	Turkey (İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara)
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Name of the independent evaluator:	Hülya Günaydın
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

MID-TERM EVALUATION – KEY INFORMATION				
<b>Project title</b>	TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” Project			
<b>Contracting Organization</b>	International Labour Organization (ILO)			
<b>ILO Responsible Office</b>	ILO Office for Turkey			
<b>Technical Units</b>	MIGRATION			
<b>Funding source</b>	US Department of State, Bureau of Population, Refugees and Migration			
<b>Budget of the Project</b>	USD 6,907,066 (The funding amount requested was USD 3,500,000 for each year totalling USD 7,000,000)			
<b>Project Location</b>	Turkey (Istanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara)			
<b>Type and Number of Beneficiaries:</b>	<p><b>Direct:</b></p> <ul style="list-style-type: none"> <li>● 11.600 Syrian refugees</li> <li>● 1400 host community members</li> <li>● 100 employers</li> <li>● 650 staff from relevant governmental institutions</li> <li>● 300 representatives from tripartite constituents</li> <li>● 250 enterprises</li> </ul> <p><b>Indirect:</b> 35,000 people</p>			
<b>Duration</b>	24 months, 30/09/2017 – 30/09/2019 (Initially the end date was 30/09/2018, as the next phase was articulated, the total duration of the project was extended). No-cost extension will be requested for about 3 to 6 months.			
<b>Outcomes</b>	Outcome 9, TUR 159			
<b>Overall Objective</b>	To enhance the livelihoods and social cohesion of Syrian refugees and host communities in Turkey by promoting labour market integration and inclusive economic growth underpinned by decent work principles.			
<b>Specific Objectives</b>	1) To increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and host communities; (2) To support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities; and (3) To provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies.			
<b>Type of Evaluation</b>	Mid-Term Evaluation			
<b>Name of the Evaluator</b>	Hülya Günaydın			
<b>Mid-Term Evaluation Period</b>	Start date	13/06/2019	End Date	20/08/2019
<b>Indicative Field Phase</b>	Start date	24/06/2019	End Date	01/08/2019

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#### Disclaimer

All efforts have been spent to ensure that the information given here is correct, and any factual error that may appear is unintended and is the sole responsibility of the evaluator.

## List of Acronyms

<b>3RP</b>	Regional Refugee and Resilience Plan
<b>ADASO</b>	Adana Chamber of Industry
<b>BUTGEM</b>	Bursa Chamber of Commerce and Industry Training Center
<b>DA</b>	Development Agency
<b>DGMM</b>	Directorate General of Migration Management of the Ministry of Interior
<b>ESOB</b>	Chambers of Artisans and Craftsmen
<b>EQ</b>	Evaluation Question
<b>EVAL</b>	ILO Evaluation Office
<b>GESOB</b>	Unions of Merchants and Craftsmen in Gaziantep
<b>GoT</b>	Government of the Republic of Turkey
<b>GSO</b>	Gaziantep Chamber of Industry
<b>IHKIB</b>	Istanbul Apparel Exporters' Association
<b>ILO</b>	International Labour Organisation
<b>ILS</b>	International Labour Standards
<b>İŞKUR</b>	Turkish Employment Agency
<b>IT</b>	Information Technology
<b>ITC-ILO</b>	International Training Center of ILO
<b>KOSGEB</b>	Presidency of Administration of Small and Medium-sized Industrial Enterprises
<b>LED</b>	Local Economic Development
<b>MDG</b>	Millennium Development Goals
<b>MEKSA</b>	Vocational Training Foundation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MoFLSS DGILF</b>	Ministry of Family Labour and Social Services, Directorate General of International Labour Force
<b>MoFLSS GLIB</b>	Ministry of Family Labour and Social Services, Guidance and Labour Inspection Board
<b>MoJ</b>	Ministry of Justice
<b>MoNE DGLLL</b>	Ministry of National Education, Directorate General of Life-Long Learning
<b>NGO</b>	Non-Governmental Organisation
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OSH</b>	Occupational Safety and Health
<b>PEC</b>	Public Education Center
<b>PRM</b>	US Department of State, Bureau of Population, Refugees and Migration
<b>RMRP</b>	Regional Refugee and Migration Response Plan of the UN
<b>SDG</b>	Sustainable Development Goals
<b>ŞANSO</b>	Şanlıurfa Chamber of Industry
<b>ŞASOB</b>	Unions of Merchants and Craftsmen in Şanlıurfa
<b>SSI</b>	Social Security Institution
<b>SuTPs</b>	Syrians under Temporary Protection
<b>ToR</b>	Terms of Reference
<b>TTO</b>	Technology Transfer Office
<b>TurkStat</b>	Turkish Statistical Institute
<b>UN</b>	United Nations
<b>UNDCS</b>	United Nations Development and Cooperation Strategy
<b>UNEG</b>	United Nations Evaluation Group
<b>VCA</b>	Value Chain Analysis

# Executive Summary

## Background and Context

Seven years of civil war in Syria, since 2011, have resulted in human losses of about a quarter of a million people together with 13.5 million displaced, around half of them being internally, while more than five million took refuge in neighbouring countries. The total number of Syrian refugees in Turkey has reached 3,630,575 as of 11/07/2019, with 46% being women. The pilot locations (Istanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara) of the “**Improving Labour Market Integration of Syrian Refugees and host communities in Turkey**” project subject to this mid-term evaluation are hosting above 2.5 million Syrian refugees, which constitute about 70% of the whole Syrian refugees registered in Turkey.

Since its inception in 2015, the Regional Refugee and Resilience Plan (3RP) is being implemented in the region, and the Chapter on Turkey is under the responsibility of the Government of Turkey (GoT) in collaboration with the UN Country Team. Despite the support of the Emergency Social Safety Net Programme, Syrian refugees continue to be vulnerable along with host community members, in terms of access to labour market and earning livelihood and decent work conditions. Within this framework, the International Labour Organisation (ILO) has adopted a five-year (2017-2021) comprehensive programme of support aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities, inclusive socio-economic growth and reinforcement of governance systems and structures.

## Project Purpose and Scope

The Project “**Improving Labour Market Integration of Syrian Refugees and host communities in Turkey**”, funded under the US Department of State, Bureau of Population, Refugees and Migration (PRM) officially started on 30/09/2017 to be implemented during a period of two years by the ILO. The ILO Office for Turkey has been implementing this project as a part of its Programme in line with the Support to Public Institutions in the Turkey Refugee and Resilience Response Plan (3RP). This is a follow up of the former two projects implemented by ILO since 2015, funded by PRM.

The **overall objective** of the project is “*to enhance the livelihoods and social cohesion of Syrian refugees and host communities in Turkey by promoting labour market integration and inclusive economic growth underpinned by decent work principles*”.

The **specific objectives** of the project are (1) “*To increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and host communities.*”; (2) “*To support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities.*”; and (3) “*To provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies.*”

The project is targeting both Syrians under Temporary Protection (SuTPs) in Turkey (hereafter they will be referred to as “*Syrian refugees*”) and host communities aiming to support the creation of decent work opportunities by strengthening labour market supply through a variety of skill development interventions (vocational training courses, on the job training, language courses and complementary training courses), as well as stimulating labour market demand through local economic and business development and engagement of the private sector in areas of high Syrian refugee populations.

## Evaluation Purpose; Scope and Methodology

The evaluation of the project is part of the Monitoring and Evaluation Plan 2019 of the ILO Regional Office for Europe and Central Asia. The main objective of the Mid-Term Evaluation is to assess the implementation of the project to date and report on the outcomes to the constituents, as well as define the precautions for proper and better implementation of the remaining part of the project. The project is at its 22<sup>th</sup> month of implementation, while a no-cost extension of 3-6 months is planned. Thus, a period of about 6 to 9 months is still remaining, to which the evaluation findings could

contribute. The scope of the evaluation encompasses all activities and components of the project up to the actual time of the mission.

The mid-term evaluation is conducted in line with the ILO Policy Guidelines for results-based evaluation, 2017. The evaluation addresses all of the 30 evaluation questions as stated in the ToR (Annex 1), to the extent possible. The evaluation provides evidence based assessments responding these questions as per the five OECD/DAC criteria, namely, relevance, effectiveness, efficiency, sustainability and the impact potentials, in addition to the gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects, as well as the lessons learned and good practices for future. The overall evaluation has taken place between 13/06/2019 and 20/08/2019, which included (1) Inception Phase, (2) Fieldwork Phase, and (3) Data analysis and Reporting Phase.

The main clients/stakeholders of the evaluation are the ILO management, the Project Team members and programming staff in charge of the elaboration of new initiatives in the area of Syrian refugees in the region, and national and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in the eight provinces covered by the project, namely, İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara.

The overall methodological approach adopted is basically formative while including some summative elements with a focus on both the past performance and the future. The methodology includes mixed and complementary qualitative and quantitative data collection activities in consultation with the ILO Project Team to collect primary and secondary data from the main stakeholders and the final beneficiaries as key informants. The main data collection tasks included: (1) Review and analysis of project documents; (2) In-depth Interviews and Focus Group Meetings; (3) Analysis of data collected and formulation of findings and conclusions.

In addition to data collection in Ankara, three field visits were conducted in Gaziantep, Bursa and İstanbul. The total number of persons interviewed during the field visits and through phone interviews is 42, while the number of Syrian and host community participants to the four Focus Group Meetings has been 59 (40 women and 19 men).

## **Main Evaluation Findings and Conclusions**

### **1. Relevance:**

The PRM Syria project's third phase has started right after the completion of the former two phases funded by the same donor PRM, to build on and continue with the activities aiming to improve labour market integration of Syrian refugees and host communities in Turkey.

Overall, the relevance of the project is significantly high when the following factors are considered:

(i) The objectives of the project are fully coherent with the UN, country and ILO policies with reference to the 3RP and the ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey aiming to strengthen 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 project outcomes strongly support implementation of the UNDCS for Turkey (2016-2020), specifically under Priority 4 for Migration and International Protection, as well as the 2030 Agenda for SDG, mainly Goal 8 "*to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*" and other relevant SDGs, i.e. Goals 1 (for poverty), 4 (for education) and 10 (for inequalities).

(ii) The intervention logic addresses the real needs of the Syrian refugees and host community members based on the previous two phases of the project since 2015 and the accumulated knowledge and experience of ILO Office for Turkey under its programme of support. Significant complementarity and synergy have been achieved with the outputs and outcomes of other projects implemented by the ILO under its programme of support, particularly with the MADAD Project implemented also by the ILO Office for Turkey. The project design is assessed to be particularly distinctive in its appropriate project logical framework so as to match in addressing the needs of the relevant public, private and social constituents.

(iii) The three objectives of the project correspond directly to the three the three pillars of the ILO's Programme of Support guiding its Refugee Response. Overall, the design has strength in having a

consistent and balanced logical framework, yet complex in structure with high number of outputs to be delivered through implementing high number of different activities. The outputs to be delivered and the activities to be implemented are quite ambitious to achieve considering the limited time frame given and the 8 different locations with different characteristics. Yet, the flexibility of the design allows for improvement during the implementation. Despite the adequate emphasis on women, detailed means are not identified in the proposal due to the high number of different activities, which, however, allows the flexibility to the Project Team to formulate detailed means in the ToR specific to each activity having different conditions while promoting decent work conditions together with the different constituents. The output indicators are strong but not fully SMART particularly not specific and do not have a time bound, which are yet much detailed and improved in the individual contracts. The outcome indicators are not specific and easy to be measured.

## **2. Effectiveness:**

Overall, the effectiveness of the project is outstanding. Following the former two projects, the continuity of funds of PRM and the highly qualified Project Team having been ensured, allowed for transfer of knowledge for the ongoing third phase of the intervention. Overall, the project is assessed to be highly successful in delivering its outputs to achieve its objectives within the past 22 months, despite the complexity of the design and high number and variety of the activities, while overcoming difficulties in engaging the right constituents as well as the Syrian refugees and the host communities in the project activities. 26 outputs under the three components have been and are still being successfully delivered, with the targets of the indicators being met and even exceeding in some cases, which all ensure the achievement of the three objectives corresponding to the three pillars of the ILO. Several good practices and successes have been identified, such as the capacity building of the labour inspectors of the Guidance and Labour Inspection Board (GLIP), Social Security Auditors of Social Security Institution (SSI) and the judges, the workplace adaptation programme with an innovative approach, and cooperation with the private sector through Istanbul Apparel Exporters' Association (IHKIB) on capacity building and promoting Social Compliance Internal Auditing, cooperation with universities on informative events targeting the Syrian refugee and host community students. In addition, some unplanned positive effects have also been revealed, such as enrolment of children in formal education and vocational capacity building of family members.

Starting from the initial phases of the project, the Project Team has paid a special attention to gender mainstreaming in implementing the activities for the outputs to address the needs of women beneficiaries. Equal opportunities have been provided to those who participated in the project activities. Several good examples have been identified, such as the vocational training programme implemented in Bursa, specific consideration of women in the detailed studies of Skills Profiling, LED and VCA, as well as the promotion of voluntary compliance and social audit with a specific consideration of gender equality at work.

Monitoring, evaluation and reporting procedures conducted for this project follow the ILO guidelines and take the PRM procedures into account. Allocation of a Monitoring and Evaluation (M&E) expert in the Project Team is assessed to create gaps in terms of developing an M&E framework and Plan to follow regularly and producing detailed monitoring reports. Still, the monitoring is being continuously carried out by the Project Team, particularly through internal monitoring mechanisms to ensure the timely implementation of the activities and delivery of the outputs, as well as their quality. Internal monitoring is strengthened by the regular meetings of the Project Team, frequent missions including field visits, in addition to the close monitoring of the ILO Office for Turkey. Meanwhile, 3RP Monitoring Scheme ILO Implementation Report includes the monitoring of the project results among others. Another substantial tool utilised in this project is related to effective ex-post monitoring through the Impact Assessment of the vocational training courses.

The Quarterly Progress Reports are produced regularly in the format required by the donor PRM. Yet, there is need for additional consolidated reports in adequate detail and having a structure in line with Project Cycle Management approach.

The communication activities and products for project visibility and dialogue in addition to dissemination of outputs are assessed to be highly successful and innovative. Even though a specific Communication and Visibility Plan does not exist, all Project Team members are fully engaged also in

ensuring adequate visibility of the project outcomes, in fact, with high quality. Visibility at local level is also satisfactory.

### **3. Efficiency**

The efficiency of the project is assessed to be satisfactory. The project has started with the agreement signed between ILO and the donor PRM on 30/09/2017, with no discontinuity following the second phase. The duration of the project has been designed as two years in order to undertake all the planned activities within the project period. The project activities have been implemented smoothly since October 2017, delivering all outputs mostly on time, while a no cost extension of up to 6 months is planned due to the external factors faced particularly at local level. Despite the challenges stemming from the complexity and intensiveness of the project, no significant difficulty in management of the implementation to date has been reported.

Allocation of high quality and dedicated staff has been contributing to well management of the activities and administrative issues, while an M&E expert is not included in the team. ILO Office for Turkey has been providing extensive administrative and managerial support at the central level, which strengthens the project implementation and scales up its support. A crucial factor ensuring the success of the project has been the technical expertise and experience of the Project Team supported by the ILO Head Quarters, ILO Office for Turkey and the ITC-ILO, in managing the project and addressing the employment sector issues with a decent work approach.

Adequate financial resources have been made available by the donor in two tranches. The second tranche of the money has been transferred following the completion of first year. The project budget is balanced and managed with cost-effectiveness, while the budget for travel is assessed to be limited at the absence of local offices. The procurements and deliverables are assessed to be value for money. The equipment and consumables procured for activities, such as vocational training, are adequate in quantity and quality.

### **4. Sustainability and Impact Potential**

The prospects for impact are high under each of the three objectives, bringing a significant positive change in the lives of the Syrian refugees and host community members through gaining skills for a decent work, while enabling an appropriate business environment and strengthening the labour market governance. The progress of the outputs achieved to date and their contribution to the achievement of outcomes is highly likely to continue until the end of the project implementation period. Yet, the sustainability of the project results after the project end is assessed to be very challenging, given the large scale of the Syrian refugees in Turkey and growing need in Turkey, despite the positive legislative conditions provided for the Syrians under protection and the work permit legislation.

Financial sustainability is of high concern for all partners involved in this project, when addressing the needs of the Syrian refugees and host communities adopting decent work conditions. The project activities and their outputs successfully support the institutional structures and policies of the relevant constituents regarding the access of the Syrian refugees to decent work and contribute to their integration into the formal labour market, which, however, needs to be continued as the need is growing. The synergies with other complementary projects implemented under the ILO's programme of support is also likely to contribute to sustainability in the forthcoming phase.

To address the high need, a follow-up project, is inevitable to be undertaken by the ILO Office for Turkey benefiting from the strong support of the donor PRM, which will be able to contribute to the sustainability of the project outcomes, which, otherwise, would be at risk. Accumulating high experience and wide knowledge since 2015 through the three phases of this project, a follow-up project to be undertaken by the ILO Office for Turkey will be able to contribute to the sustainability of the project having two outcome indicators related to (i) improving the employability of 12,400 peoples (11,100 Syrian refugees and 1300 host communities, and (ii) promoting an environment for registered employment for both Syrian refugees and host community members.

### **5. Gender equality and non-discrimination issues, ILS and Social Dialogue aspects**



The design of the project has high emphasis on inclusion of women into project as beneficiaries, and introducing decent work for Syrian and Turkish women, while also providing them with opportunities to actively take part in the labour market. For this purpose, the project design sets an overall target that at least 40% of final beneficiaries and specific targets for each of the relevant output indicator, which is likely to be achieved through the intensive activities specifically targeting women. Gender mainstreaming has been specifically considered in designing the individual activities implemented through local partners. Detailed means have been included in the ToR of the activities specific to different conditions. The International Labour Standards (ILS) and Social Dialogue policies of the ILO are strongly embedded in the project design, which has been successfully implemented to date. The project activities and outputs have been specifically contributing to this end with a particular emphasis on decent work principles of ILO. The project strongly facilitates continued policy dialogue and implementation with tripartite and other partners, for access of Syrian refugees and host community members to sustainable decent work opportunities. A key element of ILO support under this component has been to assist in establishing and/or strengthening coordination mechanisms among and between national and international actors.

## **Lessons Learned and Emerging Good Practices:**

### **Lessons Learned**

#### **Lessons Learned 1 - Project Design/Relevance and Sustainability: Designing the project in follow-up phases**

Designing the project in follow-up phases contributes strongly to comprehensive programmes such as ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey, aiming to strengthen 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. Follow-up projects ensure sustaining the outputs and result given the significant need with reference to the high numbers of Syrian refugees living in Turkey and those at working age who are mostly engaged in the informal market.

#### **Lessons Learned 2 – Design: Complementarity and Synergy created among different projects implemented by ILO under its Programme of Support**

Within the scope of the ILO Programme of Support for Response to the Syrian Refugee Crisis in Turkey, since 2015, ILO has been implementing seven projects aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities in Turkey. ILO has put specific emphasis on ensuring complementarities and synergies among the projects at their design and implementation phases, to avoid overlapping fields of interventions while addressing the prevailing needs of the target groups. Accordingly, the project has been designed to complement at least three projects (the MADAD project, the UN Women project funded by the EU and the Non-Syrian Refugee project funded by PRM)<sup>1</sup>, which demonstrated complementarity and synergies through joint efforts of co-sharing the activities in delivering the outputs and also sharing of the costs, thus improving cost effectiveness of both projects.

#### **Lessons Learned 3 - Effectiveness: Benefiting from the international expertise and experience of ILO, particularly through transfer of knowledge by ITC-ILO, to improve effectiveness**

The project benefits from the ITC-ILO on specific topics in developing the capacity of the public, private and NGO partners, as well as the project consultants and the Project Team members, which significantly increases the quality of the outputs, thus contributes to effectiveness.

#### **Lessons Learned 4 - Effectiveness: Benefits of outstanding partnerships with public, private and NGO partners**

ILO has realised close collaboration with different partners to support the institutionalisation and scaling up of the outputs under the project at different locations. The project strongly contributes to strengthening the relevant public institutions for a well-functioning of decent work mechanisms.

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<sup>1</sup> "Promoting Decent Work Opportunities for Syrian Refugees and Host Communities" (2016-2018) funded through ILO Core Voluntary Funding ; "Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey" (2018-2019) funded by the EU; "Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey" (Hayata Fırsat)" (2018-2020) funded by the EU; "Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey" (2017-2019) funded by PRM.

The Project Team has established strong communication and coordination channels with governmental institutions (MoFLSS DGILF, GLIB, SSI, İŞKUR, Justice Academy and others), tripartite constituents, development agencies, municipalities, universities, private sector representatives (Chambers ESOBs, unions and sectoral representatives) and private companies, in building capacities and scaling up, which contribute significantly to improving effectiveness.

### Good Practices

The project has been successfully implementing several activities to deliver outstanding outputs, among which only three of them, each being under of the three components, are given below as examples:

**Output 1.2:** A substantial tool utilised for effective ex-post monitoring in this project is related to the **Assessment** of the vocational trainings delivered to the Syrian refugees and the host community members within the framework of this project. A strong methodology has been implemented to realise a qualitative assessment in addition to a quantitative assessment covering a wide stratified sampling. The study provides evidence-based background for future programming having precise objectives to increase the employability of the SuTPs and host communities, through direct feedback from beneficiaries. The formulation of the results and the recommendations provide useful input for improvement of the future programming, therefore, improving the quality of the vocational trainings to be delivered.

**Outputs 2.5 and 2.6:** Under Output 2.5 striking activities have been undertaken related to transition of the Syrian refugees working in the informal sector into working in formal business entities. Transition to Formality Programme (TFP) has been carried through an agreement with the SSI, which includes incentives for work permit and social security premiums. Additionally, the incentive programme has been carried out with United Work in Istanbul. As a part of this cooperation, a survey will be conducted to assess the employment status of the Syrians who have been supported through the incentive programme.

Under the Output 2.6, a rather innovative approach has been utilised in cooperation with the Technology Transfer Office (TTO) of Gaziantep University, to develop an environment for entrepreneurship ecosystem. ILO has supported the Regional Career Fair and promoted the project entrepreneurship development to have access to high number of university students composed of host communities together with the Syrian refugees particularly in the field of technology and IT fields.

**Outputs 3.1 and 3.2:** The capacity building of the project public institutions has been successfully achieved to contribute to the objective of assisting Turkey in implementing inclusive development strategies. Several well planned and designed training programmes targeting the right institutions and their staffs through outstanding trainers and facilitators have presented a good practice which could be replicated for wider target groups as the need continues to be very high, which has been expressed by the participants as well as the higher level staffs of these institutions. One of the most beneficial training was on *“Fair and effective governance of labour migration”* transferring the international expertise of ILO to the 35 participant from relevant public and employment related organisations (Output 3.1). Other trainings targeting the judges and labour inspectors, auditors of the SSI and DGILF (Output 3.2) on relevant topics such as on *“Formal Employment of SuTPs”* and *“Temporary and International Protection, and Employment of Foreigners Inspection Practices and Judicial Processes”* are very successful examples which could be repeated and replicated.

### Main Recommendations:

#### ILO to consider:

- The design to be more focused and to avoid complex structure with high number of outputs to be delivered through implementing high number of different activities;
- The design to continue to include specific emphasis on gender mainstreaming including tools and mechanisms embedded in the activities; to continue efforts in overcoming difficulties to ensure adequate involvement of Syrian and host community women in the activities as demonstrated in the vocational training in Bursa;

- Improving the quality of the output and outcome indicators to become fully SMART, particularly the output indicators to be more specific and having a specific time bound, and the outcome indicators to be more specific and measurable;
- Allocating a specialised M&E Officer in charge of developing a M&E Framework and a M&E Plan to ensure (i) systematic monitoring of the overall progress of the project as well as each of the outputs and activities, and identifying possible risks to allow the Project Manager and Project Team members to take the appropriate decisions to improve the project progress with respect to the targeted indicators;
- Improving the project progress report format and content or add an additional report which is to be more specific and include details of inputs, activities, outputs, risk and assumptions and progress against indicators for each of the quarterly period as well as presenting the consolidated progress with wider utilisation of disaggregated data in reporting (such as with respect to gender, and Syrian and host community);
- Further improving the internal capacity of the Project Team as well as the consultants within the project progress, particularly by ITC-ILO to facilitate the transfer of international knowledge and experience, as demonstrated by the training on labour migration management in Turin, Italy and on VCA in Ankara, Turkey, which should however be delivered before the start of the related activity by the consultants;
- Further strengthening the cooperation with the relevant public, private and social partners particularly at local level to contribute to their capacity building as well as wide dissemination of the outputs and results (such as related to the Workplace Adaptation Programme, Voluntary Social Compliance and Auditing, and facilitation of governance on Labour Migration Management); continuity of capacity building of the government institutions on topics related to “labour migration management”;
- Continuing with dissemination of outputs and results utilising different means as successfully demonstrated by publications, the Social Compliance guidelines and booklets and role model presented in a video for the apprenticeship programme. Similarly, the video film related to the Workplace Adaptation Programme, well reflects the contribution of ILO to the Syrian refugees, together with host communities at the same work places. Such role models would encourage others towards seeking relevant opportunities. All these activities to be compiled in a Communication and Visibility Plan to be followed;
- Based on the strong support of the donor PRM and the ILO Office for Turkey along with the already established public, private and social partnerships and accumulated expertise and experience building upon its former two phases since 2015, a fourth phase of the project is recommended to be undertaken with adequate funding and duration to ensure continuity of its outstanding achievement of objectives coherent with the ILO’s programme of support;
- Considering the similarities of the activities with the project “Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey” also funded by the same donor PRM, these target groups could be combined under in the forthcoming possible third phase of the project;
- Beyond the comprehensive structure of the design of this project, child labour of Syrian refugees is assessed to be a specific issue which could further be addressed in future interventions of the ILO Office for Turkey.

## Section 1 Project Background

### 1.1 Brief History of Syria Crisis and its Effects on Labour Market

The Syrian conflict and the subsequent influx since 2011 have resulted in a complex political, security and social crisis directly affecting Turkey and neighbouring countries. Those countries receiving refugees have been facing major challenges in dealing with the unprecedented scale of the displacement of population, including ensuring basic service provision and stimulating economic opportunity while also supporting the host communities.

Since its inception in 2014, the Regional Refugee and Resilience Plan (3RP) in Response to the Syria Crisis has been at the forefront of international efforts supported by UN Agencies, international and national Non-governmental Organisations (NGOs) and other partners, in responding to the impact of the Syria crisis in the five neighbouring refugee-hosting countries. The 3RP targets the response move towards longer term, development programming and planning and aligning outcome indicators with national development planning such as the National Development Plan, the United Nations Development Cooperation Strategy (UNDCS) and the Sustainable Development Goals (SDGs)<sup>2</sup>. One of the main priority sectors of the Turkey Chapter of 3RP is the Livelihoods sector, which is targeted in the Plan Overview for 2019 as “Improved livelihoods, employment opportunities and living conditions, including better and improved decent work conditions as well as job creation for Syrians under temporary protection and host communities”<sup>3</sup>. To contribute to the 3RP targets and to guide its Refugee Response projects in response to the refugee crisis, ILO has adopted a five-year (2017-2021) comprehensive, holistic and integrated programme of support aiming at strengthening the labour market and business development environment through the stimulation of decent work opportunities, inclusive socio-economic growth as well as through reinforcement of governance systems and structures.

The Government of Turkey (GoT) leads the overall response to the crisis, and the UN Country Team (UNCT) supports GoT within the framework of the Regional 3RPs since December 2014. GoT has maintained an “open-door” policy to the Syrian refugees and has continued its strong national ownership of the response through various legislative and institutional reforms. The Directorate General for Migration Management (DGMM) was established in 2013 to conduct the refugee management in Turkey upon ratification of the Temporary Protection Regulation as per Article 91 of Law No. 6458 on Foreigners and International Protection.<sup>4</sup> Since 2011, Turkey has hosted the largest number of Syrian refugees in the world, which has reached to 3,630,575, 45.9% of which is women<sup>5</sup>.

**Chart 1: Progress of SuTP Population between the years 2011 and 2019**



**Table 1: Gender Disaggregated Distribution of Syrian Refugee Population in Turkey as of 11/07/2019**

Age	Men	Women	Total
0-4	274,951	256,764	531,715
5-9	254,992	240,049	495,041
10-14	199,699	185,107	384,806

<sup>2</sup> Regional Strategic Overview, 2019-2020. [https://www.iom.int/sites/default/files/situation\\_reports/file/syria\\_sr\\_strategic\\_overview\\_2019.pdf](https://www.iom.int/sites/default/files/situation_reports/file/syria_sr_strategic_overview_2019.pdf)

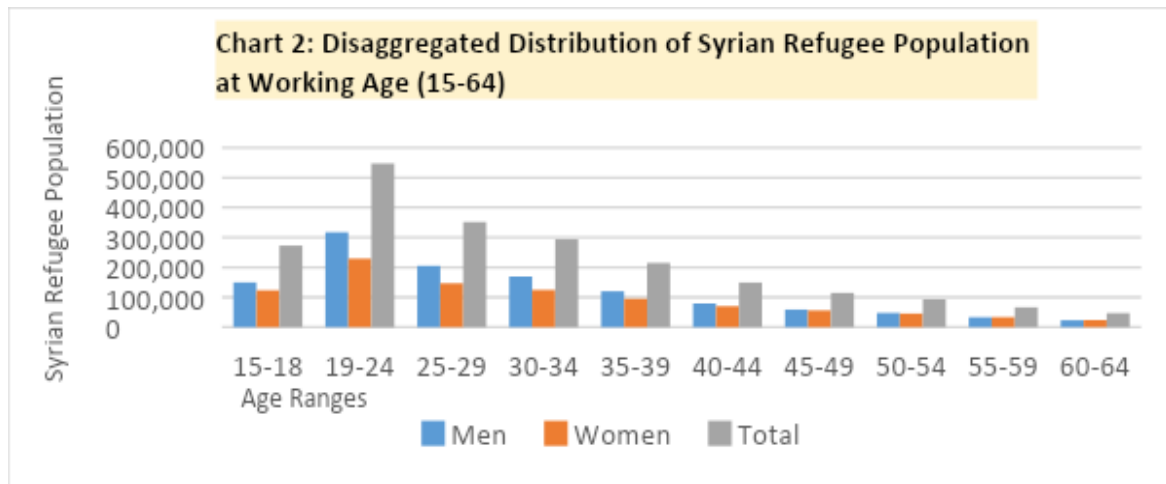
<sup>3</sup> 3RP Turkey: Refugee and Resilience Plan Overview 2019; <https://data2.unhcr.org/en/documents/download/68221>

<sup>4</sup> Law 6458 on Foreigners and International Protection; [https://www.goc.gov.tr/icerik/law-on-foreigners-and-international-protection-1fip\\_913\\_975](https://www.goc.gov.tr/icerik/law-on-foreigners-and-international-protection-1fip_913_975)

<sup>5</sup> DGMM Statistics on SuTPs; [https://www.goc.gov.tr/icerik6/temporary-protection\\_915\\_1024\\_4748\\_icerik](https://www.goc.gov.tr/icerik6/temporary-protection_915_1024_4748_icerik); visited on 18/07/2019

15-18	149,562	123,083	272,645
19-24	317,284	229,131	546,415
25-29	205,096	146,466	351,562
30-34	169,441	124,424	293,865
35-39	119,895	94,709	214,604
40-44	79,187	69,960	149,147
45-49	58,692	55,817	114,509
50-54	47,466	45,397	92,863
55-59	33,029	33,321	66,350
60-64	23,065	23,751	46,816
65-69	15,152	15,770	30,922
70-74	8,535	9,167	17,702
75-79	4,735	5,945	10,680
80-84	2,627	3,282	5,909
85-89	1,428	1,883	3,311
90+	759	954	1,713
<b>Total</b>	<b>1,965,595</b>	<b>1,664,980</b>	<b>3,630,575</b>

Regarding distribution with respect to age, the share of 0-14 age group among the total Syrian refugee population in Turkey is 39%, while the share of 15-64 age group is 59% and of 65 and over is 2%. The number of Syrian refugees at the working ages between 15 and 64 is 2,184,776, while 44% of them are women. The Chart 1 below shows that the highest number of Syrians at working age with 546,415 are within the age range of 19-24, which is followed by age range of 25-29 with 351,562.



Among the provinces where the Syrians are densely located, 14 of out of 81 provinces host Syrians refugees with the highest Syrian refugee population above 50,000, mostly exceeding 100,000 and mainly concentrated in Istanbul and border provinces as Şanlıurfa, Hatay, Gaziantep, Adana, Mersin, and Kilis, as detailed in Table 2, below.

**Table 2: 10 Provinces hosting highest numbers of Syrian Refugee as of 11/07/2019**

	Provinces	Syrian Refugees Registered	Province Population	Percentage of Syrian Refugees within Province Population
1	İstanbul	547,479	15,867,724	3.63
2	Gaziantep	443,298	2,028,563	21.85
3	Şanlıurfa	430,537	2,035,889	21.15
4	Hatay	429,293	1,6089,856	26.67
5	Adana	240,870	2,220,125	10.85
6	Mersin	201,291	1,814,468	11.09
7	Bursa	173,832	2,994,521	5.81
8	Kilis	116,037	142,541	81.41
9	Konya	107,787	2,205,689	4.89
10	Ankara	92,670	5,583,985	1.60
11	Kahramanmaraş	89,553	1,144,851	7.82
12	Mardin	87,217	829,195	10.52
13	Kayseri	78,531	1,389,680	5.65

14	Kocaeli	57,337	1,986,391	3.81
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As highlighted in the below map, the DGMM statistics indicate that Syrian refugees in Turkey are densely located in Turkey's southeastern provinces, which have historically had high unemployment levels. Thus, providing sufficient economic opportunities poses a challenge particularly in the provinces with limited social and economic opportunities to absorb high numbers of refugees.



The number of Syrian refugees living in the camps has decreased to 103,579 (less than 3%) along with the closure and decongestion of Temporary Accommodation Centres (TACs) and the relocation of Syrian refugees. The number of camps has been reduced from 26 to 11 in the targeted 8 provinces of Turkey<sup>6</sup> by June 2019. Thus, the majority (3,526,996) are living outside of the camps together with the host communities mostly in urban areas.

Despite the support being provided to Syrian refugees, those particularly living in urban settings have to sustain their needs through their own means and need access to the labour market. According to a joint assessment by the INGEV Foundation and Ipsos Social Research Institute carried out in the top 10 provinces hosting Syrian refugees, published in the "Syrian Refugee Livelihood Monitor" (July 2017), 31% of Syrian refugees in Turkey participate in the labour force, whereas 50% are seeking work.

In January 2016, GoT adopted the Regulation on Work Permits of Refugees under Temporary Protection (Work Permit Regulation), thus granting all beneficiaries under temporary protection the right to apply for work permits and access to formal employment. Despite a number of on-going challenges, this regulation is assessed as a progressive step towards integrating the Syrian refugee population into Turkish economy, offering opportunities for increasing self-reliance. According to the labour statistics published by MoFLSS<sup>7</sup>, the total number of work permits given to Syrian refugees in 2017 is 20,966, while only 1,641 of them are for women (7.8%). The number of Syrian refugees who received work permits in 2018 is 16,783. It is reported that the total number of work permits has reached 38,000 in 2018, while 3,400 are given to women with a percentage of 8.9. The work permits apply to formal employment only and must be renewed every year. Yet, Syrian refugees are mainly engaged in the informal sector, particularly due to the availability of part time employment in informal market. Furthermore, administrative difficulties related to formal employment, language barriers and other social and cultural barriers particularly hinder women participation in active labour market.

Language poses one of the main barriers for Syrian refugees to have access to active labour market. According to a study conducted by the Disaster and Emergency Management Presidency of Turkey (AFAD) shows that approximately 20-30% of the Syrian refugees in Turkey are illiterate and another 10% had learned to read and write but had never attended school<sup>8</sup>. The majority of the Syrian population is working for low-skilled jobs in seasonal agriculture, construction, and manufacture (ILO, 2016). This means that significant investment is needed to provide the basic skills necessary for integration into the labour market. In this respect, non-formal adult training on Turkish language and vocational competences is provided by the Public Education Centers (PECs) affiliated to the Ministry of National Education Directorate General Life-Long Learning (MoNE-DGLLL). According to the DGLLL

<sup>6</sup> Adana, Gaziantep, Hatay, Kahramanmaraş, Kilis, Malatya, Osmaniye and Şanlıurfa.

<sup>7</sup> MoFLSS, DGILF, Labour Statistics, [https://www.ailevecalisma.gov.tr/media/3302/calisma\\_hayati\\_2017.pdf](https://www.ailevecalisma.gov.tr/media/3302/calisma_hayati_2017.pdf)

<sup>8</sup> AFAD (Disaster and Emergency Management Presidency) study, "Syrian Refugees in Turkey, 2013", <http://bit.ly/2BVMPrI>

statistics<sup>9</sup>, the Turkish language trainings provided to Syrian refugees remains to be modest compared to the Syrian refugee population, particularly at working age. In addition to the Turkish courses, various non-formal general adult training courses (literacy, personal development, sports, social services and consultancy) are offered at the PECs. Within this framework, 345,927 Syrian refugees attended these courses between 2014 and 2018. The 213,513 attendees to Turkish courses constitute 61.7% of the general course attendees. Furthermore, a total of 66,600 Syrian refugees attended the vocational courses offered by PECs between 2014 and 2018, 73% of which were women. Despite the higher attendance of Syrian women, their participation in the labour market is estimated to be low due to the cultural barriers.

On the issue of labour market demand, there is evidence pointing to the interest of Syrian refugees to establish businesses in Turkey. According to the latest figures announced by the Ministry of Trade, the number of Syrian-partnered firms established in Turkey has reached to 15,159 as of 26 February 2019<sup>10</sup>. Yet, the current limited availability of detailed skills profiles of the Syrian refugee population in Turkey is one of the principle obstacles when ensuring their inclusion in the labour market and this is highlighted by a broad range of work actors and support organisations.

## 1.2 Project Purpose and Scope

The Project *“Improving Labour Market Integration of Syrian Refugees and host communities in Turkey”* funded under the US Department of State, Bureau of Population, Refugees and Migration (PRM) officially started on 30/09/2017 to be implemented for a period of two years by the ILO. This project is the follow-up of the former two projects implemented since 2015 under PRM funding.

The **overall objective** of the project is *“to enhance the livelihoods and social cohesion of Syrian refugees and host communities in Turkey by promoting labour market integration and inclusive economic growth underpinned by decent work principles”*.

The three **specific objectives** of the project are as follows:

**Objective 1:** *“To increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and host communities.”*

**Objective 2:** *“To support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities.”*

**Objective 3:** *“To provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies.”*

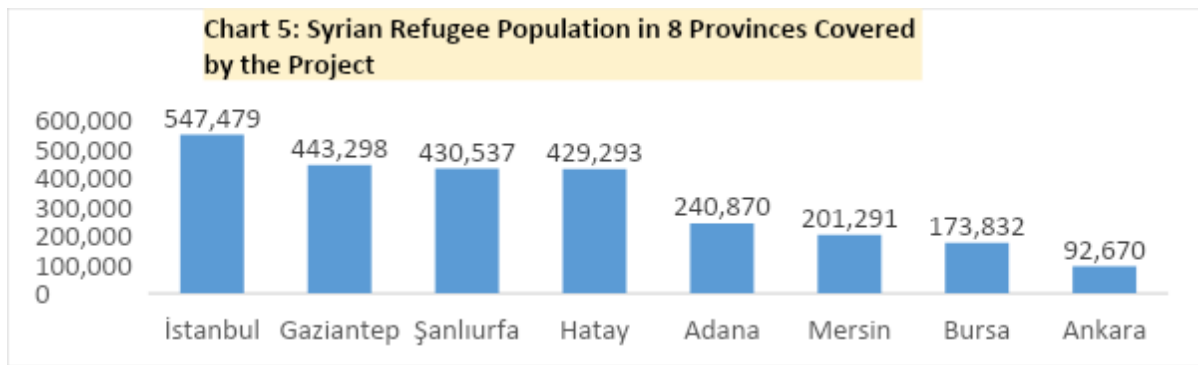
## 1.3 Project Target Groups and Location

The project targets to cover 11,600 Syrian refugees and 1,400 host community members directly. The living conditions of the Syrian refugees are extremely poor even in large cities, particularly in the city suburbs. Most of the Syrian refugee men work in the informal labour market with short durations, while the participation rate of women into labour market is low, mainly due to cultural limitations. The project has a coverage of 100 employers and 250 enterprises as direct beneficiaries to facilitate the participation of Syrian refugees in formal labour market, as well as their entrepreneurship and decent work conditions. Furthermore, 650 staff from relevant governmental institutions and 300 representatives from tripartite constituents, and 250 enterprises are targeted to improve support their contribution to inclusive strategies.

The project is implemented in eight provinces of Turkey, namely, İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara. These provinces host the highest number of Syrian refugees in Turkey as shown in Chart 2 below. The total Syrian refugee population in the targeted provinces is above 2.5 million, which constitutes about 70% of the whole Syrian refugees registered in Turkey.

<sup>9</sup> MoNE DGLLL statistics, 2018. [https://hbogm.meb.gov.tr/meb\\_iys\\_dosyalar/2019\\_03/06145652\\_04-Mart2019\\_internetsunu.pdf](https://hbogm.meb.gov.tr/meb_iys_dosyalar/2019_03/06145652_04-Mart2019_internetsunu.pdf)

<sup>10</sup> <https://www.bbc.com/turkce/haberler-turkiye-49150143>



Istanbul, Ankara and Bursa are provinces of Turkey with high socio-economic development conditions, while the populations of Istanbul and Ankara being the highest in the country. Gaziantep, Şanlıurfa, Hatay, Adana and Mersin are located at the south eastern and southern parts of the country close to the Syrian border.

Project management arrangements are as follows. The project is working under the responsibility of the ILO Ankara and employs a small team consisting of Programme Officer (project manager), National Officers for Employment, Business Development and Governance & Compliance and assistant positions for admin and finance.

## Section 2 Evaluation Purpose and Scope

### 2.1 Objectives of Evaluation

The mid-term evaluation of the project, which is planned as a part of the Monitoring and Evaluation Plan 2019 of the ILO Regional Office for Europe and Central Asia, has been carried out in accordance with the ToR (Annex 1) with the aim to support ILO;

- to improve the project performance through proposals for further improvements;
- to contribute towards organisational learning through the experiences gained during the implementation of the project, with a view to draw lessons learned and good practices;
- to help those responsible for managing the resources and activities of a project to enhance development results from the short term to a sustainable long term;
- to assess the effectiveness of planning and management for future impacts;
- to support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and national partners.

### 2.2. Scope and Framework of Evaluation

The project is at its 22<sup>nd</sup> month of implementation as of July 2019 at the time of the field phase of the evaluation, while a no-cost extension of 3-6 months is planned. Thus, a period of about 6 to 9 months is remaining, to which the evaluation findings would contribute. The scope of the evaluation encompasses all activities and components of the project up to the actual time of the mission. The evaluation considers the project's relevance, efficiency, effectiveness and sustainability of outcomes, and tests the underlying assumptions about contributions to broader developmental impacts. The evaluation addresses all of the below 30 evaluation questions with reference to OECD DAC criteria as also stated in the ToR (Annex 1), and in line with the ILO Policy Guidelines for results-based evaluation, 2017<sup>11</sup>.

#### Relevance

- Project's fit with the context:
  - How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents and Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8.8 and 10.7?

<sup>11</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_168289.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_168289.pdf)



- Is there a fit between the project design and the direct beneficiaries' needs?
- How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?
- Are the project approach and activities relevant to the needs of the constituents and with the stated objectives?
- Appropriateness of the project design:
  - Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
  - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting objectives (strategies)?
- Are indicators useful and SMART to measure progress?

#### ***Effectiveness***

- How is the progress in the project objectives so far achieved? What are the results noted? Have there been any obstacles, barriers?
- Have there been any unintended results (positive or negative)?
- What are the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any notable successes or innovations?
- Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Are the activities and outputs of the project consistent with their overall objectives of the project?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

#### ***Efficiency***

- How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
- Given the size of the project, its complexity and challenges, are the existing management structure and technical capacity sufficient and adequate?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?

#### ***Sustainability and impact potential***

- Is the to-date achieved progress likely to continue in the similar pace till the end of ongoing project? If no, what actions may be taken for successful accomplishing?
- Is the to-date achieved progress likely to be long lasting in terms of longer term effects?
- What action might be needed to form a basis for longer term effects?
- How the members of the project team envisages achievement of solutions for sustainable results?

#### ***Lessons learned and good practices for future***

- What are the to-date lessons learned from the process of the implementation?
- How these lessons should be incorporated or made use of for better implementation of ongoing project and in the formulation of new interventions?
- Are there good practices to be replicated both nationally and globally?
- Is the project successful in terms of advocating and promoting good practices through innovative communication tools?

#### ***Gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects***

- To what extent does the project mainstream gender in its approach and activities?
- To what extent does the project use gender/women specific tools and products?
- How effective was the project in using ILS promotion and social dialogue tools and products?

The main clients/stakeholders of the mid-term evaluation are the ILO management, Project Team members and programming staff in charge of the elaboration of new initiatives in the area of Syrian refugees in the region, and national and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in the eight provinces covered by the project. The list of key informants has been identified for this evaluation in consultation with the ILO Project Team.

## 2.3 Evaluation Methodology

The overall methodological approach adopted is basically formative while including some summative elements with a focus both on the past performance and the future. The methodology included mixed and complementary qualitative and quantitative data collection activities. Sharing of data has been realised with the evaluators of the EU MADAD and PRM Non-Syrian projects<sup>12</sup>.

Within this framework, the main tasks conducted are as follows:

**(1) Review and Analysis of Project Related Documents:** An extensive review of relevant project documents has been conducted particularly including project proposal, progress reports, evaluation reports, mission reports, activity reports, budget summary and publications, as given in Annex 2.

**(2) In-depth Interviews and Focus Group Meetings:** The list of interviews and focus group meetings have been prepared in consultation with the ILO Project Team. Accordingly, in-depth face-to-face interviews with key informants and focus group meetings with the Syrian refugees and host community members were conducted during the field phase in Ankara, Bursa, Gaziantep and Istanbul. Additionally, in-depth phone interviews were conducted with the relevant key informants in Adana, Hatay, Mersin and Şanlıurfa. As a result, the number of persons interviewed has reached to 42, while the number of Syrian and host community participants to the four Focus Group Meetings has been realised as 59 (40 women and 19 men), the list of which is given in Annex 3.

**(3) Analysis of data collected and formulation of findings and conclusions:** The quantitative and qualitative data collected are coded and analysed to derive evidence based judgements.

**Limitations of the Study:** Difficulties in setting up the interview schedule within a very limited time was mitigated by the extensive support of the ILO Project Team. Language barrier was resolved through Arabic/Turkish interpreters provided by the ILO Project Team.

## Section 3 Main Findings

### 3.1 Relevance

#### EQ 1.1. How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents and Sustainable Development Goals?

The project, targeting both Syrian refugees and host community members and institutions, has a specific emphasis on measures to support the creation of decent work opportunities through activities to strengthen labour market supply, as well as stimulating labour market demand through local economic and business development and engagement of the private sector in areas of high Syrian refugee populations. Within this framework, the project outcomes strongly support implementation of the United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020)<sup>13</sup>, specifically with reference to the **Priority 4** for Migration and International Protection and its **Result 7 (Outcome 4.1)** “Government institutions provide improved and sustainable multisectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation”, and **Result 8 (Outcome 4.2)** “Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection”. Additionally, the emphasis on gender involvement in the project supports **Priority 3** for Gender Equality and Women’s Empowerment and particularly its **Result 5 (Outcome 3.1)** “Improved legislation, policies,

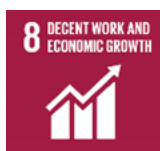
<sup>12</sup> The first phase of the project is “Improving livelihoods and decent work opportunities for Syrian refugees and host communities” (PRM Phase I); and the second phase is “Improving Labour Market Integration of Syrian Refugees and Host Communities” (PRM Phase II)

<sup>13</sup> United Nations Development and Cooperation Strategy Turkey (2016-2020), 2015, Ankara, Turkey, pages, 80-83, <http://www.un.org.tr/wp-content/uploads/UNDCS-Final-2016-1.pdf>

*implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020”.*

Furthermore, the objectives of the project are fully coherent with the national policies and priorities, UN, and ILO policies with reference to the Regional Refugee and Resilience Plan in response to the Syria Crisis (3RP)<sup>14</sup>. The project contributes to Turkey’s Response to the Syrian Refugee Crisis as indicated in the Turkey Chapter of the 3RP. GoT remains committed to the principle of treating SuTPs as protected “guests” that will be well prepared to return home once the conflict in Syria ends. The main concerns include the socio-economic well-being and self-reliance of SuTPs, which are specifically supported by the project. The project also contributes to ILO’s Programme of Support for the Response to the Syrian Refugee Crisis in Turkey (2017-2021)<sup>15</sup>, aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities, inclusive socio-economic growth and the reinforcement of governance systems and structures. The project builds on ILO interventions since 2014, on the Syrian refugee crisis in Turkey, promoting comprehensive short- and medium-term employment-oriented measures to be implemented within the framework of Turkey’s overall response, as part of the five-year programme of ILO support (2017-2021) and 3RP. The programme is embedded in the following development objective **“To contribute to inclusive economic growth, social justice and stability by supporting the enabling environment for a resilient labour market underpinned by decent work principles for host communities and Syrian refugees”**. Following both the 3RP and ILO programme of support, the former two projects had also been designed and implemented within this framework, on which this project, as the third phase has been upscaling the scope and progressively enhancing its outputs and outcomes.

The project objectives and results are assessed to be highly aligned with the **2030 Agenda for SDGs** adopted by the UN<sup>16</sup>, mainly with **Goal 8** *“to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”*. The project’s Objective 1 related to *“increasing the availability of a skilled, competent and productive labour supply to facilitate access to decent work”* and Objective 2 related to *“supporting an enabling environment for business development and economic growth”* strongly support specifically SDG 8.3 on *“promoting development oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium sized enterprises, including through access to financial services”*, SDG 8.2 on *“achieving higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors”* and SDG 8.8 on *“protecting labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment”*.



Furthermore, Objective 1 of the project supports **SDG 1** *“to end poverty in all its forms everywhere”* and specifically its target 1.3 on *“implementing nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable”*, in addition to **SDG 4** *“to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”* and its targets 4.3 on *“ensuring equal access for all women and men to affordable quality technical, vocational and tertiary education, including university”*, 4.4 on *“increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship”* and 4.5 *“eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations”*.



Similarly, the project’s Objective 3 related to *“providing support to strengthen labour market governance institutions and mechanisms”* is coherent with the **SDG 10** *“to reduce inequalities in and among countries”* and specifically its target 10.7 on *“facilitating orderly, safe, regular and responsible*

<sup>14</sup> 3RP, <http://www.3rpsyriacrisis.org/>

<sup>15</sup> ILO’s Programme of Support for the Response to the Syrian Refugee Crisis in Turkey (2017-2021), <https://www.ilo.org/ankara/projects/refugee-response/lang-en/index.htm>

<sup>16</sup> <https://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/sdgs/lang-en/index.htm>

migration and mobility of people, including through the implementation of planned and well managed migration policies.”



### EQ 1.2. Is there a fit between the project design and the direct beneficiaries' needs?

The project has been very well designed to address the needs of the Syrian refugees and host communities as direct beneficiaries, while being fully in line with ILO's programme implemented since 2015 to support the Syrian refugees, as detailed responding to EQs 1.5 and 1.6, below. The project design has benefited from the accumulated knowledge and experience of ILO Office for Turkey, gained through the seven projects undertaken within the framework of ILO's programme of support targeting the Syrian refugees and host communities located in the eight provinces of Turkey, along with the communication and cooperation well-established with different partners, constituents and beneficiaries. The project targets increasing and enhancing engagement of the Syrian refugees and host communities to ensure that project objectives; and relevant activities are concretely linked to actual needs and expectations of the targeted population, while addressing those in a timely, efficient and effective manner in collaboration with other relevant actors.

As explained under Section 1.1 above, Turkey faces the challenge of integrating more than 3.6 million Syrian refugees into Turkish society and the labour market, including 2.1 million at working age. Most of this population is in need of livelihood, despite the support of GoT and other international organisations. Even though a positive legislation has been adopted by GoT related to work permits, the number of work permits issued has remained at a very modest level, which is about 38,000 in 2018 compared to about 2.1 million Syrian refugees at working age (15-64). Integration into the formal economy continues to be an issue; and the informal market is still attractive for both Syrian refugees and the employers, which does not ensure decent work conditions. In this respect, the project, along with its former two phases, addresses the needs of the Syrian refugees and host communities as well as those of the employers, being mainly the private sector companies and their institutions, in addition to supporting the public institutions to ensure a decent work environment for the target groups.

A significant strength of the project is that this third phase project has been designed based on the experiences and lessons learned gained during the first and second phases, which were comprehensively detailed in the *Final Evaluation Report* and the *Good Practices Report*, upon their conclusion at the end of 2016 and 2017, respectively. The current design has much benefited particularly from the good practices of the former phases with an understanding that benefits could be created through the selected activities which are already satisfying the objectives corresponding to the three pillars of the ILO's programme of support. Furthermore, the report on *Lessons Learned of ILO's Refugee Response Programme in Turkey: Supporting Livelihoods Opportunities for Refugees and Host Communities*, published in June 2019, has also contributed to shaping the individual activities to address the real needs of the beneficiaries and the constituents even during the implementation period to date. The flexibility to adapt to the changing conditions of the target groups is also assessed as one of the main strengths of this project.

As also indicated in the project document, the project activities are designed to overcome the barriers the Syrian refugees face in accessing decent jobs: These obstacles could be listed as the following:

- lack of adequate Turkish language, vocational and basic skills capacity, and entrepreneurship capacity of the Syrian refugees,
- lack of knowledge of the Syrian refugees on decent work conditions, including OSH, social security, working rights,
- Informality in workplaces, particularly in small businesses where most Syrian refugees work,
- Unfair competition of businesses which employ Syrian refugees informally and pay lower wages which nationals do not accept,
- Difficulties in obtaining work permits,
- Social and workplace adaptation difficulties experienced mainly by the Syrian refugees and the host community members.

In this context, the project's logical framework has been comprehensively designed to enhance decent work opportunities for Syrian refugees and host community members, and targets;

- To address the needs of the national partners through strong cooperation, to provide the decent work conditions for the Syrian refugees and the host communities. The feedback received from the SSI inspectors, judges and labour inspectors confirm that there is a gap in this field and the project has been compensating this gap significantly.
- To address the needs of the employers through strong cooperation with other employers and their institutions, such as chambers and training centers, while ensuring matching of the supply side with the demand in the labour market.
- To address the livelihood needs of the Syrian refugees and host communities, yet strengthening and adapting them to be part of the formal market.
- To address the child labour, such as through apprenticeship.
- To address the need for comprehensive research, for a better understanding of the relevant conditions and developing appropriate strategies and environment, such as the local economic development, value chain analysis, and skills profiling.

Beyond the comprehensive structure of the design of this project, child labour is assessed to be a specific issue which could further be addressed in future interventions of the ILO Office for Turkey.

Another strong aspect of the project is its wide coverage of the Syrian population in eight provinces where the Syrian refugees are mainly concentrated and are hosting more than 70% of Syrian refugees in Turkey (see also Chart 5).

### **EQ 1.3. How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?**

Since 2015, within the scope of the ILO programme of support, ILO has been implementing seven projects across Turkey, in order to strengthen the economic and social resilience of refugees and host communities in the country. The ILO Office for Turkey also has specific emphasis on ensuring complementarities and synergies among the projects at their design and implementation phases, to avoid overlapping fields of interventions while addressing the prevailing needs of the target groups to achieve the objectives in a holistic manner. In fact, the results of the skills development components of these project are monitored on-line<sup>17</sup> by the ILO.

The PRM Syria project third phase has started right after the completion of the former two phases projects funded by the same donor, to build on and continue with the activities aiming to improve labour market integration of Syrian refugees and host communities in Turkey. The first phase of the project is *Improving livelihoods and decent work opportunities for Syrian refugees and host communities* (PRM Phase I); and the second phase is *Improving Labour Market Integration of Syrian Refugees and Host Communities* (PRM Phase II). The final reports, the evaluation report of the first phase, and the lessons learned report of the second phase all confirm the synergy created in delivering consecutive outputs in more elaborated forms to achieve the same objectives.

Significant complementarity has been achieved with the outputs and outcomes of the completed project *"Promoting Decent Work Opportunities for Syrian Refugees and Host Communities"* implemented by ILO between August 2016 and March 2018, through the ILO Core Voluntary Funding for Gender Responsive Budgeting. Both projects contribute to the ultimate aim of ensuring decent work conditions through facilitating access of Syrian refugees and host community members to the formal labour market. Both projects include complementary activities at pilot locations to strengthen their skills. The project under evaluation has also been successfully utilising the materials developed and the experience gained for capacity building.

<sup>17</sup>

<https://app.powerbi.com/view?r=eyJrIjoiNDczYzAxYmUtOWM4Yy00Zjk5LTNmMTU0ODgyZDMwOGZhMWRkIiwidCI6ImQ0OWIwN2NhLTZMDiNGU3Yy1iMmNiLWUxMjE5Nzg1Mjg1MCIsmMiOjI9????>

The on-going project ***“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”***, implemented under the leadership of UN Women and in cooperation with the ASAM, is reported to be sharing some of the training topics on occupational health and safety (OSH), targeting only women and held at the premises of the Women Only Center in Gaziantep. This cooperation has contributed to cost sharing in addition to gender mainstreaming in the project.

The on-going project ***“Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey”*** aims at assessing the socio-economic situation of about 4,000 non-Syrian refugees, as international protection status applicants and holders, and explores decent work opportunities through conducting a labour market analysis. The logical framework of both projects are coherent except for being designed for two different target groups, while being funded by the same donor, PRM. A complementarity between the two projects exists in terms of addressing different target groups within the refugee population in Turkey. While the activities of both projects are similar, and only the nationality of the target groups vary, these target groups could be combined under in the forthcoming possible third phase of the project.

The on-going project ***“Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey (Hayata Firsat)”*** that is implemented in partnership with the International Organization for Migration (IOM) is reported to have wide inter-complementing features. While ILO has been cooperating with the MoFLSS DGILF and the local partners under this project, the two project teams have been successfully collaborating to jointly implement several activities for (i) building skills in line with the labour market needs, (ii) supporting job creation, and (iii) supporting labour market governance, while benefiting from cost sharing between the two projects. Furthermore, the outputs like informative brochures of one project are used in another which contributes to cost effectiveness. Sharing of experiences and lessons learned have contributed to an improved design of the activities where common concerns of beneficiaries are addressed, given that most of the locations are same.

To further discuss complementarities with the projects, the main areas of collaboration under each of the 3 Objectives (Component) of the PRM Syria project have been achieved as follows:

**Objective 1 of the project corresponding Pillar 1:**

*Turkish language courses* - The PRM Syria project supports the beneficiaries of other projects with Turkish language courses, when a need arises.

*Workplace Adaptation Programme*: A pool of experts has been formed jointly by the MADAD and PRM Syria teams for the design and dissemination of the programme with cost effectiveness.

**Objective 2 of the project corresponding Pillar 2:**

*Job Placement*: Regarding the incentive support action for formal job placement, both projects are cooperating with a private employment agency (United Work) as a supporting agency and are cooperating in planning and implementing the activities in a complementary manner. Additionally, ILO has concluded implementation agreements with central and local partners such as with the SSI for incentive support programme, the activities of which are implemented under the MADAD and PRM projects, in harmony.

*Local Economic Development (LED) and Value Chain Analysis (VCA)*: The LED and VCA studies conducted under each of the PRM project and the MADAD project, different locations have been selected with no overlap to present an analysis with a wider variety of socio-economic conditions.

**Objective 3 of the project corresponding Pillar 3:**

*Capacity building of Social Security Auditors and Labour Inspectors*: The training activities for Social Security Auditors and Labour Inspectors have been jointly carried out in cooperation with the MADAD project. As a result of the well-established cooperation, real cases related to occupational accidents/injuries, which Syrian Refugees experienced, were noted during OSH courses and were also assessed during the capacity building trainings of SSI auditors and labour inspectors for finding potential solutions to the commonly faced cases. In addition to the specific trainings for judges on

*“Refugees’ access to Justice”*, a few judges were included as trainers for social security and labour inspector trainings so that refugee related legislation could be understood by all participants. As a result of this well-thought design, supported with a constructive co-working environment, significant synergy has been achieved.

**EQ 1.4. Are the project approach and activities relevant to the needs of the constituents and the stated objectives? Were the activities and outputs of the project consistent with their overall objectives of the project and has the quality of these outputs been satisfactory?**

The project design is assessed to be particularly distinctive in its appropriate logical framework at all levels, including its outcomes, outputs and activities identified so as to match the needs of the constituents to be addressed. The project logic strongly follows the ILO principles related to outcomes of two significant tripartite activities since 2016. Through the project, the ILO is supporting policy dialogue on a range of related issues, including implementation of the related legislation, access to employment-related services, social protection, conditions and rights at work, occupational health and service, work permits, and transition from the informal to the formal economy.

The project design considers comprehensively the importance of taking immediate steps to support the creation of decent work opportunities through activities to strengthen labour market supply, as well as stimulating labour market demand through local economic and business development and engagement of the private sector in areas of high Syrian refugee populations, as well as strengthening the relevant public institutions for a well-functioning of decent work mechanisms.

The design has strength in including the following aspects;

- institutional and technical capacities at local and national levels are being strengthened for provision of quality employment services for Syrian refugees and host communities;
- labour market integration of Syrian refugees and host communities is being enhanced through improving the enabling environment for employability and job creation; and
- awareness of Syrian refugees, host communities, employers and wider stakeholders is being raised on relevant legislation and the importance of formal work while enhancing the knowledge-base through studies and research.

For these targeted achievements, ILO has been highly successfully collaborating with labour market actors, tripartite constituents, development agencies, municipalities, training centers, and the private sector, benefiting from its experiences gained through the first two phases of this project. This strong collaboration with the constituents enables strengthening the national capacity and as a result utilization of the national capacity within the refugee related structures. The project targets reaching 650 staff from relevant governmental institutions, and 300 representatives from tripartite constituents. ILO’s close collaboration with the MoFLSS, MoNE, MoJ, regional development agencies, social partners, municipalities, universities, private sector companies and institutions, NGOs and UN agencies, has highly contributed to preserving social and economic stability and promote decent work and social justice. As recommended in the evaluation report of the first phase of this project, adequate private sector involvement has been foreseen in the design of this project with utmost importance given to the private sector involvement at different stages and with different activities to facilitate the engagement of the Syrian refugees and host communities with the labour market. The project targets reaching minimum 100 employers and 250 enterprises. As evidenced in Gaziantep, Istanbul, Bursa, Adana, Şanlıurfa and Hatay during the in-depth interviews with the project partners from the private sector, the high level interest and full collaboration confirm the distinguished success of the Project Team in the involvement of private sector.

Furthermore, the project foresees that ILO and its constituents pursue activities that use gender mainstreaming as a strategy to achieve gender equality, while promoting decent work conditions together with the different constituents. Specific activities designed for women beneficiaries such as the vocational courses on textile in Bursa and Adana, as well as the Social Compliance schemes developed in İstanbul demonstrate to be highly successful.

**EQ 1.5. Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks? E1.6. Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting objectives (strategies)?**

The overall objective of the project is *“to enhance the livelihoods and social cohesion of Syrian refugees and host communities in Turkey by promoting labour market integration and inclusive economic growth underpinned by decent work principles”*. Targeting to contribute to this overall objective, the project is fully coherent with the Regional 3RP and the Chapter on Turkey, as well as with the corresponding ILO Response to the Syrian Refugee Crisis<sup>18</sup>. The project primarily addresses the strategic objectives of the 3RP 2019-2020 Turkey Country Chapter<sup>19</sup> related to the sector response for **“Expansion of livelihood and job opportunities for SuTPs and host community members”**, particularly with reference to *“improved livelihoods and living conditions, including better and improved decent work conditions both for Syrians and host communities”*.

Following its first and second phases, the project, targeting both Syrian refugees and host communities, is premised on the importance of taking immediate steps to support the creation of decent work opportunities through activities to strengthen labour market supply, as well as stimulating labour market demand through local economic and business development and engagement of the private sector in areas of high Syrian refugee populations. The principles of decent work have also been well embedded in this project design, fully supporting ILO strategy, with activities cutting across all aspects of the decent work agenda. This has been facilitated in the project through strong partnerships established with the national public partners, particularly the MoFLSS and its affiliated institutions (SSI and İŞKUR), the private sector guided by Chambers and private companies, and the NGOs, all stemming from ILO's sound conceptualism and experience in Turkey.

The ILO Strategy is based on three integrated pillars, further reinforced by cross-cutting actions, to facilitate the early entry of Syrian refugees and host communities into the labour market at the local level and to help them develop, strengthen and upgrade their skills and competences as required by the local market. The three objectives of the project (given in Section 1.2 above) correspond directly to the three pillars of the ILO's Programme of Support guiding its Refugee Response as described below, which confirms that all of the project activities and outputs serve to this end.



**Pillar 1.** *“Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and Turkish host communities”*. The project's first objective has been identified exactly the same as that of Pillar 1. The outputs targeted to be delivered through a set of activities under the Objective have been well formulated to achieve this project objective. **Output 1.1** is related to development of study for a better understanding of the capacities and potentials of the Syrian refugees within the selected specific provinces. This output will reveal the characteristics of the Syrian refugees for a productive labour supply, from which the private sector could benefit. Basic labour market trainings as well as vocational and technical trainings foreseen under **Output 1.2**, apprenticeship programmes under **Output 1.5**, the entrepreneurship training foreseen under **Output 1.6**, the language training under **Output 1.7** and workplace mentorship under **Output 1.8**, all contribute to the achievement of this objective and also pillar with reference to a productive labour supply. **Outputs 1.3** and **1.4** related to OSH, and public employment and job counselling, respectively contribute to the development of decent work conditions. The impact indicator (**1.9**) of the project includes specifically the outcomes under this objective.

**Pillar 2.** *“Support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and Turkish host communities”*. The project's second objective has also been identified exactly the same as that of Pillar 2.



The activities to be implemented to deliver the outputs are well identified to achieve the Objective 2 of the project as well as that of Pillar 2. **Outputs 2.1** and **2.2** include 2 LED assessments and 2 VCAs to identify sectors and sub-sectors and support subsequent business environment. **Outputs 2.3** and **2.4**

<sup>18</sup> The ILO Response to the Syrian Refugee Crisis, update April 2018, [https://www.ilo.org/ankara/projects/WCMS\\_379375/lang-en/index.htm](https://www.ilo.org/ankara/projects/WCMS_379375/lang-en/index.htm) and [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms\\_357159.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_357159.pdf)

<sup>19</sup> 3RP 2019-2020 Turkey Country Chapter, <https://data2.unhcr.org/en/documents/download/68618>



are related to the support for creation of new enterprises and support to the existing enterprises, respectively will be related to fostering the business environment. Additionally, **Outputs 2.5 and 2.6** include job placement and development of links with the private sector, will also contribute to the achievement of Objective 2 which is completely in line with that of Pillar 2. Despite being not too specific, the impact indicator (2.7) of the project represents the outcomes under this objective.



**Pillar 3.** *“Provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies”.*

**Outputs 3.1 and 3.2** are very well formulated to develop the capacity of the government institutions on relevant issues, while **Outputs 3.3 and 3.4** allow for dissemination of information through campaigns and Arabic speaking support staff.

Furthermore, **Output 3.6** for voluntary compliance and audits has been very comprehensively formulated to achieve Objective 3, which is fully contributing to Pillar 3 objectives.

As discussed above, the logical framework is consistent and balanced, overall, and includes clear objectives, outcomes, and outputs. However, the design includes too many outputs which need to be delivered through implementation of high numbers of different activities, while striving to address all of the three objectives which are fully aligned with the three pillars of the ILO’s Response Programme. In any case, all activities of the project are well described in the approved project proposal, and have direct linkages with the outputs to be delivered, leading to the achievement of the outcomes. The project’s intervention logic is heavily grounded on a comprehensive approach to capacity building of the Syrian refugee and host community beneficiaries, in addition to the capacity building of the national partners to improve the business environment, thus justifying the added value of this project.

Adequate emphasis is given to governance for realisation of the decent work principles. Furthermore, the project design has an emphasis on effective involvement of women to make decent work a reality for the Syrian refugee and host community women. Relevant gender mainstreaming mechanisms are not described in much detail in the proposal due to the high number of different activities, which, however, allows the flexibility to the Project Team to formulate the detailed means in the ToR of individual assignments specific to each activity having different conditions.

On the other hand, inclusion of the host communities as beneficiaries in the project design, contributes to the social resilience at relevant environments the project activities are planned to be implemented. The project has been designed fully coherent with this emphasis having selected eight pilot locations where a number of activities have been developed and already implemented to date under the three objectives with a balanced approach.

As a result, the project significantly contributes to the overall aim of the ILO programme of support to upscale a national programme to reinforce a comprehensive, holistic and integrated approach that can facilitate sustainable gains for all the parties concerned.

#### **EQ 1.7. Are indicators useful and SMART to measure progress?**

The project indicators are described in detail in Section 4 of the project proposal as included in Annex 1 for Objectives and Indicators. Overall, the logical framework is consistent and balanced, yet complex in structure with high number of outputs to be delivered through implementing high number of different activities. Therefore, as also indicated in Section 2.6, the project targets related to the outputs and outcomes are assessed to be rather ambitious to achieve, considering the number and variety of the activities, the limited time frame given (2 years), and the 8 different locations with different characteristics.

The output indicators under each of the three Components targeting to achieve Objectives 1, 2 and 3, are fully relevant and well defined in the project proposal, yet not specific enough and do not have a strict time bound hindering a concise measurement, therefore, not fully SMART<sup>20</sup>. Yet, these indicators are formulated in much detail and SMART in the individual ToR and contracts for specific activities. In most cases, the output indicators allow for an overall measurement of the outputs quantitatively, as evidence indicates that the output indicators are much more elaborated and detailed in the individual ToR developed for each activity, when contracted to an implementing partner. The flexibility aspect of

<sup>20</sup> Specific, Measurable, Achievable, Relevant, Time-bound.

the project actually indicates its strength in enabling improvements during the implementation with detailed targets. Yet, such an improvement could only be achieved by a project team that of like ILO having a strong institutional structure, accumulated knowledge and experience in addition to strong communication and coordination channels already established with the national and local partners of different sectors (public, private, NGO, universities, etc.), thus ensuring the quality of the outputs. The individual reports prepared by the consultants for apprenticeship, vocational training, VCA, labour migration management training, university events are only some examples demonstrating that the individual indicators are well elaborated by the Project Team. Evidence also indicates that ILO has been in an effort to measure and improve the quality of the outputs through various means, including but not limited to, frequent field visits, and to assess the feedback of both the implementing partners and the final beneficiaries concerning each of the activities implemented and the outputs delivered. While the project document does not include any indicator, baseline, target or milestones at objectives level, two outcome level indicators that have been identified related to improved employability, and improved environment for registered employment of the Syrian refugees and host communities are not quite specific, but fully realistic and likely to be achieved, yet, the measurement of those will pose a challenge due to the governing dominance of the informal sector in the employment of the refugees. A strength of the project proposal related to the indicators, is that a detailed study is conducted on the baselines corresponding the output indicators, which are well integrated into the logical framework. This, indeed, contributes to measurement of the progress in a comparative manner. Furthermore, the project intervention logic includes detailed description of the sources of verification for data to be measured and how the relevant documents are to be collected.

As a crosscutting indicator for all the activities, specific ratios have been identified for activities related directly to the beneficiaries such as vocational training, apprenticeship, mentorship, etc. One of these ratios is inclusion of women with 40%. This indicator is assessed to be very positive, but also, could be ambitious to achieve, as women participation in active labour market is very low mainly due to the cultural norms and lack of skills. The other indicator is the Syrian refugee/ host community ratio, specific for some specific outputs, which is between 25% and 50% depending on the contextual conditions. This inclusive approach reflected in the indicators is assessed as a good practice to avoid adverse effects of the intervention and to ensure social resilience.

**Conclusion for Section 3.1 on Relevance:** The relevance of the project is significantly high considering: (i) The strong coherence of the project objectives with that of the UN and ILO; (ii) The intervention logic addresses the real needs of the Syrian refugees and host community members as well as the relevant public, private and NGO constituents, while demonstrating also significant complementarity and synergy with other projects implemented by the ILO; (iii) The design has strength in having a consistent and balanced logical framework, yet complex in structure with high number of outputs and variety of activities. The project document does not include specific indicators and targets at objectives level, except for the two outcome indicators which are not fully SMART. The output indicators are strong but not fully SMART, which are yet much detailed in the individual contracts.

## 3.2 Effectiveness

**2.1. How is the progress in the project objectives so far achieved? What are the results noted? Have there been any obstacles, barriers?**

The project is assessed to be highly successful in delivering its outputs to achieve its results for the objectives within the past 22 months since October 2017, despite the complexity of the design and high variety of the activities. Following the former two phases of the project, no disruption of activities has occurred benefiting from the carefully designed work plan strongly supported by PRM, ensuring adequate funding without any discontinuity and with a comprehensive coverage of the content. At this mid-term point of the project life span (considering a possible extension), a successful progress has been demonstrated by the Project Team, meeting and even exceeding half of the targeted indicators. The project progress has been satisfactory with respect to the achievement of results through the delivery of outputs under each of the three objectives, and their achievements against the targets, as detailed below:

**Objective 1: Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and Turkish host communities**

**Output Indicator 1.1: Development and implementation of skills profiling systems and studies is supported; skills-development needs are identified (A pilot skills profiling study covering at least 5.000 Syrians in selected provinces):** ILO has been working in close cooperation with the Eastern Mediterranean Development Agency (DOĞAKA) in conducting a skills profiling assessment, which focuses on enhancing the knowledge and evidence base for further interventions in addressing the very specific decent work needs of refugee populations in Hatay, Osmaniye and Kahramanmaraş provinces. This Socio-Economic Assessment of Syrian Refugees project has been conducted in cooperation with an experienced consultant (IPSOS Social Research). The study has been built upon past studies with three well defined objectives (1) Providing a strong background on skills profiling to contribute to programme design and policy-making interventions; (2) Providing a disaggregated socio-economic screening of the Syrians; and (3) Improving information on existing safety nets and services available to Syrian refugees. Delays occurred to date have been due to the unavailability of permissions for data collection during the national election times have not been apparently at the expense of the quality of the report, as adequate number of sampling could be realised within due time. On the contrary, when published by the end of the project implementation period, the Assessment Report is expected to be adopted by relevant constituents, thus enhancing its contribution to the achievement of Objective 1. The Final Report is expected to be ready by the end of October 2019, both in Turkish and English. A launching event in Hatay is planned in October 2019 to ensure dissemination of the results and to its ownership by the relevant stakeholders widely. Evidence at local level indicates that this study is likely to be integrated into the local strategy plans and will also pave the way for new interventions targeting the Syrian refugees in this area.

**Output Indicator 1.2: Skills training (vocational, on-the-job, intercultural and workplace adaptation training) are delivered to refugees and host communities (2000 Syrians-1200 men and 800 women- and 500 host community members-300 men and 200 women):** The project has been successfully progressing both with respect to quantity and quality in delivering the skills training to the Syrian refugees and host community members, while the cumulative progress to date with the targeted numbers accounts for 74%. Within the period of 22 months until the end of July 2019, around 1,500 Syrian refugees (3/1 of whom are women and 3/2 of whom are men) and around 500 host community members (almost evenly distributed gender balance) totalling around 2000 beneficiaries have already participated in vocational training courses held in six provinces (Adana, Ankara, Bursa, Gaziantep, Mersin and Şanlıurfa). Additionally, around 170 trainees have benefitted from the three-day basic labour market skills training in cooperation with Gaziantep Chamber of Industry (GSO); circa 150 trainees (1/2 Syrian refugees and 1/2 host community members) have benefitted from workplace adaptation training at their workplaces; and circa 50 beneficiaries have been recently registered for on-the-job training in Bursa. Since the first quarter of 2019, the vocational training courses have been delivered to the target groups in four provinces, (Adana, Bursa, Istanbul and Şanlıurfa). The training field and content are identified in accordance with the results of the VCA, developed as an output of this project, which enables a positive synergy among the outputs. In total, about 2,500 beneficiaries are expected to participate in skills development programmes by the end of December 2019, fully meeting the targeted indicator for this output.

Evidence indicates that the implementing partners, together with their training centers, have been selected meticulously by the Project Team to ensure adequate participation to high quality training at adequately equipped environments. ILO has been cooperating mostly with the Chambers and private sector organisations including the Chambers of Industry in Adana (ADASO) and Gaziantep (GSO); Unions of Merchants and Craftsmen in Gaziantep (GESOB) and Şanlıurfa (ŞASOB); Vocational Training Foundation (MEKSA) in Adana, Ankara and Mersin; Vocational Training Association in Ankara; Seyhan Municipality in Adana; and the Chamber of Craftsmen and Artisans as well as the Chamber of Milliner and Quasi Association in Bursa. Selection of the attendees has also been carefully conducted to avoid those attendees, particularly women, having the only aim to socialise or to receive the cash transfers. Additionally, cooperation with companies has been established for providing on-the-job training to the beneficiaries. The quality of the training programmes has been strengthened by the participation of qualified trainers having adequate professional expertise and experience, as well as an

understanding of the conditions of the Syrian refugees in Turkey, which has prevented serious dropouts and/or mitigating complaints in the classes. All the Syrian and host community beneficiaries interviewed in Gaziantep and Bursa have expressed their high satisfaction with the training delivered. Even though some of them request longer training modules, this would not be possible as the training conditions are set by the MoNE DGLL. Observations at those courses during the field phase of the mission demonstrate participants' enthusiasm to learn, as they fully participate in the learning process throughout the whole sessions. Women participation in some courses related to vocations such as welding, steel work and furniture in Gaziantep, is almost none, as it would be expected, while textile, sewing and hair dressing in Bursa consist of only women.

Contribution of ILO in providing the consumables and materials for the training courses and also for some additional equipment such as air conditioning and training machines, etc., has been enabling adequate conditions to ensure quality of the training delivered. Timely management of the courses with high attendance has been a major focus of the Project Team. Meanwhile, an attendance tracking system recently developed will be contributing to ensure more accountability and transparency, time and paperwork saving for taking attendance and improve the accuracy of reports.

***Output Indicator 1.3: Occupational safety and health (OSH) training are delivered to at least 500 Syrians (300 men and 200 women), 250 host community members (150 men and 100 women) and 100 employers:***

The training programmes on OSH significantly contributes to the achievement of Objective 1. The extensive experience of ILO and the Project Team, along with the consultant, has been well reflected in the training content, supported by a specially designed methodology ensuring adequate understanding of both the target groups. The basic training modules developed within ILO's programme of support have been further improved in terms of content and utilised within the training sessions conducted in September 2018 and 2019. To date, the cumulative progress has been 67%, while the remaining 33% is likely to be completed smoothly by the end of the project period.

The first training organised in April 2018 together with UN Women and ASAM at the Women Only Center in Gaziantep, to the beneficiaries of another project of the ILO (UN Women Project) targeting 148 Syrian women. Two consecutive OSH training sessions were later held in May 2018, in cooperation with GSO, the targeting 29 Syrian and Turkish employers, and 36 Syrian refugees (6 women and 30 men), respectively. Complementing the Output 1.2 an OSH training was delivered to 254 vocational training participants (184 Syrians and 72 host community members) in August 2018, in cooperation with Anatolian Vocational Training Association (ANADOLU MED) and MEKSA in Ankara. Another two training courses were carried out smoothly in September 2018 targeting 65 employers (28 Syrian refugees and 37 host community members) in Gaziantep in cooperation with GSO and the Syrian Economic Forum and Syrian Businessmen Association. As a result, in 2018, OSH training was delivered to more than 350 (366) Syrians (144 men, 222 women) and 77 host community members (15 men, 62 women) as well as 94 employers. Total Syrian women involvement to date is 544, 263 out which belongs to the host community. The training evaluation results and the feedback received in Gaziantep confirmed their benefit, contributing to an understanding of decent work conditions in this policy area. Meanwhile, planning for 2019 continues along with consultations with partners, such as ADASO, United Work, ANADOLU MED and Ankara MEKSA, in order to respond to the needs regarding OSH. Possible complementarities with the vocational training trainees are further planned.

***Output Indicator 1.4: Access to public employment and counselling services is promoted through technical support to Turkish Employment Agency (İŞKUR) and local authorities including municipalities (At least 1200 Syrians-720 men and 480 women- and 300 host community members-180 men and 120 women):***

The cumulative progress to date is reported to be 85%, which is likely to be achieved by 100%, based on the feedback indicating smooth continuation of the activities in 2019.

The protocol signed between İŞKUR and ILO ensures the involvement of this main public partner to facilitate access of Syrian refugees to public employment services. These activities have been very well planned in cooperation with İŞKUR counsellors to complement Output 1.2, through ensuring that all the trainees attending vocational training courses are informed about public employment services. In this way, a total of 1031 beneficiaries have benefitted from the Public Employment Services Sessions. Total Syrian women involvement to date is 544, 263 out which belongs to the host community. For 2019, it is planned that the beneficiaries will continue to receive information sessions on public employment services, as an integral part of skills-training.

***Output Indicator 1.5: Access to apprenticeship programmes is supported through establishment of links between training centres and industrial zones/private sector for identification and referral of apprentices (At least 500 Syrians):*** This output has almost been completed successfully through the accomplishment of a demanding work of the five consultants who have carefully followed relevant MoNE rules and regulations. Apprenticeship programme as a formal education of four years offers a number of benefits to the apprentices including social security and a monthly allowance in addition to allowing work-based learning. Interviews held with the consultants and the apprentices, as well as their masters at workplace, confirm the significance of this output in contributing to the achievement of Objective 1. Currently, the consultants in Ankara and Adana continue their work despite the difficulties faced in attracting the young Syrians against the informal jobs with higher payments and the flexibility for job change. The progress so far is that around 500 beneficiaries have been identified and referred to the apprenticeship programme. Among these, official registration of about 250 beneficiaries have been completed. Complementary support is provided to enable beneficiaries to meet the expected minimum Turkish language standards and to have their prior learning recognised. ILO has been closely cooperating with MoNE to ensure admission and continuity of the young Syrian refugee boys and girls at the ages between 14 and 18 years<sup>21</sup>. Further cooperation with MoNE is planned.

***Output Indicator 1.6: 200 Syrians and 50 host community members benefit from entrepreneurship training programmes:*** The target for this activity has already been reached by 100%, while ILO has been planning to undertake additional activities to the extent that allocated budget allows. This is one of the most significant activities to achieve Objective 1, in facilitating the Syrian refugee and host community members to establish micro business or self-employment. The Project Team successfully cooperated with Çukurova University TTO in organising “KOSGEB Applied Entrepreneurship” trainings in October 2018 in Adana and Mersin. The application process and selection of the participants have been carefully managed to deliver the outputs as planned. 50% of the applicants could only be selected for these structured trainings. As a result, 200 Syrians and 68 host community members (162 men and 106 women) attended the courses and have obtained KOSGEB certificate. The quality of the output was strengthened by offering to 20 successful trainees a follow-up coaching support and preparation of business plans, in order to submit an application to KOSGEB Grant Programme. The Project Team is currently planning a training programme for 30 Syrian and Turkish entrepreneurs who want to establish their enterprises especially in IT related sectors in Gaziantep. Contracting is in process with Gaziantep TTO and Kalyoncu University, which are accredited implementation offices of TUBİTAK for the delivery of TUBİTAK 1512 Entrepreneurship Programme. Successful participants will be able to apply for KOSGEB and TUBİTAK grants. The added value of the programme is that it will support the financial inclusion of the Syrian refugees into the Turkish entrepreneurship support system. This pilot programme will introduce a good model which could be replicated in other provinces, but particularly in Ankara and Istanbul, where business opportunities are wider.

***Output Indicator 1.7: 1500 Syrians (750 men and 750 women) are provided with language training for stronger social integration through the world of work:*** The cumulative progress to date is 66%, while it is likely that the indicator targets will easily be reached by the end of the project period. So far, 991 (454 women and 537 men) beneficiaries have benefited from the Turkish language courses. Synergy has been created by linking this activity with Activity 1.2, as training programmes have been delivered with an integrated approach to support vocational training with Turkish language courses. Therefore, Turkish language training has been provided as an integral part of cooperation with training centres. Feedback received from former trainees indicates the smooth delivery of trainings in addition to high value for the Syrian refugees to become employable. The project will continue to deliver Turkish language courses in provinces where vocational training courses are planned to be continued, and where referrals to apprenticeship programmes to take place, in Adana, Ankara, Bursa and Şanlıurfa. Feedback received at the interviews and during the focus group meetings with the Syrian refugee women and men in Gaziantep, indicate high demand on their behalf, particularly to learn Turkish to enable them to integrate into the community and to become employable.

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<sup>21</sup> As per the article A of the Law with number 3308 and the regulation adopted by the MoNE accordingly.

***Output Indicator 1.8: 1 workplace mentorship programme developed, piloted and provided to 200 Syrians and 200 host community members at minimum 30 workplaces (in at least 3 sectors including but not limited to garment, metal industry, agro-food) to support the integration of Syrian refugees into their host communities and for Turkish national workers to become more understanding and tolerant of Syrian refugees and their situation:*** This output is assessed to have a high significance in achieving Objective 1, as it refers to an innovative approach in ensuring the adaptation of both Syrian and host community employees and working at private companies in a resilient environment together with the host community employees. Progress to date indicates that about 150 trainees 1/2 Syrian refugees and 1/2 host community members from 16 workplaces have participated in workplace mentorship programme in 2018, with an accumulated progress of 48%. By the end of the project period, the aim is to reach out to around 130 21 Syrian refugees and 130 host community members. It is likely that the targets will be met successfully. This newly developed implementation has been very much appreciated by the employers, such as INDITEX, which is an international textile company, particularly having brands and whose supply chain was included in this programme. Following the completion of the first tranche of implementation with success and appreciation, the Project Team was even invited to deliver a presentation on workplace adaptation programme to the [Ethical Trade Initiative's Human Rights & Business Working Group](#) members. Interviews also confirm the high interest of at least two brands (H&M and INDITEX) in implementing the programme in their supply chains in 2019.

***Impact Indicator 1.9: Employability of 12.400 people (11.100 Syrian refugees and 1300 host community members) is improved through vocational training, language, intercultural, workplace adaptation and labour market skills training:*** The project is in the process of contributing to the achievement of Outcome 1 along with other projects. This indicator will only be measured at the end of the project, as the target is quite ambitious. Despite all efforts to date, the cumulative progress under this outcome indicator has been recorded to be as 37%, yet, with sufficient quality to ensure the potential impact. The project has reached around 4,500 beneficiaries so far, through various employability activities as detailed in the related output indicators. Given that the project has still much to build on through a number of activities which continue with a high pace, this outcome indicator is likely to be achieved within the possible extended project period.

***Output Indicator 1.10: Qualification validation and recognition of prior learning for Syrians is supported in at least 3 occupations:*** The cumulative progress to date is 100%, fully realising the targets set for this output which actually targets those Syrian refugees already having a vocational skill, yet need to certify their skills in line with the National Qualifications Framework. This activity is also linked to Output 1.2, as those who attended the vocational courses could take the qualifications exams. Therefore, qualification and validation of skills will improve beneficiaries' employability, particularly the dangerous vocations for which certification is compulsory. In this aspect, certification exams were implemented in the fields of Steel Welding Certification Programme, Construction Painting Certification Programme and Machine Maintenance Certification Programme, in cooperation with Vocational Test Centres, in 2018. 26% of the beneficiaries were successful and received their internationally recognised certificates.

***Objective 2: Support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and Turkish host communities.***

***Output Indicators 2.1: At least 2 assessments are conducted to gain an overview of sectors and subsectors with relevance to the target group and potential for local economic development (LED) and employment creation, and 2.2: At least 2 value chain analysis (VCA) are carried out and specific interventions for value chain development are designed/implemented:*** For practical reasons and considering their complementarity, these two activities have been combined and delivered for the same output. This has also improved the quality of the common outputs, while preventing possible repetitions if delivered under two outputs. The combined LED and VCA studies were completed in Adana and Bursa. The selection of the academicians from the local universities has ensured a deep understanding of the local conditions to be able to incorporate in the LED and VCA reports. However, an extension was needed to recover the delays that have occurred due to a poor understanding of the

VCA format, initially. The delivery of training on VCA by two international VCA experts of ITC-ILO has been highly appreciated by the academicians, but timing was late compared to the progress of the studies. Nonetheless, the reports have been completed and submitted in adequate quality, thus will highly contribute to the achievement of Objective 2. In fact, the forthcoming vocational training content and structure to be implemented by Bursa Chamber of Commerce and Industry Training Center (BUTGEM) under Output 1.2 has already been identified in line with the LED and VCA of Bursa.

***Output Indicator 2.3: Enabling environment and creation of new enterprises is supported (including joint ventures and cooperatives) through micro-finance arrangements and business advisory services (At least 50 enterprises in at least 3 selected provinces):*** Complementing Output 1.6, support is planned to be offered to those beneficiaries who attend the entrepreneurship courses and are certified to become eligible for KOSGEB entrepreneurship financial support. As the conditions of this grant application and evaluation process seem to be rather complicated for the Syrian beneficiaries, progress with the application remains to be modest. For the time being, no KOSGEB support has been reported as realised. Synergy with the MADAD project has been assessed to be successfully realised by using the guidelines together with the application and evaluation documents prepared by MADAD project, where the grant programme is being implemented. By utilising the ILO grant programme experience, the guidelines and documents are revised according to the needs of the Programme. By the end of the project, it is expected that a minimum of 15 Syrian and Turkish entrepreneurs will benefit from the grant programme and establish their formal businesses in Adana and Mersin.

Meanwhile, to implement the *Transition to Formality* programme, the Project Team has been cooperating with private employment agency, named United Work, established for employment of refugees, and with Sultanbeyli Municipality in Istanbul, where informality among Syrians' firms are high. Despite all hurdles faced within the outreach and transformation phases, progress has been difficult with this work in the field, while cooperating with the Syrian businesses functioning informally and convincing them to transfer into a formal business is assessed to be successful. In the first application session; out of 20 Syrian businesses applied, 15 have been found eligible to benefit from the programme. The formalisation processes are ongoing, which apparently need additional time to conclude all the required procedures. This output is likely to be successfully achieved by project end; and 50 firms will formally be established by the support of ILO project activities in Sultanbeyli, Istanbul.

***Output Indicator 2.4: Existing enterprises are supported for sustainability, productivity and competitiveness through facilitating access to information, finance, investment support programmes and business advisory services (At least 200 enterprises in selected provinces):*** This is an invaluable output due to the integration of the private sector in addressing the refugee related issues in the businesses, and therefore, enabling their involvement in employing and working with the Syrian refugees. All the central and local partners are very well identified having appropriate institutional structure, experience and capacity, coherent with the project objectives, in addition to their dedication. Through strong cooperation with these partners, the activities have been carefully designed and implemented smoothly, attracting the right target groups. This output has been 100% completed to date. The Project Team has successfully developed and is sustaining its cooperation with the private sector representatives to extend this activity towards enterprises.

One main cooperation has been established with IHKIB, for which consultancy services for preparing the *Social Compliance Standards* have been extended, which is linked to Output 3.6. The informative seminars were assessed to be very well programmed including various international Social Compliance Standards, such as BSCI, SEDEX, WRAP and SA 8.000, to internalise social compliance processes and to prepare the related firm departments for social compliance/certification audits, while providing technical information on compliances to ensure improvements in the textile sector. The training was well achieved with the participation of 24 employees from 16 firms. Another positive cooperation is being realised with ADASO for capacity building and business advisory service activities in Adana, targeting beneficiaries of 100 enterprises (50 Syrian +50 Turkish) under the capacity building programme. A third activity which has recently been completed is related to a Need-Based Mentorship Programme in Şanlıurfa, implemented in close cooperation with Şanlıurfa Technopolis and Şanlıurfa Chambers of Industry (ŞUTSO), targeting minimum 20 firms (10 Turkish firms operating in Technopolis and 10 Syrian firms from outside).

Having reached 256 firms with more than 486 employees benefiting, this activity is assessed to be a success, given that the participation of the private sector was on voluntary basis. Still, the Project Team has been sustaining the cooperation with IHKIB and the plan is to hold one more training on social compliance auditing for more than 20 firms. These outputs will significantly contribute to improving the effectiveness, while also creating synergies with other outputs, as is in the case with Output 3.6.

***Output Indicator 2.5: Job placement of at least 500 Syrians and 100 host community members are supported through incentive schemes (social security premiums, work permit application, etc.):***

Cumulative progress is reported to be 85%, while activities continue to be implemented intensively, to fully achieve the indicator targets. Job placement is another output, for which significant complementarity and cost effectiveness have been achieved during the implementation of its activities. This is also demonstrated by collaborating and co-sharing in designing the Transition to Formality Programme (TFP), which is composed of incentives for work permit and social security premiums. To implement this incentive programme, a good example of cooperation with the public partners of ILO has been demonstrated by the implementation agreement concluded in March 2019 with the SSI. The incentive scheme has been implemented smoothly together with the MADAD project, indicators of which are shared including the indicator for social security premiums. Under the SSI agreement, common figures achieved to date indicate that out of the 328 Syrian employees requested by the private firms, 111 Syrians have already obtained work permits. Additionally, a similar incentive programme is currently being implemented especially in Istanbul, Bursa through a job placement consultant with the support of United Work, to complement the related activity under Output 2.3 through business advisory services. Other job placement consultants have already contributed and still contributing to the implementation of the incentive programme for employment of Syrian refugees in Adana, Gaziantep, and, with the support of the related Chambers.

As of end of reporting period, 85 companies have applied to ILO and United Work to employ 726 Syrian refugees. 464 (434 men and 30 women) of them in 64 firms have already obtained their work permits. The work permit application process for 262 Syrian refugees continues. This progress is assessed to be satisfactory, which is also confirmed by the partners, namely SSI at central level, United Work in Istanbul, GSO and ADASO in Gaziantep and Adana, respectively.

***Output Indicators 2.6: Links will be established with private sector through a private sector forum with the objective to boost efforts on post-training job placements and apprenticeships:***

The activities to deliver this output are at initial stages, thus the level of progress to date accounts only for 10% of the target. One of the strengths of ILO is that several innovative activities could be implemented benefiting from its wide experience in reaching out different target groups. This has become evident in the variety of the activities to deliver this output. As a striking example, ILO has supported two hackathon organised in March and April 2019 by the TTO of Gaziantep University, having more than 2000 Syrian students, to develop an environment for entrepreneurship ecosystem. Innovation IT application projects of 15 teams in the first event and electronic card designing projects in the second event were contested and presented to the private sector representatives. The support of ILO Project Team has been highly appreciated by all the constituents as contributing to the achievement of the project objectives. Another striking event supported by ILO was the private sector forum, benefiting from earlier outputs to be disseminated through the forum. Within this framework, ILO has cooperated with Gaziantep University along with the support of 10 other local universities, as well as several private, public and other local-regional-national organisations in organising a [Regional Career Day/Fair](#) in April 2019, in Gaziantep. The aim has been to strengthen the links with the private sector by reaching high numbers of Syrian and host community target groups, given the fact that more than 40.000 students from the region participated in the events and fair.

***Outcome Indicator 2.7: An enabling environment is promoted for registered employment of both Syrian refugees and host communities in target provinces through technical and financial assistance to employers in work permit applications and support to new and existing enterprises in line with current legislative framework:***

As a result of the overall satisfactory delivery of Outputs 2.1 to 2.7, meeting and even exceeding the targets of the indicators indicate that progress towards achieving this outcome has been positive. Most importantly, in addition to meeting the quantitative targets, the adequate quality of the outputs as evidenced during the field visits has actually ensured realisation of this outcome contributing to the achievement of Objective 2. Interviews with all the key informants



indicate that the project activities and delivered outputs have created a positive change in the target groups by promoting an appropriate environment for registered employment, which is in line with the decent work conditions pioneered by ILO. Some immediate impact evidence have already been reported as the transformation of Syrian businesses into formal firms in Istanbul, capacity development of possible Syrian entrepreneurs and developing specific business plans to apply for KOSGEB grants, linking the private sector with the specific Syrian target groups as is in the case of Syrian university students working on technological innovations in Gaziantep to apply for TUBITAK grants. The wider impact under Objective 2 could be assessed upon completion of all activities.

***Objective 3: Provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies***

***Output Indicator 3.1: Capacity of relevant government institutions is strengthened on labour migration management, international good practices, relevant international legal framework (At least 50 staff benefited from capacity-building interventions):*** The progress to date is reported to be 74%, as the capacity development activities still continue. The target figures are likely to be achieved, considering the hands-on approach in identifying the needs and addressing them accordingly. The outputs delivered to date are assessed to be highly satisfactory in terms of quantity and quality, particularly with reference to the selection of the right staff of the relevant national and public partners, developing the appropriate training programmes with relevant topics and enabling transfer of international knowledge and experience of ILO to the national target groups. Participants include staffs of MoFLSS DGILF, GLIB, SSI, Presidency Office and other various government institutions, worker and employer organisations, as well as the Project Team members. One of the most beneficial training is reported to be the tailor-made training on *“Fair and effective governance of labour migration”* which was organised in March 2018 in Abant, by ITC-ILO together with the ILO Office for Turkey with 35 participant from relevant public and employment related organisations. Some project related staffs of MoFLSS and SSI have also attended the outstanding project related courses of ITC-ILO in Turin, Italy. Among the topics covered are *“Extending social protection to migrant workers, refugees and their families”*, *“Transition to Formal Economy”*, *“Access to Labour Markets for Refugees”*, all of which having contributed to the achievement of Objective 3 of the project. The training evaluation results received as beneficiary feedback confirm the success and high satisfaction of the participants. Interviews with some of the participants have also confirmed the utmost importance of such capacity building opportunities for them and the high benefit of these valuable capacity building activities.

***Output Indicator 3.2: Compliance with national legislation is improved in collaboration with Labour Inspection Board and Justice Academy (specifically labour and social security judges) in understanding and applying the terms of the work permits regulation, International Labour Force Law and Law on Foreigners and International Protection (At least 400 inspectors and 200 judges reached):*** Progress to date is at a highly satisfactory level, upon achieving 100% of the targeted training programmes, already. This output is assessed to be one of the most significant one, delivered successfully, as the training content based on a needs analysis, fully addresses the needs of the identified targets groups. The Project Team first identified four public organisations to cooperate with related to the legislation of refugees and its enforcement. Within this framework, a close cooperation with the Ministry of Justice (MoJ), SSI and GLIB has been realised, in designing the tailor-made training programmes and implementing them accordingly. The topics and their corresponding training methodologies, as well as the trainers, have been selected with care. The trainers have ensured the quality of the training through taking a number of measures, such as utilising interactive methodologies, developing appropriate training materials such as hand-outs, references, glossary, and case studies for a sound analysis of cases that the participants are likely to face in their refugee related works. Four training programmes, held in Ankara, Gaziantep and Istanbul targeting judges, were finalised with participation of 207 judges in total, with high level satisfaction. In addition to this progress, the Project is in the process of preparing a protocol with the Justice Academy (JA) to further expand the existing collaboration. Meanwhile, it is noteworthy that the two successful trainers of the unique training on *“Refugees’ Access to Justice”* have been invited by the ITC-ILO to replicate the training in Turin to different participants. A series of trainings were conducted in Ankara, Adana, Gaziantep and Istanbul, with the participation of 206 SSI auditors, who have assessed the trainings as *“excellent”*. Currently, it is planned to hold similar trainings to the SSI experts and assistant experts.

The training series on “*International Practice and Judicial Process in Labour Inspection*” were held for GLIB with 280 participants of labour inspectors from Adana, Bursa, Istanbul and Izmir offices. Interviews with the participants and the training evaluation reports confirm the outstanding success of the trainings from different aspects that has resulted in the high satisfaction of the trainees. Similarly, interviews with the trainers indicate that awareness raising on the overall refugee legislation and learning on relevant different topics in detail, have been at satisfactory level, contributing to improve their refugee related work, through guiding them in international and judicial matters.

***Output Indicator 3.3: Dissemination of information is supported and compliance campaigns are carried out (2 campaigns towards Syrians, general public and private sector):*** Progress in the dissemination of information has been 75% with the activities already completed. The remaining is planned to follow along with the progress of other activities including the campaigns. In addition to the visibility materials developed by an expert contractor, the most striking outputs have been related to the short films about the stories of role-models among Syrian refugees who benefited from the project activities and already started to work formally. The films started to be broadcasted in May 2019 in Turkish and English, both with subtitles. Another successful output has been the *Lessons Learned Compendium* published for dissemination of good practices, and presented during the ILO Conference in June 2019. The interviews indicate that role models and good practices play an important role in motivating the Syrian refugees and host communities towards participating in the activities, and also in replicating the good practices in different locations.

***Output Indicator 3.4: Arabic speaking support staff is assigned to provincial branches of public institutions and/or chambers of commerce and industry for better communication and provision of services towards Syrians (max. 8 staff):*** Half of this target has been realised to date, including four Arabic speaking staff assigned in 2018 at the provincial branches of public institutions and/or chambers for better communication in provision of services towards Syrian refugees. Another staff assigned in 2019 at ADASO, supports job placement through outreach activities to inform employers about work permit procedures as well as facilitating the coordination in Adana. To address the needs in Bursa, one other staff is planned to be assigned. The staff located at GESOB contributed very much in guidance on decent work issues such as social security, work permits, and registration to ISKUR, who completed his duty recently. Feedback received at the local level reveals the added value of these staff particularly in ensuring effective communication and facilitating coordination at local level. An evidence exists showing a 25% increase in registration of Syrians’ SMEs to GESOB.

***Output Indicator 3.5: Dialogue and knowledge-sharing among governments, employers' and workers' organisations is enhanced through workshops and meetings at national, regional and international levels (At least 300 representatives from tripartite constituents):*** Progress to date with this output is at 83%, indicating the likelihood of its full achievement by the end of the project period. One of the two major activities under this output has been an international symposium on social security and migration, organised in cooperation with SSI on 25-26 April, 2018 in Ankara, which provided a wide platform to share the knowledge and good practices at international level. Tripartite dialogue has been facilitated by approximately 250 participants from the government, employer and worker’s organizations, both in Turkey and other countries, including Germany, Macedonia, Tunisia, Egypt, Albania and Algeria. ILO’s expert support from ILO HQ and Regional Office to the panel discussions during the symposium facilitated the discussions on social security and migration. The second one is the South-South and Triangular cooperation (SSTC) initiative between Lebanon, Jordan, Turkey, and Iraq jointly organised with ILO Regional Office for Arab States and ILO Partnerships and Field Support Office in Geneva. Aiming to promote a decent work approach to crisis response and recovery, around 30 representatives from ILO constituents in four neighbouring countries came together in Ankara and Gaziantep between 28 January and 1 February for sharing experiences, best practices and lessons learned as well as visiting ILO supported centres and firms in Gaziantep. As a follow up, a study visit, and a regional conference was held in Amman where Turkish constituents were present. The Project Team plans to continue enhancing the dialogue with the representatives of the tripartite constituents.

***Output Indicator 3.6: Voluntary compliance and social audits are promoted in cooperation with sectoral alliances through development of compliance guides and dissemination to enterprises in their supply chains (At least 2 sectors):*** Having built a logical link with the private sector in

complementing Output 2.4, is assessed to be highly significant and unique, in ensuring a structured system of voluntary compliance supported by social audits, thus contributing strongly to the achievement of Objective 3. An added value of the project is that the draft *Social Compliance Guidelines* for textile sector was finalised in March, and its training delivered in May in cooperation with ILO and IHKIB. Problems and delays encountered in working with the former consultant have been overcome by the replacement. The 14 draft booklets printed on social compliance are of high quality with adequate in-depth content and an attractive design. Upon the feedback to be received from the relevant public institutions, a wide dissemination of the booklets is planned to allow its wide utilisation within the textile sector, but also presenting a good practice for its replication in other sectors. Feedback received from IHKIB reveals that this project is unique in terms of initiating an institutional change in the supply chains in the textile sector, through the guidelines developed and disseminated which will be coupled with social audits to ensure its effectiveness.

## **2.2. Have there been any unintended results (positive or negative) and additional benefits?**

The mid-term evaluation reveals the following unintended positive results created through the project and the spill-over effect:

One of them is related to the additional benefits created to the families of the Syrian refugees and of host community members. The Syrian refugees who learn Turkish and gain vocational skills are reported to teach their children and even enrol their children to the public schools to attend the formal education or PECs to learn Turkish and vocational skills. Similarly, in addition to the beneficiaries targeted, awareness is raised at the family members on OSH, work permits, their rights, workplace requirements, incentives for entrepreneurship, and the ways for transition to formal labour market. Furthermore, the Turkish language trainees started to interpret for the family members particularly at public places, such as for health care and registration at local administrations.

Another unplanned effect on the university in different perspectives has been reported. For example, the local community students of Harran University in Şanlıurfa have also benefited from observing the face-to-face mentorship sessions on entrepreneurship for the Syrian refugees. Similarly, the students of Gaziantep University have also benefited from the Regional Career Day/Fair organised in Gaziantep, targeting awareness raising on job opportunities while developing an understanding about project management of a UN Agency. More than 40,000 local community students from the region who participated in the events and the fair had the opportunity to learn about ILO's role in SDGs and different career opportunities for students.

A third significant unplanned positive effect has been reported by the judges and labour inspectors who are planning to conduct academic studies or write their expertise thesis on refugee related topics, inspired by the trainings attended. Furthermore, the trainers are requested to deliver the same training to other participants at ITC-ILO in Turin targeting different participants.

No negative unplanned effect has been encountered nor reported during the field study of this evaluation.

## **2.3. What are the major factors influencing the achievement or non-achievement of the objectives?**

Main factors contributing to the project progress in delivering its outputs and achieving the objectives:

- Outstanding international and local knowledge accumulated together with the experience of the ILO Office for Turkey and the Project Team with very dedicated experts;
- ITC-ILO contribution on capacity building of the representatives of the constitutions as well as the Project Team and relevant consultants;
- Excellent communication and coordination established by the ILO Project Team with all the partners and constituents at the central and local levels, which is very much appreciated by the public, private and NGO partners interviewed,
- Structural mechanisms for cooperation established through protocols signed with different national and local partners to implement the high number of activities under each of the three components;
- Flexibility in implementation of the activities while adapting to the changing conditions at local level. For example, to avoid overlapping of activities, a vocational training programme has been concluded and not continued in Gaziantep;

- Having access to the relevant critical staff of the public constituents (İŞKUR, SSI, MoFLSS DGILF, GLIB, MoJ, etc.) to contribute to enhancing governance in this field;
- Allocating highly qualified trainers to improve the effectiveness of the trainings. The capacity and qualifications of the 9 trainers allocated for 7 different training programmes are assessed to be satisfactory, as evidenced in the evaluation questionnaires responded by the attendants;
- Utilisation of rather innovative approaches, such as the ILO - VCA methodology, Social work engagement approach, Voluntary Social Compliance and its auditing, have contributed to strengthening the outputs and outcomes of the project.
- Complementarities and synergies created with other projects particularly with the MADAD Project, have enabled cost and human resources sharing, thus ensuring cost effectiveness.

Main factors hindering the project progress, yet risks of which have been mitigated by the Project Team to ensure achieving the project objectives:

- ILO Project Team has faced challenges in achieving and sustaining the targeted Syrian refugee women participation due to their unwillingness to participate in some trainings or other activities. To mitigate this risk, the Project Team has been searching pathways, as in Bursa, to balance the numbers of Syrian refugees and host community members;
- Lack of a full-time M&E expert has caused the monitoring to be implemented by the project officers, in addition to their own tasks for the management of the project activities. The Project Team members mitigate the risk very well through frequent field visits;
- The national elections have prevented some activities to be implemented at the local level as scheduled, due to removal of permissions already given. For example, the skill profiling field study has experienced serious delays at the absence of permissions for conducting questionnaires and interviews, the risk of which has been mitigated through a review of the methodology, ensuring the required quality of the report.

#### **2.4. Have there been any notable successes or innovations?**

A few striking successes of the project, among several others (as described above) are as follows:

- For the purpose of improving compliance with national legislation, the three training programmes developed and conducted under Output 3.2, with each targeting the labour inspectors of GLIP, SSI as well as the judges, are assessed to be very successful in terms of the training content presented with an appropriate interactive methodology, elaborated with case studies, examples and exercises, and delivered by highly qualified trainers. Furthermore, these trainings could be assessed as innovative, since it is the first time that such training topics have been covered. That is why the trainers are offered to deliver the same courses in ITC-ILO in Turin.
- Workplace adaptation within the framework of the Workplace Adaptation Programme under Output 1.8, is another innovative approach (through cooperation with the MADAD project), which is assessed to be highly successful in terms of ensuring workplace resilience and work efficiency. The video film related to the Workplace Adaptation Programme is produced under Output 3.3, supports wide dissemination of the output widely.
- Cooperation with the private sector through IHKIB under Outputs 2.4 and 3.6, related to capacity building and promoting Social Compliance Internal Auditing along with the guidelines and publications, is assessed to be successful as a striking aspect of the project, which will be disseminated in the textile sector and thus create a wide impact. Wide mobilisation of the private sector for this purpose is assessed to be very successful.
- Several deliverables, including the skills supply study under Output 1.1, LED and VCA studies under 2.1 and 2.2, respectively, the Social Compliance Guidelines under Output 2.4, the Impact Assessment of Vocational Skills under Output 1.2, and the lessons Learned Compendium developed under Output 3.3, are all assessed to be well structured outputs to ensure sustainability of the outcomes.

**EQ 2.5. Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?**

As indicated above in Section 1.1, the number of Syrian refugees at working ages between 14 and 64, are 2.2 million, 44% of which are women. However, Syrian women are in a critical situation to access livelihood opportunities, and in need of immediate support as identified in the *“Needs Assessment of Syrian Women and Girls under Temporary Protection”* conducted in 2017 by UN Women<sup>22</sup>. Syrian refugee women are also facing difficulties in having access to active labour market for employment and subject to the high risk of being excluded from decent work opportunities due to language and cultural barriers, as well as lacking adequate education and vocational skills.

Gender equality is at the heart of ILO’s *“Decent Work for All Men and Women”* agenda, which is well reflected in this project in all the three components particularly related to the capacity building of the relevant stakeholders being engaged in the empowerment of the Syrian refugees to improve their employability. This has been through supporting an enabling environment for business development with a coverage of women, while also strengthening the environment for registered employment of both Syrian women and the host community women. Considering all these factors, the project proposal targets effective inclusion of women into project activities and making decent work a reality for the Syrian and Turkish women. To this end, it is targeted in the proposal that *“at least 40 % of final beneficiaries will be women”*<sup>23</sup>, which is foreseen to be achieved through *“proactive measures will be taken to ensure the inclusion of women to training programmes”*. It is highly likely that the achievement will exceed the targeted percentage of 40% by the end of the project duration.

All the output indicators identified in Annex-1 of the proposal related to *“Objectives and Indicators”*, include gender disaggregated indicators, strengthening the consideration of women at the design of the project at output level. However, at impact level indicators, gender disaggregation is not included, as it would not be realistic for the time being to measure the direct outcome while so many barriers exist. Thus, even a partial outcome of *“introducing Syrian women to the labour market”* would be assessed as a significant change in their lives. In fact, this is limited in the Syrian culture due to the norms related to women who tend to marry at early ages and have children.<sup>24</sup> As indicated above in Section 1.1, according to the World Bank Labour Participation statistics, access of women to labour market was only 13.3% before the crisis in 2010, in Syria.

Therefore, starting from the initial phases of the project, the Project Team has paid a special attention on gender mainstreaming in designing and implementing the activities for the outputs, yet, integrated gender mainstreaming in the individual activities to the extent that the contextual conditions would allow. Equal opportunities have been provided to those who participated in the project activities. However, these efforts could not be reflected fully in the Progress Reports, except for simply describing the activities and/or providing some figures. Furthermore, the progress achieved towards the targets does not cover the gender disaggregated achievements. This is mainly due to the lack of an M&E expert, who would otherwise record and assess the achievement against the indicators set. Some very good examples of practice related to gender mainstreaming for decent work have been reported as follows:

**Component 1:** The vocational training courses held only for women on sewing in the textile sector by the Bursa Chamber of Milliner and Quasi Association. The individual interviews and group meetings with the participating Syrian women and host community women reveal the high level contribution of the training courses not only towards gaining vocational skills but also socialisation and raising awareness on how women could participate in the active labour market, to which role model reinforce awareness raising and motivation of women to replicate. The *“Skills Profiling”* study under Output 1.1, which is still being conducted, is expected to strengthen the evidence based background for interventions targeting women. Some of the implementing partners delivering vocational training have provided childcare for the women participants. The other good example under Output 1.5 has been reported as the young Syrian women who have participated in the apprenticeship learning system, are paving the way to enter in the labour market. The efforts of the Project Team along with the SSI and United Work under Output 2.3 have also specific consideration of women employment

<sup>22</sup> UN Women, Needs Assessment of Syrian Women and Girls under Temporary Protection (NA), 2017 <http://www2.unwomen.org/-/media/fieldoffice%20eca/attachments/publications/country/turkey/the%20needs%20assessmentengwebcompressed.pdf?la=en&vs=3139>

<sup>23</sup> Project Proposal

<sup>24</sup> The World Bank, 2017. Labour Force Participation Rate: Female; <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=SY>

and entrepreneurship in the transiting to the formal market, even though the number realised is limited due to the reasons preventing the Syrian women's active involvement in labour market. Among 726 SuTPs application to United Work 464 in 64 firms have obtained work permits, among which 30 account for women.

**Component 2:** The LED and VCA studies conducted in Bursa and Adana have included gender disaggregated analysis and gender specific conclusions. Involvement of Syrian women in Turkish language courses has been at high level (454 out of the total of 991) with a share of 46%. The workplace adaptation programme included strong elements of gender mainstreaming in the private sector through Ethical Trade Initiative's Human Rights and Business Working Members.

**Component 3:** The interview with the IHKIB has confirmed the importance of the activities under the outputs 3, regarding the voluntary compliance and social audits in the textile sector, which facilitates integration the decent work conditions including those specific to women, as well as dissemination of the social compliance values through several means including the booklets prepared. The trainings delivered to the staffs of MoFLSS DGILF, SSI, as well as the MoJ Judges, were all gender neutral, including almost equal number of women and men participants.

The composition of the Project Team having women staff more than half of the total 8 staff, in addition to many women consultants allocated in the project also indicate the gender-sensitive approach of ILO throughout its support.

## **2.6. Are the activities and outputs of the project consistent with their overall objectives of the project?**

Each of the activities implemented and the outputs delivered within the three components serve respectively for one the three objectives of the project, as discussed in detail under EQ 2.2. The logical sequence of the activities, outputs and outcomes are all coherent and serve for the achievement of the project objectives. However, the intervention logic (logical framework) proved to be considerably complex and ambitious in its design of activities, outputs and outcomes, considering the limited time, as well as the human and financial resources. The mid-term evaluation has demonstrated that the Project Team has been highly engaged in designing, contracting, implementing and monitoring of the very high number of activities to deliver 21 outputs with ambitious indicator targets. Moreover, these high number of activities are implemented in 8 different locations where no local project office exists. Thus, the Project Team staff had to travel frequently to the project sites to ensure smooth implementation of activities to deliver the outputs in the quantity and quality targeted. Nonetheless, the consistency of all activities to achieve the objectives is very high at all levels.

## **EQ 2.7. How effective is the monitoring mechanism set up, including the role of the Project steering committee and the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?**

The design of the project foresees a specific arrangement for monitoring of the project activities and measurement against indicators, as indicated in Section 5 of the project proposal. Furthermore, the project proposal indicates that "*Specifically, one programme officer (reporting to the project manager) will be assigned to be responsible for monitoring and evaluation issues*". However, no monitoring expert has been assigned to the project, not allowing for the monitoring to be conducted widely by a specialised monitoring expert. The role of a monitoring expert would be particularly important in this project which includes 8 different provinces each having different social and economic characteristics. Monitoring, evaluation and reporting procedures conducted for this project follow the ILO guidelines and take the PRM procedures into account. Despite the absence of a monitoring expert, evidence indicates that the internal monitoring of the project has been carried out continuously by the project manager and the three project officers through some monitoring mechanisms to ensure the timely implementation of the activities and delivery of the outputs, as well as their quality.

One of the main means of monitoring for the project is the internal and external communication within the Project Team and with the partners, stakeholders and beneficiaries. Even though no Steering Committee is foreseen in the proposal, the Project Team benefits from the already established partnerships of the ILO for Turkey, in addition to their individual efforts to strengthen the communication and coordination with the stakeholders, and also the donor PRM. Internal

communication and monitoring is strengthened by the regular meetings of the Project Team to share the progress of the activities against the indicators, and hold ad hoc meetings when necessary. These meetings have facilitated the coordination among the three project officers, each being in charge of one component, ensuring coherence and synchronisation among the components. It has also been reported that the communication within the team is excellent strongly contributing to the daily follow up of project progress, the achievements, and the difficulties and to developing remedies. Similarly, smooth, timely and effective communication of the Project Team members with all the partners including public, private, NGO, university ensuring to receive their feedback promptly and taking adequate measures to improve the efficient implementation of the project. Evidence collected during the evaluation field phase fully confirms that strong communication contributes to monitoring of the project progress on a timely basis and addressing the content to contribute to the improvement of the implementation in different aspects.

A second mean of monitoring the project activities and outputs is the production of the Quarterly Progress Reports in the format required by the donor PRM. To date, seven reports have been delivered, including the progress of the project implementation within each quarter in achieving its objectives while measuring the achievements against output level and impact level (outcome level) indicators set in the proposal. The report has a broad format in describing the activities implemented, the outputs achieved, the difficulties faced, the remedies taken, all of which feed into measuring the outputs and the outcomes against the set indicators also in a cumulative progress and with a percentage towards the target. Analysis of progress, collaboration and coordination with the national and/or local governments, NGOs, UN agencies, universities and other institutions, as well as the new developments and challenges, are also parts of the report. Yet, the format does not allow for a clear assessment of the consolidated progress and does not describe possible risks which would hinder the success of the project implementation. However, the project reports need to be more specific in details of inputs, activities, outputs, risk and assumptions and progress against indicators with a Project Cycle Management approach<sup>25</sup>.

A third monitoring mean has been conducted for the purpose of monitoring of the individual assignments (which are as well called projects) implemented by public or private partners or NGOs or individual consultants through missions with field visits of the partners at the 8 provinces and with the mission reports prepared by them. The field visits are mostly planned and communicated to the target partners in advance, yet some are conducted as spot visits to understand the actual context. The field visits are implemented in accordance with the start, the inception phase, implementation of activities and events, as well as at the time of delivery of outputs, and closure of the assignments. As each of the assignments has a different project cycle, the timing of the field visits is identified by the project officer together with the project manager. To date, the number of field visits and the field reports have exceeded 100. The field reports include the description of the project activities, outputs, stakeholders and other issues relevant to the project as well as the follow-up actions to improve implementation. Feedback collected during the field phase of this mid-term evaluation to Bursa, Gaziantep and İstanbul indicate the strong contribution of such visits for better cooperation between the local stakeholders and the Project Team and for discussing issues specific to local conditions. In addition to monitoring, these field visits improve stakeholder ownership and involvement at local level. The public partners such as the GLIB and İŞKUR staffs interviewed during the field phase, comment on the benefits of the field visits towards improving an efficient and effective implementation of the activities.

Furthermore, ILO Office for Turkey closely monitors all activities and outputs of the projects undertaken by ILO, through its extensive internal monitoring system which allows to take corrective measures when needed. Assessment meetings are held on a weekly basis, where all the details of the on-going five projects, including this project, under the ILO Response to Syrian Crisis are being discussed, achievement of the indicators are assessed, recommendations are developed to ensure the efficient and effective implementation of the projects towards achieving their objectives. Meanwhile, 3RP Monitoring Scheme ILO Implementation Report includes the monitoring of the project results among others. The ILO is keen on the complementary characteristics of all projects, in fact, in creating synergies, which is on the agenda of these weekly meetings. All the project teams benefit from each

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<sup>25</sup> [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms\\_452076.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_452076.pdf)

other's experiences and develop a holistic approach in the implementation of ILO's response to the Syrian crisis.

Another substantial tool utilised in this project is related to effective ex-post monitoring through the Impact Assessment of the vocational trainings delivered within the framework of this project. The Project Team benefits from this assessment in designing new training programmes. This mid-term evaluation and a final evaluation of the project are also foreseen to be conducted. The Final Evaluation Report of the first phase, as well as the Good Practices Report of the second phase indicate the strong emphasis of the ILO project management and the ILO Office for Turkey on the contribution of the M&E in the project cycle management and results-based management approach under the ILO's programme of support.

## **2.8. Is there any communication strategy available? If yes, how effectively was the communication strategy implemented?**

As indicated in the project proposal, visibility is foreseen to be realised in accordance with ILO procedures, while recognition of the donor PRM is to be ensured in all visibility materials. Having a structured visibility and communication mechanism embedded in the institutional structure of the ILO Office for Turkey, the Project Team is communicating accordingly with the relevant stakeholders, beneficiaries and the implementing partners.<sup>26</sup> The Project Team has also been well aware of the fact that communication plays a vital role starting from promoting and understanding and buy-in to the concept to mainstreaming Decent Work into national policy as well as the strategies of the private sector and other stakeholders to mobilizing resources. Therefore, the design of the communication means and materials have been selected accordingly, which is evidenced to be very successful as demonstrated by the events, publications, booklets, videos, announcements, newsletters, etc.

The project has been benefiting from the overall communication means of the ILO Office for Turkey mainly through the web-site, a number of reports published by the ILO, newsletters and meetings.<sup>27</sup> Social media is effectively used by ILO, especially through its website, Facebook and Twitter, to disseminate information and to promote policy and advocacy activities with photographs after each of the training, seminar or any other activity of the project. This is assessed as a good practice for visibility of the project outputs. Awareness raising conferences and meetings realised to date and those planned to be realised within the second half of the project upon delivery of several outputs, all target widening the benefits for all the stakeholders, particularly supported by strong ownership and high level management of the ILO Office for Turkey.<sup>28</sup>

A specific Communication and Visibility Plan has not been prepared for this Project, nor is a Communication Officer included in the project postings, since all the Project Team members are fully engaged also in ensuring adequate visibility of the project outcomes. A contract was signed with a design agency in the third quarter of 2018, in order to undertake the visibility and dissemination of information of the project as it progresses. The company follows the work plan to ensure that visibility requirements are fully met during implementation of the activities and delivery of the outputs. The logo and identity of the project, prepared in the previous Phase II, continue to be in place upon minor reviews. Some new visibility materials have been prepared including short films, roll-ups, posters, signboards, etc. Among others, an impressive video film is produced about a Syrian girl who has attended the formal apprenticeship programme and improved her employability<sup>29</sup>. Similarly, the video film related to the Workplace Adaptation Programme, well reflects the contribution of ILO to the Syrian refugees, together with host communities at the same work places<sup>30</sup>. Such role models, when disseminated, would encourage others towards seeking relevant opportunities.

The project pays special attention to publications which are planned to be disseminated widely to different stakeholders and which enable their involvement in similar activities through the guidance of these publications. The Social Compliance Guidelines covering 14 specific areas/topics demonstrate to be of high quality with its content, level, presentation and attractiveness in addition to its design. When distributed to the private sector companies and institutions, it is highly likely that the

<sup>26</sup> ILO, Guide to Communicating Decent Work, <file:///C:/Users/User/Desktop/Guide-to-CommunicatingDecentWork.pdf>

<sup>27</sup> [https://www.ilo.org/wcmsp5/groups/public/-europe/-ro-geneva/-ilo-ankara/documents/newsitem/wcms\\_713020.pdf](https://www.ilo.org/wcmsp5/groups/public/-europe/-ro-geneva/-ilo-ankara/documents/newsitem/wcms_713020.pdf)

<sup>28</sup> [https://www.ilo.org/ankara/news/WCMS\\_473290/lang-en/index.htm](https://www.ilo.org/ankara/news/WCMS_473290/lang-en/index.htm)

<sup>29</sup> [https://www.ilo.org/global/about-the-ilo/multimedia/video/video-news-releases/WCMS\\_704382/lang-en/index.htm](https://www.ilo.org/global/about-the-ilo/multimedia/video/video-news-releases/WCMS_704382/lang-en/index.htm)

<sup>30</sup> [https://www.ilo.org/global/about-the-ilo/multimedia/video/video-news-releases/WCMS\\_707543/lang-en/index.htm](https://www.ilo.org/global/about-the-ilo/multimedia/video/video-news-releases/WCMS_707543/lang-en/index.htm)



information and messages will be well transmitted mobilising their interest in engaging in activities and measures for social compliance. Furthermore, the on-going study on Socio-Economic Assessment of Syrian Refugees is likely to provide a wide visibility addressing the local constituents<sup>31</sup>.

Visibility at local level is satisfactory. The implementing partners at local level provide adequate visibility of the project through several means, particularly through the posters well presented at the central places and at the activity rooms of the locations where trainings and meetings are held. Thus, any visitor can easily recognise the donors, the implementing partners, the beneficiaries, the activities and the outputs, as well as the Decent Work principles of ILO. Even though there is no provincial project office, the Project Team members are well-known at the provincial level, due to their frequent visits conducted not only for monitoring purposes but also for supporting the local implementing partners, in addition to their visits to the local public, private and NGO partners, with a tripartite approach. Their effective communication coupled with the strong coordination capacity presenting their outstanding in-depth knowledge and experience as well as the hands-on approach demonstrated to facilitate the activities, ensure strong visibility of ILO and the project at local level. As a result, the local visibility of the project is assessed to be excellent.

**Conclusion for Section 3.2 on Effectiveness:** The effectiveness of the project is outstanding, while delivering all of its outputs to achieve its objectives to date, despite the complexity of the design, while fully meeting the targets of the indicators. Special attention is given on gender mainstreaming. Monitoring is well implemented by the Project Team, failing to include an M&E expert. The progress reports are produced regularly, yet a more structured reporting is required in line with Project Cycle Management approach. The communication and visibility activities and outputs are highly successful and innovative, even though a specific plan does not exist.

### 3.3 Efficiency

**EQ 3.1. How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?**

The project officially started on 30/09/2017, based on the agreement signed on 27/09/2017 with PRM initially for one year, which was extended to two years with the aim of ensuring the achievement of the targeted indicators. The project will end on 30/09/2019, while an additional no-cost extension for three months is planned. A fourth phase of the project is on the agenda of both the ILO and the PRM; and its procedures for programming and contracting continue.

This project is the follow-up of the former two projects implemented since 2015 under the same funding of the PRM. The first project with a funding of US\$ 500,000 was implemented between 30/09/2015 and 30/09/2016, and the following with US\$ 2,500,000 funding started with no interval and continued until 30/09/2017. The third phase has started without any discontinuity based on the strong cooperation and ownership of the ILO Head Quarters, ILO Office for Turkey and the PRM, which has ensured continuity of the project implementation benefiting from the already established relation with different constituents.

The activities have been being implemented smoothly in line with the current work plan. Some challenges in scheduling of the activities have been overcome by the project manager in cooperation with the three project officers and the other project staff. Frequent missions of the Project staff to these provinces have significantly contributed the efficient implementation of the activities at local level, as no provincial offices were established in the 8 provinces covered.

Overall, the budget allocation compared to the design of this project presents value for money across the three project components. Adequate financial resources have been made available by the donor PRM in two tranches. The second tranche of the money has been transferred following the completion of first year. The project is funded by the donor PRM, consisting of 100%. The project proposal foresees a budget of \$ 3,500,000 for each year, with a total budget of \$ 7.0 million, which is assessed to be balanced compared to the individual activities under the three components to achieve the targeted

<sup>31</sup> <http://eng.dogaka.gov.tr/Media-Detail.asp?M=1&Media=news&MD=149&MediaDetail=our-agency-came-together-with-the-international-labour-organization-ilo-in-the-context-of-the-field-studies-for-the-socio-economic-assessment-of-syrian-refugees>

outcomes. Upon refining the budget, the contracted amount has been reported to be \$ 6,907,066. The budget has been well synchronised within the two years with the implementation of the activities and related expenditures. The distribution of expenditures within the budget is balanced and, in fact modest, considering the variety of the outputs delivered. The personnel allowances and benefits with a budget of \$ 1,100,600, accounts for 15.7% of the budget, under which only 8 project staff have been allocated. The amount allocated to Travel expenditures with \$ 114,000, expenditure is assessed to be low as it is necessary to hold frequent field visits to 8 different provinces in far destinations at the absence of local offices. The budget items for Program Equipment and Supplies (\$ 355,884.00), Contractual and Construction (\$ 4,298,000.00), other direct costs (\$ 326,207.00) and indirect costs (\$ 805,309.00) are well balanced. In any case, evidence indicates that the project has been managed in a very cost-effective manner and has ensured cost savings through the ILO rules, regulations and project implementation culture, governing not only at Project Team level, but also at ILO Country Office level. A crucial factor ensuring the success of the project has been the technical expertise and experience of the ILO in addressing the employment sector issues with a decent work approach, as clearly stated in its widely implemented strategies and the ILO's Programme strategy in response to Syrian Crisis. The ILO in Turkey represents an important model for how a development actor can work to address large-scale, protracted displacement. The project has been highly benefiting from the know-how developed by ILO at international level, as well as the former projects implemented by the ILO Office for Turkey within the past decade. The lessons learned in the ILO's Refugee Response Programme as recently summarised in a report<sup>32</sup>, provide strong insight both at the programming and implementation stages of the projects to the most recent report of the ILO Turkey. The know-how on technical issues, such as the Guidelines on Value Chain Development<sup>33</sup>, has been utilised to improve the efficient delivery of the two reports during the project implementation. In fact, experts of ITC-ILO has contributed to the methodology of these studies. However, the contribution could have been much higher should this training be delivered before the start of the research study on VCA. Furthermore, the national partners have also developed capacity at the ITC-ILO.

**EQ 3.2. Given the size of the project, its complexity and challenges, were the existing management structure and technical capacity sufficient and adequate?**

The project is assessed to have rather complex and intensive structure which is exacerbated by the high variety and number of the activities, which are implemented widespread in 8 different provinces within the limited time span of two years. Moreover, the absence of local project offices in the targeted provinces further increases its complexity particularly with reference to communication and coordination. Despite these challenges, the project management has demonstrated to be very successful in ensuring a strong communication and coordination with all the partners at these 8 provinces. The project management has been strengthened by the high ownership of the donor PRM which is reported to be responsive in providing adequate budget and design flexibility to the ILO. Feedback received from the Project Team confirms the judgement that such an intensive programme of outputs could not be delivered if the support of the PRM would not be so strong, while also allowing for flexibility to adapt to the changing conditions within more than 20-month time span.

Despite the challenges stemming from this complexity and intensiveness of the project activities, strikingly though, no significant difficulty in management of the implementation to date has been reported by the Project Team nor by the implementing partners interviewed. Key to this smooth and successful implementation is assessed to be the strong institutional structure and working culture of the ILO Office for Turkey and the proper human resources allocation for efficient management of the project. Some challenges in scheduling of the activities, such as the skills profiling under the supervision of the DOĞAKA, have been overcome by the Project Team.

Currently, evidence indicates that the human resources have proved to be functional to deliver the planned outputs and outcomes smoothly, while meeting the targeted indicators. The method of implementation has been, in general, appropriate, innovative and balanced within the framework of

<sup>32</sup> "Lessons Learned of ILO's Refugee Response Programme in Turkey: Supporting Livelihoods Opportunities for Refugees and Host Communities", June 2019, ILO Turkey; [https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/publication/wcms\\_710833.pdf](https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/publication/wcms_710833.pdf)

<sup>33</sup> ILO; Local Economic Development; <https://www.ilo.org/empent/areas/local-economic-development-led/lang-en/index.htm>  
Combining Local Economic Development and Value Chain Development. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_emp/---emp\\_ent/---ifp\\_seed/documents/publication/wcms\\_182600.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---ifp_seed/documents/publication/wcms_182600.pdf); and ILO's Guide to Value Chain Development [https://www.ilo.org/wcmsp5/groups/public/@ed\\_emp/@emp\\_ent/@ifp\\_seed/documents/publication/wcms\\_127802.pdf](https://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@ifp_seed/documents/publication/wcms_127802.pdf)

the three components and also within the 8 provinces. This is prudent given that the project made use of qualified staff and experts who have been able to guide the implementation. The only lacking specific expertise staff in the team is related to M&E, despite all the intensive monitoring activities have been well conducted by the project manager and the three project officers, each in charge of one component. The low turnover of the project staff has supported the strong management structure involving dedicated project staff within the lengthy period, even including the former two projects. The process of management has been facilitated through a strong communication within the Project Team, with the national and local partners and stakeholders as well as with the ILO Office for Turkey, as confirmed by all the interviewees. Weekly meetings held by the ILO Office for Turkey have established a structured format for sound communication and coordination with different projects implemented under the ILO's programme as a response to the Syrian crisis. This, in turn, allows for complementary activities to be implemented as well as cost-effectiveness and synergies to be created. The ILO Office for Turkey also has a specific emphasis on capacity building of the staff of the implementing partners, as well as the Project Team, benefiting from the ITC-ILO.

**EQ 3.3. Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?**

The project has been receiving high political, technical and administrative support from ILO Office for Turkey and its national and local partners, as evidenced during the face-to-face and phone interviews with a number of different stakeholders in all the 8 provinces. Ownership of ILO Office for Turkey is assessed to be outstanding providing valuable support that is visible at all levels, benefiting from its high capacity, expertise, past experiences gained at national and international arena, in addition to its strong institutional structure worldwide. Furthermore, as ILO is the only tripartite UN agency since 1919, the ILO Office in Turkey brings together national partners, including the public institutions, the private sector and their institutions, NGOs, unions and workers, to set labour standards, to develop policies and to devise programmes promoting decent work for all women and men. The overall ILO policies, positioning, and the strategies of ILO specific to Syrian Response, have been very well reflected in the project design.

ILO Office for Turkey has been providing extensive administrative and managerial support at the central level, which strengthens the project implementation and scales up its support throughout the targeted 8 provinces to improve employability and labour market integration, alongside activities to strengthen labour market governance and compliance with labour legislation and standards in addressing the Syrian crisis. Based on the strong partnership and relations of ILO Office for Turkey, for the purpose of this project, structured mechanisms of cooperation such as through protocols and/or other means have been established between the ILO and the national and local partners, particularly with MoFLSS DGILF, GLIB, İŞKUR, SSI, JA, Chambers of Industry and Commerce, Chambers of Artisans and Craftsmen, Development Agency (DOĞAKA), universities, private sector representatives, PECs and NGOs. At the local level, all the implementing partners have expressed their content with the project management and have been supportive in facilitating the project activities and delivering the targeted outputs. As these institutions have strong ownership and dedication to the project objectives, further cooperation is likely be continued within the forthcoming project period.

The added value of this project is that the project design ensures involvement and support of private sector and private sector organisations, which have been specifically improved through this project compared to the former two projects. Involvement of the private sector has contributed to introducing the Syrian refugees and host communities to the labour market, upon completion of the capacity building activities such as apprenticeship and on-the-job training, vocational training delivered at Chambers such as the Bursa Chamber of Milliner and Quasi Association, GESOB in Gaziantep, ADASO in Adana and ŞANSO in Şanlıurfa.

The Project Team is technically supported by the ILO Office for Turkey and also the Labour Migration Branch in ILO HQ, as well as the multi-departmental Refugee Working Group which was established under the ILO's Policy Portfolio to coordinate activities relating to refugee response and to improve coherence and impact within the framework of the ILO's upgraded refugee response strategy that is underpinned by the Guiding Principles on the access of refugees and other forcibly displaced persons

to the labour market, and ILO Recommendation No. 205 concerning Employment and Decent Work for Peace and Resilience.

**Conclusion for Section 3.3 on Efficiency:** The project activities have been being implemented smoothly since October 2017, delivering all outputs mostly on time, while a no cost extension of up to 6 months is planned due to the difficulties faced at local level. Allocation of high quality staff and adequate financial resources have been contributing to well management of the activities, while an M&E expert is not included in the team. The project budget is balanced and well managed with cost-effectiveness, which has limited travel item.

### 3.4 Sustainability and Impact Potential

**EQ 4.1 Is the to-date achieved progress likely to continue in the similar pace till the end of ongoing project? If no, what actions may be taken for successful accomplishing?**

The progress of the outputs achieved to date and their contribution to the achievement of outcomes is highly likely to continue until the end of the project implementation period.

In addition to high stakeholder participation, ownership of all stakeholders involved in the project has been assessed as very high, which is likely to continue until the end of the project and even thereafter. It is also noteworthy that cooperation has been established with high numbers of: (i) public institutions such as SSI, MoFLSS DGILF and GILB, İŞKUR and MoJ; (ii) private sector representatives, particularly Chambers of Commerce and Industry at the local level, Unions of Merchants and Craftsmen, other unions, sectoral representative IHKIB, and private companies such as H&M and INDITEX; (iii) Development Agency (DOĞAKA); (iv) universities at local level particularly in Adana, Bursa and Gaziantep; and (v) non-profit institutions and NGOs such as United Work and MEKSA.

All the feedback received from a number of beneficiaries, public and private partners, universities, the development agency and NGOs, strongly confirm the delivery of all outputs as targeted and with high quality to the outmost content of the beneficiaries and constituents. In fact, the staffs of these constituents have expressed their willingness to continue to cooperating, which, otherwise, would never be interested undertaking and/or participating in such activities if not found highly beneficial and serving to achieve the common objectives internalised through the trust reinforced by the ILO for Turkey and the qualified Project Team. The satisfaction level of the institutions as partners, constituents and beneficiaries participated in each of the specific activities described above under Section 2.1, has been reported to be very high, which is an indication that the continuity of the activities will be highly supported by them.

Furthermore, contribution of the project in assessment studies particularly the two LED and VCA studies (Outputs 2.1 and 2.2) and the skills profiling study (Output 1.1), as well as the guidelines and guiding publications for voluntary social compliance and social audits (Output 3.6), all constitute a structural mechanism for continuity of these activities and/or their follow-up activities and even their implementation in different environments. The good practices and lessons learned compiled in a Compendium under Output 3.3 provides examples for different stakeholders to benefit in their future interventions. On the other hand, good practices serve in attracting the attention of the Syrian refugees and host communities, which improve their motivation to be involved in the relevant activities and sustain their involvement in longer terms.

**EQ 4.2 Is the to-date achieved progress likely to be long lasting in terms of longer term effects?**

**EQ 4.3 What action might be needed to bolster the longer term effects?**

Sustainability of the project results after the project end is assessed to be very challenging, given the large scale of the Syrian refugees in Turkey and growing need, despite the positive legislative conditions for the Syrians under protection and the work permit legislation.

**Financial sustainability** is of high concern for all partners involved in this project, when addressing the needs of the Syrian refugees and host communities in adopting decent work conditions. Financial sustainability is likely to be a burden on the public and private institutions and particularly on NGOs unless otherwise funded by international donors. Among several other reasons, the need for livelihood of the Syrian refugees is likely to increase along with their high birth rate in Turkey (see Section 1.1),

which exacerbate the risks of livelihood conditions and their being part of the informal market. Therefore, similar or follow-up interventions need to be funded by GoT and international donors, as has been confirmed by different key informants.

**Institutional sustainability** is dependent on the ownership of the public, private and NGO partners of the outputs delivered during the project. Sustainability of the capacity building activities including the trainings are ensured through the already developed training curriculum, training materials and methodologies, transfer of knowledge of the ILO and other supporting equipment. However, sustainability will be subject to the availability of funding for the training programmes at central and at local levels. Sustainability of the studies conducted is likely to be ensured through publications, guidelines and other means, when adopted by the relevant constituents. The project activities and their outputs support the institutional structures and policies of these constituents regarding the access of the Syrian refugees to decent work and contribute to their integration into the formal labour market. Interviews reveal that the relevant constituents find them very beneficial, and that they will be benefiting from these valuable outputs. For example, DOĞAKA will be able to shape its development strategies concerning the Syrian refugees in its region, through benefiting from the Skill Profiling study conducted. The planned trainings in Bursa will be derived from the topics identified by the VCA prepared for Bursa region. The workplace mentorship methodology developed under the *Workplace Adaptation Programme* is likely to be adopted by those private companies which will employ refugees. The Social Compliance Guidelines will be adopted by the private actors in the textile sector, as confirmed by IHKIB.

**Policy level sustainability** has been supported by several activities under Objective 3, to strengthen the governance in line with the project objectives. The feedback received from the key informants, particularly the judges, labour inspectors, SSI auditors strongly reveal that the benefits gained through the informative and capacity building events will indeed be reflected in their refugee related work at the public institutions and their contribution to the related modalities and strategies. The legislation related to the Syrians under temporary protection and to the work permits provides the background for governance targeted. Yet, they also express the continued and, in fact, growing need in their institutions to ensure governance, which would contribute to sustainability at policy level.

To conclude, a follow-up project to be undertaken by the ILO Office for Turkey in cooperation with the PRM will contribute to the sustainability of the results of this project under the three objectives, while also continuing to create synergies at output and outcome levels with other complementary projects implemented under the ILO's programme of support.

#### **EQ 4.4 How the members of the project team envisage achievement of solutions for sustainable results?**

Accumulating high experience and wide knowledge since 2015, through the three phases of this project, the Project Team confirm that further support is needed to address the need for promoting decent work for the Syrian refugees and the host communities. Considering the length of stay of the Syrian refugees in Turkey, and the new generation of Syrian refugees coupled with high birth rate, the need is estimated to be growing despite the intervention funding support of several international organisation.

Therefore, the Project Team has started to work on a new proposal for another scaled up phase of a project most likely to be funded by PRM. It is reported that the draft proposal takes into account the experiences gained not only at central level but also at ground level where the Syrian refugees are densely located. The new project will build upon the former phases and addresses the needs in line with the three pillars of the ILO's programme of support with a specific emphasis on decent work.

It is also considered by the Project Team that the needs of Syrian refugees are almost similar to that of refugees coming from different countries, such as Afghanistan, Iraq and Pakistan. Therefore, the Team plans to have one single project for all the target groups including Syrian and Non-Syrian refugees, benefiting from the experiences and the qualified human resources of the ILO, while also improving the cost-effectiveness through the synergies to be created. As such, the sister project (*"Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey"*, funded by PRM) will be framed under one project design in the new phase.

The Project Team is keen on avoiding any discontinuity in communication and coordination with the public, private and NGO partners supporting the ILO projects. Therefore, the Project Team plans to submit the proposal to ILO Appraisal process latest by September 2019. This follow up project will strongly contribute to the reinforcement and widening of the outcome and contributing to achieving the already identified overall objectives, which, otherwise, would be at risk.

**Conclusion for Section 3.4 on Sustainability and Impact Potential:** The prospects for impact are high under each of the three objectives. The sustainability of the project results after the project end is assessed to be very challenging, given the growing need in Turkey. A follow-up project will be able to contribute to the sustainability of the project outcomes, which, otherwise, would be at risk.

## 3.5 Lessons learned and good practices for future

**EQ 5.1. What are the lessons learned from the implementation?**

**EQ 5.2. How these lessons should be incorporated or made use of for better implementation of ongoing project and in the formulation and implementation of a new possible project?**

### **Lessons Learned 1 - Project Design/Relevance and Sustainability: Designing the project in follow-up phases**

Designing the project in follow-up phases contributes strongly to comprehensive programmes such as under ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey, aiming to strengthen 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. Follow-up projects ensure sustaining the outputs and results given the significant need with reference to the high numbers of Syrian refugees living in Turkey and those at working age who are mostly engaged in the informal market.

#### **Explanation and examples for further incorporation:**

- The strong support of the donor PRM and the ILO Office for Turkey has been sustained contributing to the achievement of the objectives in line with the ILO's Programme of Support under its three pillars, in addition to contributing to the achievement of UN's 2030 Agenda for SDG particularly Goal 8 "*to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*", and the UNDCS for Turkey (2016-2020), specifically Priority 4 for Migration and International Protection;
- The accumulated expertise and experience within the former phases are transferred to the following phases, which in the end increases effectiveness in delivering the outputs as well as efficiency in implementing the activities;
- The needs of the target groups have been well assessed starting from the first phase and with a wider coverage or in-depth in the follow-up phases;
- Progressive improvement in designing the activities to deliver the outputs, using innovative methods in the follow-up activities designed in different phases, such as the activities organised With reference to capacity building of the Syrian refugees and host communities but also the members of the related public partners such as SSI, MoJ, MoFLSS GLIB and DGILF, as well as the private and social partners such as the Chambers, IHKIB and MEKSA for enhanced labour migration management in addition to universities.
- Sustainability of the outputs and outcomes are ensured through the follow-up projects benefiting from the high ownership and strong support of the donor and the ILO Office for Turkey.

### **Lessons Learned 2 – Design: Complementarity and Synergy created among different projects implemented by ILO under its Programme of Support**

Within the scope of the ILO Programme of Support for Response to the Syrian Refugee Crisis in Turkey, since 2015, ILO has been implementing seven projects aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities in Turkey. ILO has put specific emphasis on ensuring complementarities and synergies among the projects at their design and implementation phases, to avoid overlapping fields of interventions while addressing the prevailing needs of the target groups. Accordingly, the project has been designed to complement at

least three projects (the MADAD project, the UN Women project funded by the EU and the Non-Syrian Refugee project funded by PRM), which demonstrated complementarity and synergies through joint efforts of co-sharing the activities in delivering the outputs and also sharing of the costs, thus improving cost effectiveness of both projects.

***Explanation and examples for further incorporation:***

- Complementing with the MADAD Project in designing the “Transition to Formality Programme”, which is composed of incentives for work permit and social security premiums, has ensured complementarity, as each project has been active at different locations, such as this project has been particularly active in Sultanbeyli, Istanbul.
- Workplace mentorship within the framework of the Workplace Adaptation Programme has been implemented in cooperation with the MADAD project at the same private companies as a follow-up activity to that of MADAD Project.
- A common training on OSH was delivered by the ILO together with UN Women and ASAM as a part of two projects under the ILO programme of support; and the training targeted a group of Syrian refugee women and host community women who had successfully completed the vocational training programmes.

**Lessons Learned 3 - Effectiveness: Benefiting from the international expertise and experience of ILO, particularly through transfer of knowledge by ITC-ILO, to improve effectiveness**

The project benefits from the ITC-ILO on specific topics in developing the capacity of the public, private and social partners, as well as the project consultants and the Project Team members, which significantly increases the quality of the outputs, thus contributes to effectiveness.

***Explanation and Examples for further incorporation:***

- The capacity building on project related specific topics in Turin (such as Labour Migration Management) has highly contributed to the capacity development of the public institutions in providing refugee-related public services (such as the Labour Inspectors, Judges, and SSI Inspectors);
- The capacity building of the consultants on VCA by the ITC-ILO experts has contributed to better understanding the VCA Guidelines of ILO, in their VCA study in two provinces;
- The capacity development of possible Syrian entrepreneurs and developing specific business plans have contributed to enhance their ability to apply for incentives;
- Other innovative mechanism and methodologies of ILO has been utilised in implementing the activities, such as the Voluntary Compliance and Social Audits, and Workplace Mentorship, which contribute to improving effectiveness.

**Lessons Learned 4 - Effectiveness: Benefits of outstanding partnerships with public, private and social partners**

ILO has realised close collaboration with different partners to support the institutionalisation and scaling up of the outputs under the project at different locations. The project strongly contributes to strengthening the relevant public institutions for a well-functioning of decent work mechanisms.

The Project Team has established strong communication and coordination channels with governmental institutions (MoFLSS DGILF, GLIB, SSI, İŞKUR, Justice Academy and others), tripartite constituents, development agencies, municipalities, universities, private sector representatives (Chambers, ESOBs, unions and sectoral representatives) and private companies, in building capacities and scaling up, which contribute significantly to improving effectiveness. In fact, protocols signed has strengthened the relations in a structured way.

***Explanation and Examples for further incorporation:***

- In collaboration with MoFLSS GLIB and DGILF, SSI and MoJ, the training programmes were implemented to improve their compliance with national legislation in understanding and applying the terms of the work permits regulation for SuTPs, the International Labour Force Law and the Law on Foreigners, as well as the International Protection Law;
- In cooperation with ILO and IHKIB, the training programme was implemented to adopt the system of voluntary compliance supported by social audits;
- In cooperation with the Chambers of Commerce and Industry, ESOB, and their Training Centers, universities and NGOs, several skill developing trainings, apprenticeship programme, and

informative seminars have been delivered, as well as activities such as Private Sector Forum, have been implemented;

- In cooperation with a Development Agency, a skills profiling assessment study is being conducted which will provide the basis for further interventions in addressing the refugees.

**EQ 5.3. Are there good practices to be replicated both nationally and globally?**

**EQ 5.4. Is the project successful in terms of advocating and promoting good practices through innovative communication tools?**

#### **Good Practices:**

Several good practices and successes have been identified, such as the capacity building of the labour inspectors of GLIP, SSI labour inspectors and the judges, the workplace mentorship with an innovative approach, and cooperation with the private sector through IHKIB on capacity building and promoting Social Compliance Internal Auditing. Also, some unplanned positive effects have also been revealed, such as enrolment of children in formal education and vocational capacity building of family members. Only a few good practices are given below as examples:

**Output 1.2:** A substantial tool utilised for effective ex-post monitoring in this project is related to the **Impact Assessment** of the vocational trainings delivered to the Syrian refugees and the host community members within the framework of this project. A strong methodology has been implemented to realise a qualitative assessment in addition to a quantitative assessment covering a wide stratified sampling. The study provides an added value in terms of the changes in the target group's life in improving their employability through the vocational skills gained during the courses. The formulation of the results and the recommendations provide useful input for improvement of the following activities, therefore, improving the quality of the vocational trainings to be delivered.

**Outputs 2.3, 2.4 and 2.5:** Job placement and transition to formal market activities and their outputs present to be as good practices, which significantly contribute to decent work conditions. The Transition to Formality Programme (TFP), which is composed of incentives for work permit and social security premiums is assessed to be striking in terms of its positive results, for which a good example of cooperation with the public partners of ILO has been demonstrated by the implementation agreement concluded with the SSI. Together with the MADAD Project, high number of companies have applied for work permits, and 111 Syrians have already obtained work permits. Additionally, a similar incentive programme is currently being implemented especially in Istanbul, Bursa through a job placement consultant with the support of United Work, to complement the related activity under Output 2.3 through business advisory services. Other job placement consultants have already contributed and still contributing to the implementation of the incentive programme for employment of Syrian refugees in Adana, Gaziantep, and, with the support of the related Chambers.

**Outputs 3.1 and 3.2:** The capacity building of the public institutions has been successfully achieved to contribute to the objective of assisting Turkey in implementing inclusive development strategies. Several well planned and designed training programmes targeting the right institutions and their staffs through outstanding trainers and facilitators have presented a good practice which could be replicated for wider target groups as the need continues to be very high, which has been expressed by the participants as well as the higher level staffs of these institutions. One of the most beneficial training was on "*Fair and effective governance of labour migration*" transferring the international expertise of ILO to the 35 participants from relevant public and employment related organisations (Output 3.1). Other trainings targeting the judges and labour inspectors of the SSI and DGILF (Output 3.2) on relevant topics such as on "*Refugees' Access to Justice*" are very successful examples which could be repeated and replicated. Also, these trainings could be assessed as innovative, since it is the first time that such training topics have been covered. Therefore, the trainers are offered to deliver the same courses in ITC-ILO in Turin.

**Outputs 1.8 and 3.3:** Workplace mentorship within the framework of the Workplace Adaptation Programme under Output 1.8 is an innovative approach (through cooperation with the MADAD project), and very successful in terms of ensuring workplace resilience and work efficiency in cooperation with the private companies. The video related to the Workplace Adaptation Programme produced under Output 3.3 supports this output to be disseminated widely.



**Outputs 2.4 and 3.6:** Cooperation with the private sector through IHKIB related to capacity building and promoting Social Compliance Internal Auditing along with the guidelines and publications is assessed to be a striking successful aspect of the project, which will be disseminated in the textile sector and will create a wide impact. Mobilisation of private sector widely for this purpose is assessed to be very successful and could be replicated in other sectors.

Several deliverables including skills supply study under **Output 1.1**, LED and VCA studies under **2.1** and **2.2**, respectively, the Social Compliance Guidelines under **Output 2.4**, and the lessons Learned Compendium, and the video produced under **3.3** are all assessed to be successful structured outputs to ensure sustainability of the outcomes.

### 3.6 Gender equality and non-discrimination issues, ILS and Social Dialogue aspects

**EQ 6.1. To what extent did the project mainstream gender in its approach and activities?**

**EQ 6.2. To what extent did the project use gender/women specific tools and products?**

As discussed in Section 2.5, the project is a gender-sensitive intervention and a gender-responsive and a right-based humanitarian response to the Syrian crisis in line with the 3RP for 2018-2019 and currently with that of 2019-2020 and the ILO Response to Syrian Crisis. Access to formal work and training opportunities will reduce the risk of exploitation and engagement in negative coping mechanisms, while supporting access to safe, dignified and decent working conditions in line with the national laws and regulations both for Syrian refugees and host community members. Through the project activities, with increased access to income generating activities, economic empowerment of women is also supported, despite the difficulties faced.

The design of the project has high emphasis on inclusion of women into project activities and introducing decent work for Syrian and Turkish women, while also targeting them to actively take part in the labour market. For this purpose, the project design sets an overall target that *“at least 40% of final beneficiaries will be women”* and to achieve this, it is foreseen that *“proactive measures will be taken to ensure the inclusion of women to training programmes”*. The project design includes measurement of the women participation only in the relevant outputs where Syrian and host community women could be involved directly.

The disaggregated targets have been set explicitly regarding the delivery of the outputs under **Component 1**, which could be applicable explicitly as follows: **Output 1.2** related to skills training, the proposal foresees that out of 2000 trainees 800 to be women; **Output 1.3** related to OSH training, the proposal foresees out of 500 trainees 200 to be women; **Output 1.4** related to job counselling by İŞKUR, the proposal foresees out of 1200 beneficiaries 480 to be women; **Output 1.7** related to language training courses, the proposal foresees out of 1500 beneficiaries 750 to be women; however, **Outputs 1.5, 1.6, 1.8** and **1.10** related to apprenticeship, entrepreneurship, workplace mentorship, and Qualification validation and recognition of prior learning, respectively, do not foresee any disaggregation due to the contextual, economic and cultural restrictions. As all the seven outputs under **Component 2** are related to enhancing the environment for job creation and entrepreneurship, and all the six outputs under **Component 3** are related to strengthening labour market governance, no specific gender disaggregated targets could be set. However, each of the seven outputs have included some forms of gender consideration and, when applicable, gender mainstreaming.

All the research conducted particularly for Skill Profiling under **Output 1.1**, and two LED and two VCA under **2.1** and **2.2** respectively, are reported to be utilising gender disaggregated data to derive conclusions with the consideration of women in line with the ILO policies and principles. The capacity building activities under **Component 3** targeting the relevant institutions, namely, Justice Academy, Labour Inspection Board, SSI, MoFLSS DG ILF, have all included gender consideration and mainstreaming, depending on the specific topics of focus during the interactive trainings conducted to date, as confirmed by the trainers as well as the participants. **Output 3.6** has a high emphasis on gender mainstreaming, regarding voluntary compliance and social audits in specific sectors, mainly the textile sector, currently through the publications produced, which will be distributed to the private sector engaged in exports through IHKIB. An innovative and successful activity for delivering **Output**

1.8 related to the “Social Integration at Work”, considers integration of women at work with a specific rights-based approach along with the decent work principles of ILO.

Even though the project proposal does not describe the details of gender mainstreaming means in delivering these outputs, mechanisms related to gender mainstreaming have been specifically considered in designing the individual activities implemented through local partners. The ToRs prepared by the Project Team for implementation of each of the activities, mostly include specific reference to the right-based approaches and specific conditions for gender mainstreaming.

On the other hand, mixed approaches have also been encountered during the field visits, regarding specific measures to ensure women participation in the vocational, language and other trainings. For example, child-care services are not foreseen in the overall project design as detailed in the project proposal, whereas all ToR refer to ensuring conditions for women. To this end, vocational trainings organized by the Chambers provided free of charge child-care service to the training attendees having children. Only, in one case, one of the implementing partners interviewed reported that they have not thought about any measure for women participants such as child-care services for women participants having children.

Feedback received from the Syrian and host community beneficiaries as well as the partners provides evidence that the content of most of the activities providing good examples; and the networking established improving the social inclusion during the course of project activities enhance the concept of gender equality. For example, a Syrian vocational trainee (man), who was interviewed in Gaziantep, has responded to the question “*what do you think about employability of your wife?*” as “*I do not want my wife to work*”, whereas the same man expressed that he wants her daughter “*to become a doctor or a teacher just like the women doctors and teachers in the host community*”. The Syrian and host community women attending the vocational course on sewing in textile sector (under Output 1.2), have all expressed their content with the course which will “*open a door for them to be able to work at a textile company upon receiving their certificates*”. Some others expressed that they would like “*open their own business for repairing dresses*”. Some them also expressed that they will “*advise and guide their neighbours also to attend these vocational courses, which will enable them to be registered to the social security system of the SSI.*”

### EQ 6.3. How effective was the project in using ILS promotion and social dialogue tools and products?

The ILO Office for Turkey has been strongly promoting the International Labour Standards (ILS) and the decent work principles of the ILO, in Turkey, which was also emphasised in its most recent Newsletter as “*the year 2019 is highly important for ILO because we mark the centenary of our quest for decent work and social justice for all*”.<sup>34</sup> Within this framework, the ILO Office for Turkey develops, implements and monitors technical cooperation programmes and projects for enhancing the decent work opportunities and social justice for all. This project is, in fact, one of the distinguished ones in promoting decent work conditions for Syrian refugees and the host community members. The ILS and the decent work principles have been embedded in the project design to deliver the outputs clearly for supporting them. A strong aspect of the project design is that the project has a specific focus on promoting the facilitation of the transition of Syrian and host community workers and economic units from the informal to the formal economy, while respecting workers’ fundamental rights and ensuring opportunities for income security, livelihoods and entrepreneurship<sup>35</sup>. The project design benefits from the “Employment and Decent Work for Peace and Resilience Recommendation” (No. 205) adopted by ILO in June 2017, in addition to its tripartite structure, normative framework, and Guiding principles on the access of refugees and other forcibly displaced persons to the labour market, while decent work agenda is in a unique position to address challenges and develop inclusive strategies.

**Component 1** of the project strongly promotes facilitating access of the Syrian refugees and host community members to decent work, through increasing the availability of a skilled, competent and productive labour supply. Most of the activities under this component serve to promote ILS, such as skills profiling, skills training, OSH training, job counselling, facilitating access to apprenticeship programme and supporting entrepreneurship, workplace adaptation and decent work.

<sup>34</sup>ILO Office for Turkey E-Newsletter, February 2019, [https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/newsitem/wcms\\_713020.pdf](https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/newsitem/wcms_713020.pdf)

<sup>35</sup>R204 - Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204),

[https://www.ilo.org/dyn/normlex/en/?p=NORMLEXPUB:12100:0:NO:12100:P12100 INSTRUMENT\\_ID:3243110:NO](https://www.ilo.org/dyn/normlex/en/?p=NORMLEXPUB:12100:0:NO:12100:P12100 INSTRUMENT_ID:3243110:NO)

**Component 2** of the project strongly promotes ILS through activities for enabling environment for registered work, such as LED, VCA, job placements, entrepreneurship, while supporting new and/or old enterprises.

**Component 3** of the project strongly promotes ILS, while strengthening labour market governance institutions and mechanisms through the capacity-building activities to improve planning and policy-making in government, compliance with labour legislation and international labour standards, improving labour inspection mechanisms and enhancing the capacity of the judiciary on labour and social security rights of the Syrian refugees and host community members.

The project strongly facilitates continued policy dialogue and implementation with tripartite and other partners on access of Syrian refugees and host community members to sustainable decent work opportunities, and aim to improve the functioning of the labour market by addressing the drivers of segmentation, including the application and implementation of the related policy measures defined with Work Permit Regulation and Turkish International Labour Force Law that involves work permits, exemptions, etc. A key element of ILO support under this component has been to assist in establishing and/or strengthening coordination mechanisms among and between national and international actors, including the main government institutions, social partners and private sector, to improve efficiency, effectiveness and sustainability of actions related to labour market interventions. The project has been disseminating these outputs very successfully through several events such as forums, job fairs, conferences, meetings, publications, visibility documents as well as through utilising the social media, particularly the ILO's own web-site.

**Conclusion for Section 3.6 on Gender equality and non-discrimination issues, ILS and Social Dialogue**

**aspects:** The design of the project has high emphasis on inclusion of women into project as beneficiaries, and introducing decent work for Syrian and Turkish women, while also providing them with opportunities to actively take part in the labour market. Specific targets have been set for this purpose. The project design sets an overall target that at least 40% of final beneficiaries and specific targets for each of the relevant output indicator, which is likely to be achieved through the intensive activities specifically targeting women. Gender mainstreaming has been specifically considered in designing the individual activities implemented through local partners. Detailed means have been included in the ToR of the activities specific to different conditions. The ILS and Social Dialogue policies of the ILO is strongly embedded in the project design, which has been successfully implemented to date. The project activities and outputs have been specifically contributing to this end with a particular emphasis on decent work principles of ILO. The project strongly facilitates continued policy dialogue and implementation with tripartite and other partners, for access of Syrian refugees and host community members to sustainable decent work opportunities. A key element of ILO support under this component has been to assist in establishing and/or strengthening coordination mechanisms among and between national and international actors.

## Section 4 Conclusion

*“Improving Labour Market Integration of Syrian Refugees and host communities in Turkey”* has been implemented as the third phase of the project, following its two former phases, by the ILO Office for Turkey, which has the specific objectives of (1) *To increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and host communities;* (2) *To support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities;* and (3) *To provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies.* The implementation of the activities have started on 30/09/2018 and will continue at least until 31/12/2019, which is planned to be extended about 3 to 6 months.

The project is implemented as a part of the International Labour Organisation (ILO)'s five-year (2017-2021) programme of support aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities, inclusive socio-economic growth and reinforcement of governance systems and structures.

The mid-term evaluation is conducted between 13/06/2019 and 20/08/2019 in line with the ILO Policy Guidelines for results-based evaluation, 2017. The main findings of the evaluation in addressing the 30 evaluation questions stated in the ToR under each of the criteria are as follows:

Overall, the relevance of the project is significantly high considering: (i) the strong coherence of the project objectives with that of the UN and ILO, particularly with reference to the 3RP and the ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey, the UNDCS for Turkey (2016-2020), as well as the 2030 Agenda for SDG; (ii) the intervention logic addresses the real needs of the Syrian refugees and host community members as well as the relevant public, private and NGO constituents. Significant complementarity and synergy have been achieved with other projects implemented by the ILO under its programme of support; (iii) the logical framework is consistent and balanced and also coherent with the three pillars of the ILO, yet complex in structure with high number of outputs to be delivered through implementing high number and variety of activities. Adequate emphasis is given on women, particularly in each of the ToR specific to each activity having different conditions. The output indicators are strong but not fully SMART, while the outcome indicators are not specific and easy to be measured.

The effectiveness of the project is outstanding, while delivering all of its outputs to achieve its objectives within the past 22 months, despite the complexity of the design and high number and variety of the activities. Outputs have been delivered in general smoothly, and with high quality. Special attention is given on gender mainstreaming. Several good practices and successes have been identified. Close monitoring of the activities has been achieved by the Project Team through high number of field missions, at the absence of an M&E expert. The progress reports are produced regularly, yet a more structured reporting is required in line with Project Cycle Management approach. The communication activities and products for project visibility and dialogue in addition to dissemination of outputs are assessed to be highly successful and innovative. Even though no Communication and Visibility Plan exist, the related activities are being implemented satisfactorily.

Failing to allocate an M&E Expert caused the Project Team to implement the M&E activities.

The efficiency of the project is assessed to be satisfactory. Availability of funds by PRM with no discontinuity and allocation of high quality staff has been contributing to well management of the activities along with the support of the ILO Office for Turkey and ITC-ILO. The project budget is balanced and managed with cost-effectiveness.

The prospects for impact are high under each of the three objectives, bringing a significant positive change in the lives of the Syrian refugees and host community members. Yet, the sustainability of the project results after the project end is assessed to be at risk given the large scale of the Syrian refugees in Turkey. Financial sustainability is of high concern for all partners involved in this project. The project successfully supports the institutional structures and policies of the relevant constituents. However, as the need is very high, a follow-up project will be able to contribute to the sustainability of the project outcomes, which, otherwise, would be at risk.

The project has high emphasis on inclusion of women into project as beneficiaries, introducing decent work for Syrian and Turkish women. The ILS and Social Dialogue policies of the ILO is strongly embedded in the project design, further strengthening the coordination to promote decent work policies.

## Section 5 Recommendations

Considering the conclusions summarised above under Section 3 based on the evidence based responses to the evaluation questions, the proposed recommendations to further improve the success of the project are given as follows:

Number	Criterion	Recommendations	Priority	Timing	To whom?	Resource Implications
1	<b>Relevance: Design of the</b>	The design to be more focused and to avoid complex structure with	Normal	For the planned	ILO Country	ILO and PRM

	<b>Project and Effectiveness</b>	high number of outputs to be delivered through implementing high number of different activities;		forthcoming phase of this project	Office and PRM	
2	<b>Relevance: Design of the Project, and Gender Equality and Mainstreaming</b>	The design to continue to include specific emphasis on gender mainstreaming including tools and mechanisms embedded in the activities; to continue efforts in overcoming difficulties to ensure adequate involvement of Syrian and host community women in the activities as demonstrated in the vocational training in Bursa;	Normal	For the planned forthcoming phase of this project	ILO Country Office	ILO and PRM
3	<b>Relevance: Design of the Project</b>	Improving the quality of the output and outcome indicators to become fully SMART, particularly the output indicators to be more specific and having a specific time bound, and the outcome indicators to be more specific and measurable;	Normal	For the planned forthcoming phase of this project	ILO Country Office	ILO and PRM
4	<b>Effectiveness, and Efficiency</b>	Allocating a specialised M&E Officer in charge of developing a M&E Framework and a M&E Plan to ensure (i) systematic monitoring of the overall progress of the project as well as each of the outputs and activities, and identifying possible risks to allow the Project Manager and Project Team members to take the appropriate decisions to improve the project progress with respect to the targeted indicators;	High	Within the remaining part of the Project, as well as for the planned forthcoming phase of this project	ILO Country Office and ILO Project Team	ILO and PRM
5	<b>Effectiveness, and Efficiency</b>	Improving the project progress report format and content or add an additional report which is to be more specific and include details of inputs, activities, outputs, risk and assumptions and progress against indicators for each of the quarterly period as well as presenting the consolidated progress with wider utilisation of disaggregated data in reporting (such as with respect to gender, and Syrian and host community);	High	Within the remaining part of the Project, as well as for the planned forthcoming phase of this project	ILO Project Team	ILO and PRM
6	<b>Effectiveness, Sustainability, and ILS</b>	Further improving the internal capacity of the Project Team as well as the consultants within the project progress, particularly by ITC-ILO to facilitate the transfer of international knowledge and experience, as demonstrated by the training on labour migration	Normal	Within the remaining part of the Project, as well as for the planned forthcoming	ILO Country Office and ILO Project Team	ILO and PRM

		management in Turin, Italy and on VCA in Ankara, Turkey, which should however be delivered before the start of the related activity by the consultants;		phase of this project		
7	<b>Effectiveness, Impact, Sustainability, and Social Dialogue</b>	Further strengthening the cooperation with the relevant public, private and social partners particularly at local level to contribute to their capacity building as well as wide dissemination of the outputs and results (such as related to the Workplace Adaptation Programme, Voluntary Social Compliance and Auditing, and facilitation of governance on Labour Migration Management); continuity of capacity building of the government institutions on topics related to “labour migration management”;	Normal	Within the remaining part of the Project, as well as for the planned forthcoming phase of this project	ILO Country Office and ILO Project Team	ILO and PRM
8	<b>Effectiveness, Impact, Sustainability, ILS, and Social Dialogue</b>	Continuing with dissemination of outputs and results utilising different means as successfully demonstrated by publications, the Social Compliance guidelines and booklets and role model presented in a video for the apprenticeship programme. Similarly, the video film related to the Workplace Adaptation Programme, well reflects the contribution of ILO to the Syrian refugees, together with host communities at the same work places. Such role models would encourage others towards seeking relevant opportunities. All these activities to be compiled in a Communication and Visibility Plan to be followed;	Normal	Within the remaining part of the Project, as well as for the planned forthcoming phase of this project	ILO Country Office and ILO Project Team	ILO and PRM
9	<b>Impact, and Sustainability</b>	Based on the strong support of the donor PRM and the ILO Office for Turkey along with the already established public, private and social partnerships and accumulated expertise and experience building upon its former two phases since 2015, a fourth phase of the project is recommended to be undertaken with adequate funding and duration to ensure continuity of its outstanding achievement of	High	For the planned forthcoming phase of this project	PRM and ILO Country Office	ILO and PRM

		objectives coherent with the ILO's programme of support;				
<b>10</b>	<b>Impact, and Sustainability</b>	Considering the similarities of the activities with the project "Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey" also funded by the same donor PRM, these target groups could be combined under in the forthcoming possible third phase of the project	Normal	For the planned forthcoming phase of this project	PRM and ILO Country Office	ILO and PRM
<b>11</b>	<b>Impact, and ILS</b>	Beyond the comprehensive structure of the design of this project, child labour of Syrian refugees is assessed to be a specific issue which could further be addressed in future interventions of the ILO Office for Turkey.	Normal	For future projects	PRM and ILO Country Office	ILO and PRM

## ANNEXES

# ANNEX 1. TOR



## TERMS OF REFERENCE

### Mid-Term Evaluation of “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” Project

Overview	
<b>Project Title</b>	<b>TUR/17/06/USA : “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” Project</b>
Contracting Organization	International Labour Organization (ILO)
ILO Responsible Office	ILO Office for Turkey
Technical Units	MIGRATION
Funding source	US Department of State, Bureau of Population, Refugees and Migration
Budget of the Project	USD 6,907.066 (Initially the third phase’s budget was USD 3,907.66, as the next phase was articulated, the total budget has been accumulated and increased to USD6,907.66 )
Project Location	Turkey (İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara)
Duration	24 months, 30.09.2017 – 30.09.2019 (Initially the third phase’s end date was USD 30.09.2018, as the next phase was articulated, the total duration of the project extended). Please note that no-cost extension will be requested from 3 months up to 6 months onwards.



Outcomes	Outcome 9, TUR 159
Type of Evaluation	Mid-Term independent Evaluation
Expected Starting and End Date of Evaluation	01 June 2019- 10 July 2019

## **I. INTRODUCTION AND RATIONALE FOR EVALUATION**

As per ILO evaluation policy, this project has been subject to an initial M&E (evaluability) appraisal by EVAL. As per ILO evaluation policy, this project is subject to a mid-term internal evaluation and a final independent evaluation. In that regard, the mid-term evaluation, as projected in the work plan of the project, will be undertaken by an external consultant(s). The evaluation process will be designed in line with ILO and PRM M&E procedures.

ILO Evaluation Policy adopted by the Governing Body in October 2017, provides for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work and social justice. It is planned that a mid-term evaluation will be carried out under the overall supervision of the REO/Europe and ILO Evaluation Office.

### **a. Project description**

'Improving Labour Market Integration of Syrian Refugees and host communities in Turkey' project is targeting both Syrians under Temporary Protection (hereafter they will be referred as Syrian refugees within the entire document) and host communities who are premised on the importance of taking immediate steps to support the creation of decent work opportunities through activities to strengthen labour market supply, as well as stimulating labour market demand through local economic and business development and engagement of the private sector in areas of high Syrian refugee populations.

The overall objective of the project is to enhance the livelihoods and social cohesion of Syrian refugees and host communities in Turkey by promoting labour market integration and

inclusive economic growth underpinned by decent work principles. The project framework consists of three main components where series of activities have been underpinned. The three specific objectives are as follows:

**Objective 1:** Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and host communities.

**Objective 2:** Support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities.

**Objective 3:** Provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies.

For detailed information regarding interventions at the level of objectives as well as the activities with the indicators, ANNEX 1 shall be consulted.

The internal logic, strategy and approach of the project are outlined below.

The first specific objective of the project is; 'Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for Syrian refugees and Turkish host communities.' to be achieved by delivery of series of training activities such as skills training, Turkish language training, on-the-job training, occupational safety and health training, apprenticeship training, entrepreneurship training and work place mentorship training. By completion of training activities, the skills of Syrian refugees and host community members in the project provinces would be improved in order for increasing their competency to access decent work and livelihoods opportunities in accordance with the requirements of labour market supply. In addition, a skills profiling study is conducted in three provinces to identify skills-development needs and another activity under this objective is also support the qualification validation and recognition of prior learning where trainees who accomplished three selected vocational training activities are directed to take the qualification validation test. In depth, the outcome aims to assess, develop, strengthen, upgrade and adapt the skills of Syrian refugees and Turkish host community workers which would eventually contribute to improve skills and job matching mechanisms in the context of pilot community-based and

local area development activities and identifying local labour market needs through close collaboration with regional development agencies and the private sector.

The activities are being carried out in line with the work plan and in close collaboration with local stakeholders which have paramount importance in the area of the work intended to be focused. Chamber of Industries and Commerce, Unions of Merchants and Artisans, Development Agencies, Turkish Employment Agency (İŞKUR), Provincial Directorate of Ministry of Education, Public Education Centres etc.

The second specific objective of the project is; 'Support an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for Syrian refugees and Turkish host communities'. Within the context of this objective, the main focus is on the supply and demand components of the local labour markets in the project provinces by offering support to existing business actors to stimulate further job creation and identify new opportunities to start and expand micro and small businesses, income-generating activities (self-employment). Assessments of opportunities in the local economies planned to be conducted to inform skills training programmes to ensure that support for job creation and entrepreneurship development in different sectors and sub-sectors aligns with the skills to be developed.

Given the urgency of the immediate employment needs of both Syrian refugee and host communities, the project supports development of the most immediate and promising opportunities, for example, through assessments of growth potential across different sectors, while adopting a coherent and sustainable decent work approach to contribute to the emergence of a healthy and vibrant labour market in the medium-term. In collaboration with a range of actors, including regional development agencies, the ILO pilots innovative approaches to employment creation through local economic development strategies. These activities also aim to reinforce the resilience of host communities, including through joint refugee-host community business ventures in collaboration with national and multinational private sector actors and relevant government institutions. Activities are jointly implemented with local governments, regional development agencies and private sector actors with the objective to generate immediate job opportunities for Syrian refugees and host communities. The activities underpinned to this objective are sectoral assessments to gain overview. In

addition, value chain analyses to be carried out and specific interventions are planned to be designed or implemented.

Creation of new enterprises are planned to be supported through micro-finance arrangements as well as the business advisory services to facilitate their formalization in the context of current legislative framework. In addition existing enterprises are supported for sustainability, productivity and competitiveness through facilitating them to access to information, finance, investment support programmes and business advisory services in the selected provinces.

Job matching of Syrian refugees is supported through an incentive scheme programme designed to cover entire work permit applications fees for Syrians as well as the social security premium cost for employers employing Syrians and host community members for the duration of maximum three months. The incentive scheme programme also includes provision of technical assistance for employers during work permit application process. As the final intervention for this objective is to enable private sector to share experience and knowledge through the links to be established by organization of private sector forum(s).

As regards final objective which is 'Provide support to strengthen labour market governance institutions and mechanisms to assist Turkey in implementing inclusive development strategies'; relevant governmental officials are supported through training activities which are designed tailor-made as well as existing training modules with a focus on labour migration management from the points of international and national legislative frameworks. In addition training activities are run to improve the compliance with national legislation in close collaboration with Labour Inspection Board and Training Centre for Judges and Prosecutors in understanding and applying the terms of the work permits regulation for SuTP, International Labour Force Law and Law on Foreigners as well as International Protection Law.

Information dissemination is planned to be supported and compliance campaigns to be carried out towards Syrian refugees, general public and private sector. The institutions are supported through and assisted through assignment of Arabic-Turkish speaking staff

especially in the in the branches of the provincial directorates of public institutions and/or chambers and commerce and industry for better communication and better provision of relevant services towards Syrian refugees. Dialogue and knowledge-sharing among government, employers' and workers' organisations is enhanced through workshops and meetings at national, regional and international levels.

As the final activity, the voluntary compliance and social audits to be promoted in cooperation with sectorial alliances through development of compliance guides and dissemination to enterprises in their supply chains.

The project fits into the ILO P&B outcome 9. Fair and effective international labour migration and mobility. Its results are linked to Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8.8 and 10.7.

Gender equality and non-discrimination concerns have been taken into account during project design and implementation.

Project management arrangements are as follows. The project is working under the responsibility of the ILO Ankara and employs a small team consisting of Programme Officer (project manager), National Officers for Employment, Business Development and Governance & Compliance and assistant positions for admin and finance.

## **II. Purpose, Scope and Clients of the Evaluation**

Independent project evaluations assess development cooperation projects and programmes as a means to deliver ILO outcomes to constituents at the programme and budget and Decent Work Country Programme levels. They consider the project's relevance, efficiency, effectiveness and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. Project evaluations have the potential to:

- improve project performance and contribute towards organizational learning;

- help those responsible for managing the resources and activities of a project to enhance development results from the short term to a sustainable long term;
- assess the effectiveness of planning and management for future impacts;
- support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and national partners. The evaluation of the project is part of the Monitoring and Evaluation Plan 2019 of the ILO Regional Office for Europe and Central Asia.

The evaluation results would contribute for further project development to improve labour market integration of Syrian refugees and host communities in Turkey. It would help to define what and how the ILO Office for Turkey contributed for better working and living conditions both for the Syrian refugees and the host communities, improvement of knowledge-base, employability and raising the awareness of the refugees, public institutions and the general public about the labour market access of the refugees, their rights and obligations. The mid-term evaluation will also ensure accountability to Beneficiary, donor and key stakeholders and promote organizational learning within ILO and among key stakeholders.

The **scope** of the evaluation will encompass all activities and components of the project for the period of October 2017 and December 2018 and up to the actual time of the mission. The main recipients of the evaluation will be ILO management, project team members, national and local partners in İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara.

The evaluation will integrate gender equality and other non-discrimination issues as a cross-cutting concern throughout its methodology and deliverables. It will give specific attention to how the project is relevant to the ILO's programme framework, UNDCS and national development frameworks.

The evaluation of the project is part of the Monitoring and Evaluation Plan 2019 of the ILO Regional Office for Europe and Central Asia. The main clients of the evaluation will be ILO management, project team members and programming staff in charge of the elaboration of new initiatives in the area of Syrian refugees in the region, and national and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in İstanbul, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin, Hatay and Ankara.

### **III. Criteria and questions**

The evaluation will apply the key OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact potential. In particular,

- The evaluation should address the evaluation criteria related to: project progress/ achievements and effectiveness, efficiency in the use of resources, impact and sustainability of the project interventions as defined in the ILO Policy Guidelines for results-based evaluation, 2017:

[http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---al/documents/publication/wcms\\_168289.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---al/documents/publication/wcms_168289.pdf)

- The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development should be considered in this evaluation. In particular, gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. It should be noted that gender core dimension of the project as the main aim of the project is to provide decent employment opportunities to Syrian women.
- It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator(s) may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO evaluation manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluators will indicate and/or modify (in consultation with the evaluation manager), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

### ***Relevance***

- Project's fit with the context:
  - How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents and Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8.8 and 10.7?
  - Is there a fit between the project design and the direct beneficiaries' needs?

- How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?
- Are the project approach and activities relevant to the needs of the constituents and with the stated objectives?
- Appropriateness of the project design:
  - Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
  - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting objectives (strategies)?
- Are indicators useful and SMART to measure progress?

### ***Effectiveness***

- How is the progress in the project objectives so far achieved? What are the results noted? Have there been any obstacles, barriers?
- Have there been any unintended results (positive or negative)?
- What are the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any notable successes or innovations?
- Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Are the activities and outputs of the project consistent with their overall objectives of the project?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

### ***Efficiency***

- How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
- Given the size of the project, its complexity and challenges, are the existing management structure and technical capacity sufficient and adequate?



- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?

### ***Sustainability and impact potential***

- Is the to-date achieved progress likely to continue in the similar pace till the end of ongoing project? If no, what actions may be taken for successful accomplishing?
- Is the to-date achieved progress likely to be long lasting in terms of longer term effects?
- What action might be needed to form a basis for longer term effects?
- How the members of the project team envisages achievement of solutions for sustainable results?

### ***Lessons learned and good practices for future***

- What are the to-date lessons learned from the process of the implementation?
- How these lessons should be incorporated or made use of for better implementation of ongoing project and in the formulation of new interventions?
- Are there good practices to be replicated both nationally and globally?
- Is the project successful in terms of advocating and promoting good practices through innovative communication tools?

### ***Gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects***

- To what extent does the project mainstream gender in its approach and activities?
- To what extent does the project use gender/women specific tools and products?
- How effective was the project in using ILS promotion and social dialogue tools and products?

The list of questions can be adjusted by the evaluator in coordination with the ILO evaluation manager. Based on the analysis of the findings the evaluation will provide practical recommendations that could be incorporated into implementation of ongoing project and the design of potential future initiatives.

#### **IV. Methodology**

The evaluation will comply with UNEG evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation guidelines and procedures. The evaluation will be conducted in a participatory manner by engaging the stakeholders at different levels and ensuring that they have a say about the implementation of the project, can share their views and contribute to the evaluation and participate in dissemination processes.

The methodology for collection of evidences should be implemented in three phases (1) an inception phase based on a review of existing documents to produce inception report; (2) a fieldwork phase to collect and analyse primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.

The evaluation will apply multiple methods. Both qualitative and quantitative evaluation approaches should be considered for this evaluation. First of all, the evaluator will make **desk review** of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, news on activities and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the Evaluator (s) is also expected to use **interviews (face to face, telephone or computer based)** as a means to collect relevant data for the evaluation. Individual or group interviews will be conducted with the main clients defined in page 7.

Evaluator(s) would be given a list of recommended/potential persons/institutions to interview that will be prepared by the Project Team in consultation with the evaluation manager. Thirdly, the Evaluator may use **surveys** to collect data for the evaluation from the target groups, if applicable.

Opinions revealed by the stakeholders will improve and clarify the quantitative data obtained from project documents. The participatory nature of the evaluation will contribute to the sense of ownership among stakeholders. Quantitative data will be drawn from project documents including the Progress Reports.

Sound and appropriate data analysis methods should be developed for each evaluation question. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data shall be disaggregated by sex where possible and

appropriate, during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

The methodology and techniques to be used in the evaluation should be described in detail in the **inception report** and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, surveys. The limitations of the chosen evaluation methods should be also clearly stated.

**Planning Consultations:** The evaluator(s) will have a consultation meeting (face to face or via skype or telephone) with the Evaluation Manager and project team in Ankara. The objective of the meeting is to reach a common understanding regarding the status of the project, the priority assessment questions, the available data sources and data collection instruments and an outline of the final assessment report. The following topics will be covered: status of logistical arrangements, project background and materials, key evaluation questions and priorities, data sources and data collection methods, roles and responsibilities of the assessment team, outline of the final report.

**Post-Trip Debriefing:** Upon completion of the report, the evaluator(s) will provide a debriefing to the ILO/Ankara on the evaluation findings, conclusions and recommendations. Final draft of the report will be shared by the evaluator(s) with the Evaluation Manager who will circulate it to the stakeholders for their comments and inputs and the evaluator(s) will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

## **V. Main Outputs (Deliverables)**

A. Inception report in English including an outline of report (in electronic format);

B. Draft Final Report in English (electronically) that should include:

- ✓ Executive Summary with key findings, conclusions and recommendations<sup>36</sup>
- ✓ Project background<sup>37</sup>
- ✓ Evaluation background (purpose, scope, clients, methodology)

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<sup>36</sup> The executive summary should address the project purpose, project logic, project management structure, present situation/status of project, evaluation purpose, evaluation scope, evaluation clients/users, evaluation methodology, main findings, conclusions, recommendations, important lessons learned, and good practices.

<sup>37</sup> The project background should address the project context, project purpose, project objectives, project logic, funding arrangements, organizational arrangements for implementation, and project major events and milestones.

- ✓ Findings
- ✓ Conclusions and recommendations (identifying which stakeholders are responsible)
- ✓ Lessons learnt & good practices
- ✓ Appendices including the TORs, inception report, a list of those consulted

C. Final Report in English (electronically) incorporating feedback from stakeholders on the draft

D. Translation of the Final Report into Turkish (to be provided by the project).

- **Inception Report** (to be submitted to the evaluation manager within **twelve days** of the submission of all program 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 Evaluator(s) will also share the initial draft inception report with the Evaluation Manager to seek their comments and suggestions. The inception report should be in line with ILO EVAL Office Checklist that can be found below link.

[https://www.ilo.org/wcmstp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](https://www.ilo.org/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf)

- **Draft Final Report** (initial draft to be submitted to the evaluation manager within 15 days of completion of the field visit)

The evaluation consultant shall submit to the evaluation manager the initial draft of the final report. This draft will be app. 30 pages plus executive summary and appendices. It shall also contain an executive summary of max.5 pages, the body of the draft report shall include a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations.

- **Final Evaluation Report** (to be submitted to the evaluation manager within seven days of receipt of the draft final report with comments)

The final report will be disseminated to all key project stakeholders as well as concerned ILO officials.

## **VI. Suggested Report Format**

The final version of the report shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports and be no more than 30 pages in length, excluding the executive summary and annexes:

1. Title page
2. Table of Contents
3. Executive Summary
4. Project Background
5. Evaluation Background
6. Evaluation Methodology
7. Main Findings
5. Conclusions
6. Lessons learned and Emerging Good Practices
7. Recommendations
9. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

For detailed information, please follow this page:

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)

The process of the finalization of the Evaluation reports:

- The evaluation manager will provide inputs/comments to the draft final report,
- After reflection of the inputs/comments of the evaluation manager into the draft report, the draft report will be shared with the stakeholders to receive their comments.
- After consideration of comments of stakeholders to the report, the draft final report will be subject to approval by the ILO Evaluation Focal Points both at the DWT-CO Moscow and at the RO/Europe, for consequent submission to the ILO Evaluation Office for final clearance. The final report shall be delivered not later than **two weeks** after receiving the comments to the draft report.

## **VII. Management Arrangements**

The evaluation team will be comprised of an independent consultant (s) working under supervision of the ILO Evaluation Manager. The evaluation will be managed by Özge Berber-Agtaş, Programme and Admin Officer of the ILO Office for Turkey under the coordination of

Ms Irina Sinelina, ILO Regional Evaluation Officer/EVAL. Interpretation, if needed, during field research will be provided by the project.

## **VIII. Requirements**

Qualifications of the Evaluator (s)

- Substantial knowledge of the migration and refugee issue in Turkey
- Familiarity with the issues of Syrian refugees and labour market
- Proven record on experience in evaluation of development interventions
- Knowledge of the ILO's mandate and Decent Work agenda
- Knowledge of the country context
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
- Advanced degree in public administration, economics and social sciences
- Excellent analytical and report-writing skills
- Qualitative and quantitative research skills
- Full command of English and Turkish

The final selection of the evaluator (s) will be done by the ILO selection panel based on a short list of candidates with an approval from the Evaluation Focal Point for EUROPE, Ms Irina Sinelina Regional Evaluation Officer based in DWT/CO Moscow and a final approval by EVAL.

## **IX. Roles and Responsibilities**

*The Evaluator(s) is responsible for conducting the evaluation according to the terms of reference (TOR). S/He will be:*

- Reviewing the TOR and provide input, propose any refinements to assessment questions, as necessary.
- Reviewing project background materials (e.g., project document, progress reports, and visibility and promo materials).
- Developing and implementing the assessment methodology (i.e., prepare the inception report, conduct interviews, review documents) to answer the assessment questions.
- Conducting preparatory consultations with the ILO prior to the field mission.

- Conducting field research, interviews and surveys, as appropriate.
- Preparing an initial draft report with an input from the ILO specialists.
- Conducting briefing on findings, conclusion, and recommendation of the assessment.
- Preparing final report based on the feedback obtained on the draft report.

*The ILO Evaluation Manager is responsible for:*

- Reviewing the TOR,
- Submitting the selected candidate's CV to EUROPE Evaluation Focal Point for final approval;
- Facilitating communication with regards to the preparatory meeting prior to the field research and the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate;
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the evaluator;
- Reviewing the final draft of the report and submitting it to the Regional Evaluation Officer (Ms Irina Sinelina) and RO/EUROPE evaluation focal point (Mr Daniel Smith) for approval;
- Disseminating the final report to all the stakeholders; upon EVAL's approval submitting the final report to PARDEV;
- Coordinating follow-up as necessary.

*The Programme Officer and Team is responsible for:*

- Providing project background materials, including project document, surveys, studies, analytical papers, progress reports, tools, publications produced;
- Participating in preparatory consultation and meetings;
- Scheduling all meetings and preparing a detailed program of the mission;
- Organizing the logistical support throughout the duration of evaluation;
- Reviewing and providing comments on the evaluation report;

- Participating in debriefing and workshop on findings, conclusions, and recommendations;
- Providing the translation of the evaluation report or main parts of it into Turkish.

#### **X. Timeframe**

The following is a tentative schedule of tasks and anticipated duration of each:

<b>Tasks</b>	<b>Number of working days</b>
Desk review of project related documents; Skype briefing with evaluation manager, project manager. Prepare inception report including interview questions and questionnaires for project stakeholders	5 days
Conduct interviews, surveys with relevant project staff, stakeholders, and beneficiaries.	10 days
Analysis of data based on desk review, field visit, interviews/questionnaires with stakeholders; draft report	10 days
Revise and Finalize the report	5 days
<b>Total</b>	<b>30 days</b>

#### **XI. Legal and ethical matters, norms and standards**

The evaluation will be carried out in adherence with the ILO evaluation policy guidelines, UN Evaluation Group (UNEG) Norms and Standards and OECD/DAC criteria for evaluating development assistance.



The evaluator will comply with the ILO EVAL Code of Conduct for evaluation consultants. Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the evaluator will be sensitive to beliefs, manners and customs, act with integrity and honesty in the relationships with all stakeholders.

The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source. In accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects"<sup>38</sup>, the gender dimension should be considered throughout the methodology, deliverables and final report of the evaluation. The evaluator(s) should assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately reflected in the inception report and final evaluation report.

## **XII. Payment and Travel Details**

On completion of the work to the satisfaction of the ILO, the ILO will pay to the External Collaborator as the maximum amount of TRY 45000 on a lump sum basis. The evaluator will be responsible for all travel, boarding, lodging, administrative costs and any other costs as incurred for activities outlined in this ToR.

### **Travel Details**

**Regarding travel tickets** for field research, the external collaborator is responsible for arrangement and purchase of flight tickets from Ankara to project provinces (flight-bus –train tickets).

**The other travel arrangements and expenses** (hotel reservations, in-city transfers etc.) are the sole responsibility of the External Collaborator. ILO is not responsible for the lodging, in-city transfer arrangements and terminal allowances.

Payment will be made in two tranches;

1. **TRY 15000** -upon the submission of the inception report
2. **TRY 30000**- upon the submission of the final report

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<sup>38</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

The contract will be issued on a lump sum basis and payments will be realized in respect of the successful completion of the tasks and their approval within the specified timeframes.

**Deliverables:**

All deliverables and outputs will be in English.

<b>Deliverable</b>	<b>Deadline for Deliverable Submission</b>	<b>Payment upon Approval</b>
<b>1.</b> Submission of Inception Report	7 days following the signature of the Contract	<b>TRY 15,000.00</b>
<b>2.</b> Conducting interviews with relevant project staff, stakeholders and beneficiaries	01-20 June 2019	-
<b>3.</b> Submission of Draft Final Report	30 June 2019	-
<b>4.</b> Submission of Final Report	10 July 2019	<b>TRY 30,000.00</b>

**Annex-I: Project Outline on the basis of objectives and key indicators**

**Annex-II: All relevant ILO evaluation guidelines and standard templates**

**All relevant ILO evaluation guidelines and standard templates**

- ILO Policy Guidelines for results-based evaluation, 2017  
[https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang-en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang-en/index.htm)
- Code of conduct form (To be signed by the evaluators)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)

- Checklist No. 3 Writing the inception report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
- Checklist 5 preparing the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)
- Checklist 6 rating the quality of evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)
- Template for lessons learnt and Emerging Good Practices  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)
- Guidance note 7 Stakeholders participation in the ILO evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Guidance note 4 Integrating gender equality in M&E of projects  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Template for evaluation title page  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)
- Template for evaluation summary  
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

## **ANNEX 2. List of Documents Reviewed**

### **Annex 2: List of Documents Reviewed**

- UN Policy documents particularly UNDCS and SDG
- 3RP Regional Refugee and Resilience Plan for Turkey (2018 and 2019)
- United Nations Development Cooperation Strategy Turkey (2016-2020)
- ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey (2017-2021)
- ILO's Refugee Response Progress Reports
- M&E Overview Refugee Response
- ToR of the Mid-Term Evaluation
- The Agreement between ILO and PRM
- ILO Project Proposal
- Work Plan / Table of Activities
- Project Summary Budget
- Project Quarterly Progress Reports (7)
- ILO Communication Materials (short videos)
- M&E Reports of the activities
- ILO Policy Reports
- Ad hoc Reports
- Training Reports 1
- Experts Reports
- Guidance Reports

- Technical Reports
- ToR Socio-Economic Assessment of Syrian Refugees
- Final Narrative Report of Phase 1
- Final Narrative Report Phase 2
- Final Evaluation Report of Phase 1
- Lessons Learned Compendium
- Impact Assessment of Vocational Training of the project
- Value Assessment Analysis Reports in Adana and Bursa
- Social Compliance Booklets (14)
- Mission Reports (93)
- PRM-MADAD Project Similar Activity Matrix
- Other outputs delivered
- Other documents

## ANNEX 3. List of Persons Interviews and Focus Group Meetings

Annex 3: List of Persons Interviews and Focus Group Meetings							
Donor	Province	Institution	Interviewee	Position	Related Activities and Indicators	Interview Method	Date
	ANKARA	ILO Office for Turkey	Nejat Kocabay	Senior Program Coordinator	Programming	F2F***	24/06/2019
	ANKARA	ILO Office for Turkey	Özge Berber Aktas	Program and Administration Coordinator	Programming	F2F***	17/07/2019
PRM- SYR	ANKARA	ILO Project Team	Billur Eskioglu; Gizem Karslı; Özgür Azizoglu; Burcu Akca; the project staff	Project Manager and Project Officers; and other staffs	Component 1; Component 2; Component 3	F2F***	16/06/2019; 18/06/2019; 24/06/2019; 17/07/2019
PRM-SYR & PRM-NONSYR	ADANA	ADASO	Gülhan Özdemir	Projects Coordinator	1.2. Indicator + 1.4. Activity + 1.7. Indicator + 1.3. Indicator	KII*- Phone	11/07/2019
PRM- SYR	ADANA	YÜREĞİR Vocational Training Center	Ferruh Ozkan	ILO Excoll	1.5. Activity	KII*- Phone	28/06/2019
PRM-SYR	ANKARA	OSTIM Vocational Training Center	Mehmet Tezcan	ILO Excoll	1.5. Component	KII*- F2F***	19/06/2019
PRM-SYR	ANKARA	ALTINDAG Vocational Training Center	Murat Nayın	ILO Excoll	1.5. Component	KII*- F2F***	19/06/2019
PRM-SYR	BURSA	BUTGEM	Mehmet Karahan; Gonca Oktay; Salay Ülkü	Center Manager	1.2. Indicator + 1.4. Activity + 1.7. Activity	F2F***	02/07/2019
PRM-SYR	BURSA	İŞKUR	Feyzullah Eren Türkmen	Provincial Director of İSKUR	1.2. Indicator + 1.4. Indicator + 1.7. Indicator + 2.5. Indicator	KII* ve FGD** - F2F***	03/07/2019
PRM-SYR	BURSA	Chamber of Milliner and Quasi Association	Nedim Özbabalaban; Neşe Özkaymak	Secretary General	1.2. Component + 1.4. Component + 1.7. Component	KII ve FGD - F2F	03/07/2019
PRM-SYR	BURSA	Uludağ University	Yusuf Alper (Prof. Dr)	ILO Excoll	2.1.Indicator + 2.2.Indicator	F2F***	02/07/2019

PRM-SYR	GAZİANTEP	GSO	Yusuf İymen; Ahmet Bey	Center Manager; Employment Expert	1.2.Indicator + 1.4. Indicator + 1.7.Indicator + 2.4.Indicator	KII* ve FGD** - F2F***	26/06/2019
PRM-SYR	GAZİANTEP	GESOB	Mehmet Güller; Ayşegül Çelebioğlu	Center Manager; Training Coordinator	1.2. Indicator + 1.4. Activity + 1.7. Activity	KII* ve FGD** - F2F***	27/06/2019
PRM-SYR & MADAD	İSTANBUL	İnditex	Begüm Tute Sevi	Sustainability Department Manager	1.9. Indicator	KII*- F2F***	08/07/2019

PRM-SYR & MADAD	İSTANBUL	United Work	Burçin Oflu	United Work Danışmanı	2.5. Indicator	KII*- F2F**	08/07/2019
PRM-SYR	İSTANBUL	Consultant	Belkıza İter	ILO Excoll	2.5. Indicator	KII*- F2F**	08/07/2019
PRM-SYR & MADAD	İSTANBUL	IHKIB	Hale Gülbaz	Chief, EU Department	2.4. İndikatör + 3.6. İndikatör	KII*- F2F**	09/07/2019
PRM-SYR	İSTANBUL	Consultant	Rami Uckan	ILO Excoll	2.3.İndikatör	KII*- F2F**	09/07/2019
PRM-SYR	ADANA	Çukurova Teknokent	Selçuk Çolak (Prof. Dr)	General Manager	1.6. İndikatör	Phone	28/06/2019
PRM-SYR	ADANA	Çukurova University	Nejat Erk	ILO Excoll	2.1.İndikatör + 2.2.İndikatör	Phone	01/07/2019
PRM-SYR	ŞANLIURFA	Consultant	A.Gökhan ÇELEBİ	ILO Excoll	2.4. Indicator	KII*- Phone	28/06/2019
PRM-SYR	ŞANLIURFA	ŞESOB	Murat İnci	General Director	1.2.İndikatör + 1.4. İndikatör+ 1.7.İndikatör + 3.4. İndikatör	KII*- Phone	28/06/2019
PRM-SYR & MADAD	ANKARA	SSI-DG Strategy Development	Ahmet Serdar Yağmur; Şükran Kavlak	Project Coordinator - KİGEP	2.5. Indicator	KII*- F2F***	04/07/2019
PRM-SYR	ANKARA	SSI- DG Guidance and Inspection	Ali Aydoğdu; Yakup Bey	Social Security Auditor	3.2. Indicator	KII*- F2F***	04/07/2019
PRM-SYR	ANKARA	MoFLSS GILB	Denizhan Burak Özkan; Arif ŞİMŞEK; Onur BATUMAN	Deputy Director; Provincial Head of the Inspectors	3.2. Indicator	KII*- F2F***	05/07/2019
PRM-SYR	ANKARA	MoJ - Justice Academy	Ege Tuvana	Judge	3.2. Indicator	KII*- Telefon	04/07/2019
PRM-SYR & MADAD	ANKARA	MoJ - Justice Academy	Mehmet Aykut Cihangir	Deputy Director	3.2. Indicator	KII*- F2F***	05/07/2019

PRM-SYR	ANKARA	Platin Occupational Security	Nefise Burcu Ünal	ILO Excoll	1.3. Indicator	F2F***	19/06/2019
PRM-SYR	HATAY	DOGAKA, Development Agency	Hayri Yılmaz	Expert	1.1.Indicator	KII*- F2F***	11/07/2019
PRM-SYR	Gaziantep	GESOB	Syrian Refugees (13 Men and 10 Women)	Trainees	1.2 Indicator	Focus Group Meetings	27/06/2019
PRM-SYR	Gaziantep	Private Company	Ayşegül Ateş Sönmez	Human Resources Manager	2.5 Indicator	F2F***	26/06/2019
PRM-SYR	Gaziantep	Private Company	3 Syrian refugees with Work Permits under Job Placement	Workers	2.5 Indicator	Focus Group Meetings	26/06/2019
PRM-SYR	Bursa	Chamber of Milliner and Quasi Association	Syrian refugee women and host community women (30)	Trainees	1.2 Indicator	Focus Group Meetings	03/07/2019
PRM-SYR	Bursa	Chamber of Milliner and Quasi Association	Vocational Trainers (3) and Interpreter	Trainers	1.2 Indicator	Focus Group Meetings	03/07/2019

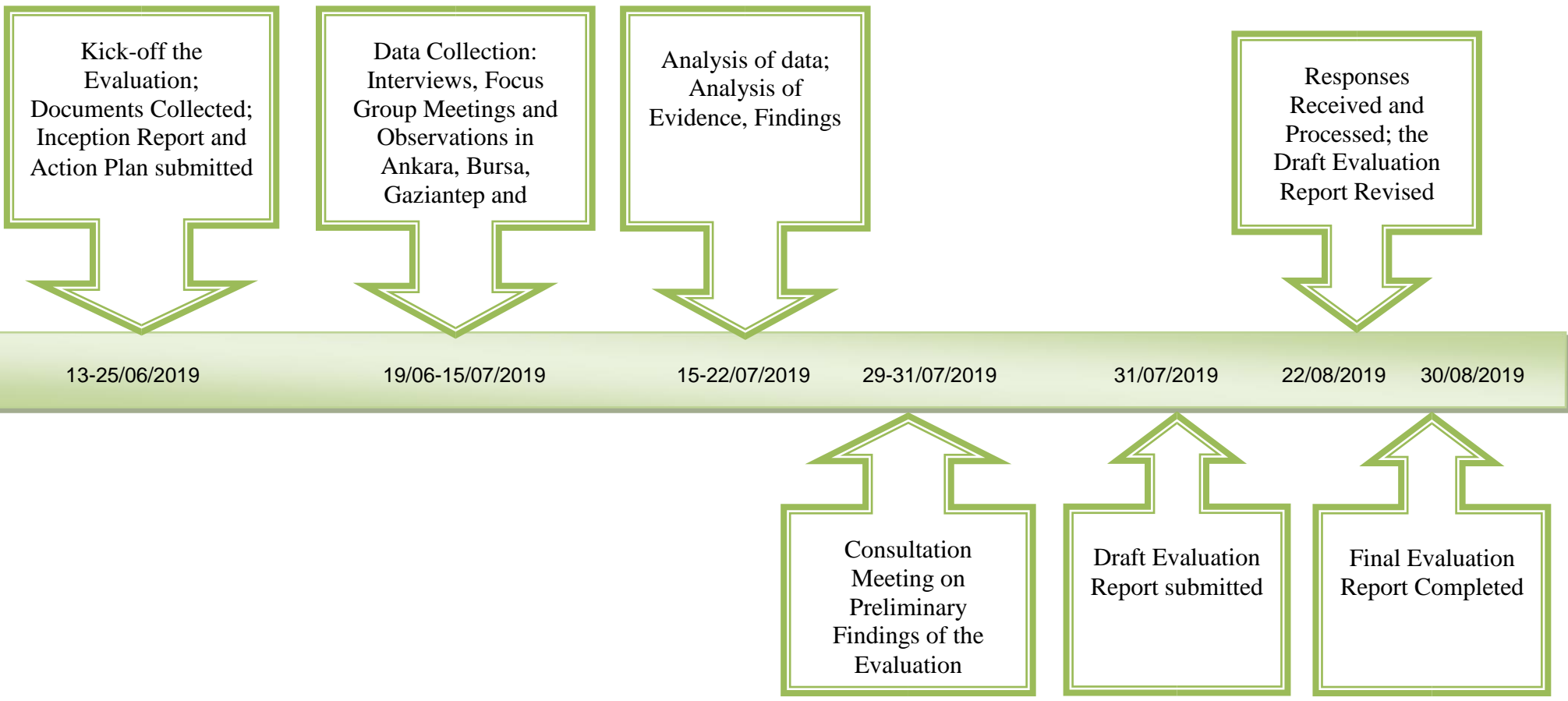
PRM-SYR	Ankara	Private Company (Hair dresser)	Syrian refugees under Apprenticeship programme (3 Male Youth) + Hair Dresser master	Apprentices	1.5 Indicator	Focus Group Meetings	19/07/2019
		<b>Abbreviations</b>					
	KII*	Key Informant Interview					
	FGD**	Focus Group Discssion					
	F2F***	Fac to Face Interview					



# ANNEX 4. Time Plan of the Evaluation

Annex 4: Time Plan of the Evaluation

## Evaluation Phases



## ANNEX 5. Lessons learned

### Annex 5: Lessons Learned identified during the Mid-Term Evaluation

#### ILO Lesson Learned 1

**Evaluation Title:** Mid-Term Evaluation of the Project TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın

**Date:** July 2019

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Explanation
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<p><b>Brief description of lesson learned</b></p>	<p><b>Project Design/Relevance and Sustainability: Designing the project in follow-up phases</b></p> <p>Designing the project in follow-up phases contributes strongly to comprehensive programmes such as under ILO's Programme of Support for the Response to the Syrian Refugee Crisis in Turkey, aiming to strengthen 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. Follow-up projects ensure sustaining the outputs and results given the significant need with reference to the high numbers of Syrian refugees living in Turkey and those at working age who are mostly engaged in the informal market.</p> <p>The PRM Syria project third phase has started right after the completion of the former two phases projects funded by the same donor, to build on and continue with the activities aiming to improve labour market integration of Syrian refugees and host communities in Turkey.</p>
<p><b>Context and any related preconditions</b></p>	<p>The ILO Office for Turkey and PRM have established a strong partnership for implementing the projects in several phases, while addressing the continued and even growing needs of the Syrian refugees and the host communities in Turkey. PRM offers its financial support to the ILO to implement projects within its Programme of support in response to the Syrian crisis. ILO offers its unique expertise, which could offer as a good example for future projects.</p>
<p><b>Targeted users / Beneficiaries</b></p>	<p><b>Direct:</b></p> <ul style="list-style-type: none"> <li>● 11.600 Syrian refugees</li> <li>● 1400 host community members</li> <li>● 100 employers</li> <li>● 650 staff from relevant governmental institutions</li> <li>● 300 representatives from tripartite constituents</li> <li>● 250 enterprises</li> </ul> <p><b>Indirect:</b> 35,000 people</p>

<b>Challenges /negative lessons - Causal factors</b>	<p>The living conditions of the Syrian refugees are extremely poor even in large cities, particularly in the city suburbs. Most of the Syrian refugees work in the informal labour market with short durations lacking decent work conditions, while the participation rate of women into labour market is low, mainly due to cultural limitations.</p> <p>The total Syrian refugee population in the targeted provinces is above 2.5 million, which constitutes about 70% of the whole Syrian refugees registered in Turkey.</p> <p>There is a high need for continuous financial support and technical expertise to undertake follow-up projects to address the need of these high number of Syrian refugees and the host community members.</p>
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<p><b>Success / Positive Issues - Causal factors</b></p>	<ul style="list-style-type: none"> <li>• The project has been very well designed to address the needs of the Syrian refugees and host communities as direct beneficiaries, while being fully in line with ILO's programme implemented since 2015 to support the Syrian refugees.</li> <li>• The strong support of the donor PRM and the ILO Office for Turkey has been sustained contributing to the achievement of the objectives in line with the ILO's Programme of Support under its three pillars, in addition to contributing to the achievement of UN's 2030 Agenda for SDG particularly Goal 8 "to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", and the UNDCS for Turkey (2016-2020), specifically Priority 4 for Migration and International Protection;</li> <li>• The accumulated expertise and experience within the former phases are transferred to the following phases, which in the end increases effectiveness in delivering the outputs as well as efficiency in implementing the activities;</li> <li>• The needs of the target groups have been well assessed starting from the first phase and with a wider coverage or in-depth in the follow-up phases;</li> <li>• Progressive improvement in designing the activities to deliver the outputs, using innovative methods in the follow-up activities, such as activities designed in different phases, such as the activities organised With reference to capacity building of the Syrian refugees and host communities but also the members of the related public partners such as SSI, MoJ, MoFLSS GLIB and DGILF, as well as the private and social partners such as the Chambers, IHKIB and MEKSA for enhanced labour migration management in addition to universities.</li> <li>• Sustainability of the outputs and outcomes are ensured through the follow-up projects benefiting from the high ownership and strong support of the donor and the ILO Office for Turkey.</li> </ul>
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<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p>Strong institutional and organizational structures of ILO Office for Turkey, ILO Headquarters and ILO ITC ensure the efficiency and effectiveness of the project results.</p> <p>Strong financial support of PRM to the project with a total budget of \$ 7.0 million along with the continuity in funding following the second phase with no disruption ensures the efficient implementation of the project following the former phases.</p>
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## ILO Lesson Learned 2

**Evaluation Title:** Mid-Term Evaluation of the Project TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın  
2019

**Date:** July

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

**LL Element**

**Text**

<p><b>Brief description of lesson learned (link to specific action or task)</b></p>	<p><b>Design and Effectiveness: Complementarity and Synergy created among different projects implemented by ILO under its Programme of Support</b></p> <p>ILO has put specific emphasis on ensuring complementarities and synergies among the projects at their design and implementation phases, to avoid overlapping fields of interventions while addressing the prevailing needs of the target groups. Accordingly, the project has been designed to complement at least three projects (the MADAD project, the UN Women project funded by the EU and the Non-Syrian Refugee project funded by PRM), which demonstrated complementarity and synergies through joint efforts of co-sharing the activities in delivering the outputs and also sharing of the costs, thus improving cost effectiveness of both projects.</p>
<p><b>Context and any related preconditions</b></p>	<p>Within the scope of the ILO Programme of Support for Response to the Syrian Refugee Crisis in Turkey, since 2015, ILO has been implementing seven projects aiming to strengthen the labour market and business development environment through stimulation of decent work opportunities in Turkey.</p>
<p><b>Targeted users / Beneficiaries</b></p>	<p><b>Direct:</b></p> <ul style="list-style-type: none"> <li>● 11.600 Syrian refugees</li> <li>● 1400 host community members</li> <li>● 100 employers</li> <li>● 650 staff from relevant governmental institutions</li> <li>● 300 representatives from tripartite constituents</li> <li>● 250 enterprises</li> </ul> <p><b>Indirect:</b> 35,000 people</p>

<b>Challenges /negative lessons - Causal factors</b>	<p>Since 2015, several projects are currently implemented by ILO within the scope of its Programme of Support for Response to the Syrian Refugee Crisis in Turkey.</p> <p>Most of these projects are implemented at the same or similar locations where Syrian refugees are densely located.</p> <p>Any overlapping activity might cause reduction of efficiency and cost-effectiveness. The design and implementation of such projects poses as a challenge for the ILO.</p>
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**Success / Positive Issues -  
Causal factors**

- The strong support of the donor PRM and the ILO Office for Turkey has been sustained contributing to the achievement of the objectives in line with the ILO's Programme of Support under its three pillars, in addition to contributing to the achievement of UN's 2030 Agenda for SDG particularly Goal 8 "to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", and the UNDCS for Turkey (2016-2020), specifically Priority 4 for Migration and International Protection;
- The accumulated expertise and experience within the former phases are transferred to the following phases, which in the end increases effectiveness in delivering the outputs as well as efficiency in implementing the activities;
- The needs of the target groups have been well assessed starting from the first phase and with a wider coverage or in-depth in the follow-up phases;
- Progressive improvement in designing the activities to deliver the outputs, using rather innovative methods in the follow-up activities designed building upon the results of the former phases, some significant examples in this phase are Transition to Formality Programme (TFP), Social Compliance and Audit in private sector, and Local Economic Development and Value Chain Analysis. With reference to capacity building of the Syrian refugees and host communities but also the members of the related public partners such as SSI, MoJ, MoFLSS GLIB and DGILF, as well as the private and social partners such as the Chambers, IHKIB and MEKSA for enhanced labour migration management in addition to universities.
- Sustainability of the outputs and outcomes are ensured through the follow-up projects benefiting from the high ownership and strong support of the donor and the ILO Office for Turkey.

<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	ILO carefully designs and manages its projects Programme of Support for Response to ensure complementarities.
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### ILO Lesson Learned 3

**Evaluation Title:** Mid-Term Evaluation of the Project TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın  
2019

**Date:** July

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<b>Effectiveness: Benefiting from the international expertise and experience of ILO, particularly through transfer of knowledge by ITC-ILO, to improve effectiveness</b> The project benefits from the ITC-ILO on specific topics in developing the capacity of the public, private and social partners, as well as the project consultants and the Project Team members, which significantly increases the quality of the outputs, thus contributes to effectiveness.
<b>Context and any related preconditions</b>	There is a high need to develop the capacity of the public, private and social partners through transfer of international knowledge and experience.

<b>Targeted users / Beneficiaries</b>	<ul style="list-style-type: none"> <li>● 100 employers</li> <li>● 650 staff from relevant governmental institutions</li> <li>● 300 representatives from tripartite constituents</li> <li>● 250 enterprises</li> </ul>
<b>Challenges /negative lessons - Causal factors</b>	These target groups need to develop their institutional capacity on specific issues which could only be introduced by an expertise institution with international experience.
<b>Success / Positive Issues - Causal factors</b>	<ul style="list-style-type: none"> <li>● The capacity building on project related specific topics in Turin (such as Labour Migration Management) has highly contributed to the capacity development of the public institutions in providing refugee-related public services (such as the Labour Inspectors, Judges, and SSI Inspectors);</li> <li>● The capacity building of the consultants on VCA by the ITC-ILO experts has contributed to better understanding the VCA Guidelines of ILO, in their VCA study in two provinces;</li> <li>● The capacity development of possible Syrian entrepreneurs and developing specific business plans have contributed to enhance their ability to apply for incentives;</li> <li>● Other innovative mechanism and methodologies of ILO has been utilized in implementing the activities, such as the Voluntary Compliance and Social Audits, and Workplace Mentorship, which contribute to improving effectiveness.</li> </ul>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	ILO Headquarter, ILO Office for Turkey, ILO-ITC have fully supported the Project Team.

## ILO Lesson Learned 4

**Evaluation Title:** Mid-Term Evaluation of the Project TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın  
2019

**Date:** July

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p><b>Brief description of lesson learned (link to specific action or task)</b></p>	<p><b>Effectiveness and Sustainability: Benefits of outstanding partnerships with public, private and social partners</b></p> <p>ILO has realized close collaboration with different partners to support the institutionalisation and scaling up of the outputs under the project at different locations. The project strongly contributes to strengthening the relevant public institutions for a well-functioning of decent work mechanisms even after the completion of the project.</p> <p>The Project Team has established strong communication and coordination channels with governmental institutions (MoFLSS DGILF, GLIB, SSI, İŞKUR, Justice Academy and others), tripartite constituents, development agencies, municipalities, universities, private sector representatives (Chambers, ESOBs, unions and sectoral representatives) and private companies, in building capacities and scaling up, which contribute significantly to improving effectiveness. In fact, protocols signed has strengthened the relations in a structured way.</p>
<p><b>Context and any related preconditions</b></p>	<p>ILO Office for Turkey has established strong relations with public, private and social partners in Turkey.</p>

<b>Targeted users / Beneficiaries</b>	<p><b>Direct:</b></p> <ul style="list-style-type: none"> <li>● 11.600 Syrian refugees</li> <li>● 1400 host community members</li> <li>● 100 employers</li> <li>● 650 staff from relevant governmental institutions</li> <li>● 300 representatives from tripartite constituents</li> <li>● 250 enterprises</li> <li>● <b>Indirect:</b> 35,000 people</li> </ul>
<b>Challenges /negative lessons - Causal factors</b>	Selection of the right partners plays an important role in implementing activities and delivering the outcomes planned.
<b>Success / Positive Issues - Causal factors</b>	<ul style="list-style-type: none"> <li>● In collaboration with MoFLSS GLIB and DGILF, SSI and MoJ, the training programmes were implemented to improve their compliance with national legislation in understanding and applying the terms of the work permits regulation for SuTPs, the International Labour Force Law and the Law on Foreigners, as well as the International Protection Law;</li> <li>● In cooperation with ILO and IHKIB, the training programme was implemented to adopt the system of voluntary compliance supported by social audits;</li> <li>● In cooperation with the Chambers of Commerce and Industry, ESOB, and their Training Centers, universities and NGOs, several skill developing trainings, apprenticeship programme, and informative seminars have been delivered, as well as activities such as Private Sector Forum, have been implemented;</li> <li>● In cooperation with a Development Agency, a skills profiling assessment study is being conducted which will provide the basis for further interventions in addressing the refugees.</li> </ul>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	All partners have allocated adequate number of staff, space and other support to ensure smooth implementation of the activities and reaching the project objectiveness.

## ANNEX 6. Good Practices

### Annex 6: Good Practices identified during the Mid-Term Evaluation

#### ILO Emerging Good Practice 1

**Project Title:** Mid-Term Evaluation of the Project TUR/17/06/USA: “Improving Labour Market Integration of Syrian Refugees and host communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın

**Date:** July

2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<p><b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b></p>	<p>The project successfully ensures capacity building of the Syrian refugees and the host community members through vocational, on-the-job, intercultural and workplace adaptation training programmes implemented widely within the 8 provinces where the Syrian refugees are densely located. Within this framework, the following activities are particularly striking to create additional benefit:</p> <ul style="list-style-type: none"> <li>• Workplace mentorship within the framework of the <b>Workplace Adaptation Programme</b> under Output 1.8 is an innovative approach (through cooperation with the MADAD project), and very successful in terms of ensuring workplace resilience and work efficiency in cooperation with the private companies. The video related to the Workplace Adaptation Programme produced under Output 3.3 supports this output to be disseminated widely.</li> <li>• A substantial tool utilized for effective ex-post monitoring in this project is related to the <b>Impact Assessment</b> of the vocational trainings delivered to the Syrian refugees and the host community members. The study provides an added value in terms of the changes in the target group’s life in improving their employability through the vocational skills gained during the courses.</li> </ul>

<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Strong partnership and expertise required in developing the capacity of high number of Syrian refugees, yet not practical to achieve due to several social, economic and cultural conditions.
<b>Establish a clear cause-effect relationship</b>	Understanding these conditions ensures the efficient implementation of the project activities and delivery of the outputs, therefore ensuring the effectiveness of the project.
<b>Indicate measurable impact and targeted beneficiaries</b>	Targeting the Syrian refugees and host community members to empower them through improved skills and competences has significant importance for them to have access to decent work conditions.
<b>Potential for replication and by whom</b>	Other UN Agencies, NGOs, local organisations and private sector targeting the Syrian refugees and host communities.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021, particularly with reference to the priority sector on Livelihoods sector, which is targeted in the Plan Overview for 2019 as <i>“Improved livelihoods, employment opportunities and living conditions, including better and improved decent work conditions as well as job creation for Syrians under temporary protection and host communities”</i> . 2030 Agenda for SDGs adopted by the UN, mainly with Goal 8 <i>“to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”</i> .
<b>Other documents or relevant comments</b>	The project has been specifically contributing to the promotion of the International Labour Standards (ILS), the decent work principles of ILO and gender mainstreaming.

## ILO Emerging Good Practice 2

**Project Title:** Mid-Term Evaluation of the Project TUR/17/06/USA:  
“Improving Labour Market Integration of Syrian Refugees and host  
communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA  
**Name of Evaluator:** Hülya Günaydın **Date:** July  
2019

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>The project successfully ensures addressing job creation and stimulate entrepreneurship opportunities for Syrian refugees and host communities.</p> <p>Within this framework, job placement and transition to formal market activities and their outputs (Outputs 2.3, 2.4 and 2.5) present to be as good practices, which significantly contribute to decent work conditions. The Transition to Formality Programme (TFP), which is composed of incentives for work permit and social security premiums is assessed to be striking in terms of its positive results, for which a good example of cooperation with the public partners of ILO has been demonstrated by the implementation agreement concluded with the SSI and thus high number of companies have applied for work permits. Additionally, a similar incentive programme is implemented through job placement consultants with the support of local partners complementing through business advisory services (Output 2.3).</p>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>Strong and durable partnership with public institutions, particularly SSI and İŞKUR, and the local institutions such as Chambers is key to the success of this output.</p>



<b>Establish a clear cause-effect relationship</b>	Incentives provided to the private sector and the SuTPs could facilitate the decent work conditions particularly formal market where the SuTPs with work permit would actively involve.
<b>Indicate measurable impact and targeted beneficiaries</b>	The high number of private companies applying for incentives and the number of work permits obtained are specific outputs which would significantly contribute to transition to formal market and decent work conditions.
<b>Potential for replication and by whom</b>	Other implementing partners of projects targeting the Syrian refugees and host communities.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021, particularly with reference to the priority sector on Livelihoods sector, which is targeted in the Plan Overview for 2019 as <i>“Improved livelihoods, employment opportunities and living conditions, including better and improved decent work conditions as well as job creation for Syrians under temporary protection and host communities”</i> . 2030 Agenda for SDGs adopted by the UN, mainly with Goal 8 <i>“to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”</i> .
<b>Other documents or relevant comments</b>	The project has been specifically contributing to the promotion of the International Labour Standards (ILS), the decent work principles of ILO and gender mainstreaming.

### ILO Emerging Good Practice 3

**Project Title:** Mid-Term Evaluation of the Project TUR/17/06/USA:  
“Improving Labour Market Integration of Syrian Refugees and host  
communities in Turkey” **Project TC/SYMBOL:** TUR/17/06/USA

**Name of Evaluator:** Hülya Günaydın  
2019

**Date:** July

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

<b>GP Element</b>	<b>Text</b>
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>The project successfully contributes to strengthening relevant government institutions and possible mechanisms for inclusive development strategies.</p> <p>In this framework, capacity building of the public institutions has been successfully achieved through several well planned and designed training programmes targeting the right institutions and their staffs through outstanding trainers and facilitators. These training programmes have demonstrated to be good practices which could be replicated for wider target groups as the need continues to be very high. One of the most beneficial training was on “Fair and effective governance of labour migration” transferring the international expertise of ILO to the 35 participants from relevant public and employment related organisations (Output 3.1). Other trainings targeting the judges and labour inspectors of the SSI and DGILF (Output 3.2) on relevant topics such as on “Refugees’ Access to Justice” are very successful examples which could be repeated and replicated. Also, these trainings could be assessed as innovative, since it is the first time that such training topics have been covered. Therefore, the trainers are offered to deliver the same courses in ITC-ILO in Turin.</p>

<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	The public institutions need developing new strategies and mechanisms for inclusive employment markets. Capacity building continues to be a need in the longer run, as this is a new approach which needs to be adopted by a variety of institutions and their departments.
<b>Establish a clear cause-effect relationship</b>	Capacity building of the relevant institutions on inclusive development strategies and mechanisms will strengthen the relevant government institutions in implementing improved strategies through enhanced or even new mechanisms. These conditions improve effectiveness of the project ensuring to achieve its objectives.
<b>Indicate measurable impact and targeted beneficiaries</b>	Number of cases related to refugee employment and decent work conditions resolved by the judges, labour auditors, labour inspectors and other civil servants will contribute to measuring possible impacts on the target groups.
<b>Potential for replication and by whom</b>	Other civil servants in the same institutions and also at provincial level. Replication of the training programme at ILO-ITC has already been on the agenda to address other target groups world-wide.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021, particularly with reference to the priority sector on Livelihoods sector, which is targeted in the Plan Overview for 2019 as <i>“Improved livelihoods, employment opportunities and living conditions, including better and improved decent work conditions as well as job creation for Syrians under temporary protection and host communities”</i> . 2030 Agenda for SDGs adopted by the UN, mainly with Goal 8 <i>“to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”</i> .
<b>Other documents or relevant comments</b>	Development Plans of Turkey