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Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities

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ACRONYMS

3RP: Regional Refugee and Resilience Plan

BPRM: The United States Department of State, Bureau of Population, Refugees and Migration

DİSK: Confederation of Progressive Trade Unions of Türkiye (Türkiye Devrimci İşçi Sendikaları Konfederasyonu)

DGILF: Directorate General of International Labour Force

EBRD: European Bank for Reconstruction and Development

ECCE: Early Childhood Care and Education

ESSN: Emergency Social Safety Net

EQ: Evaluation Question

EU: European Union

FRIT: EU Facility for Refugees in Türkiye

FPRW: Fundamental Principles and Rights at Work

HC: Host Communities

ILO: International Labour Organization

ILO EVAL: ILO Evaluation Office

ILO ITC: International Training Centre of the ILO

ILO P&B: Programme and Budget

ILS: International Labour Standards

IOM: International Organization for Migration

İŞKUR: Turkish Public Employment Agency

İŞMEP: A Work Based Learning Programme (İşyerinde Mesleki Eğitim ve Gelişim Programı)

KfW: German Development Bank (Kreditanstalt für Wiederaufbau)

KİGEP: Transition to Formality Programme (Kayıtlı İstihdama Geçiş Programı)

LFM: Logical Framework Matrix

MADAD: European Union Regional Trust Fund in Response to the Syrian Crisis

M&E: Monitoring and Evaluation

MoLSS: Ministry of Labour and Social Security

MM: Metropolitan Municipality

OECD/DAC: Organisation for Economic Co-operation and Development / Development Assistance Committee

OSH: Occupational Safety and Health

PMM: Ministry of Interior, Presidency of Migration Management

PoS: ILO's Programme of Support
PRM: Bureau of Population, Refugees and Migration
PRODOC: Project Document
PTT: Post and Telegraph Organization (T.C. Posta ve Telgraf Teşkilatı)
PwD: Persons with Disabilities
RBM: Results-Based Management
RRP: Refugee Response Programme
SDGs: Sustainable Development Goals
SMEs: Small and Medium-Size Enterprises
SSI: Social Security Institution
SSE: Social Solidarity Economy
SuTP: Syrians under Temporary Protection
ToC: Theory of Change
ToR: Terms of Reference
TÜİK: Türkiye İstatistik Kurumu (TURKSTAT: Turkish Statistics Institute)
TÜRK-İŞ: Confederation of Turkish Trade Unions
UN: United Nations
UNDCS: United Nations Development and Cooperation Strategy
UNDP: United Nations Development Programme
UNEG: UN Evaluation Group
UNHCR: United Nations High Commissioner for Refugees
UNICEF: United Nations Children's Fund
WAP: Workplace Adaptation Programme

EXECUTIVE SUMMARY

Project Background

Thirteen years after the outbreak of the Syrian crisis, there are 5.2 million Syrians hosted in countries near Syria. As of December 2023, Türkiye is hosting circa 3.27 million Syrian refugees, of which an estimated 26.7 percent are male of working age (18-59 years), and 23.1 percent are females of working age. Over 98% of Syrian refugees live in urban settings across Türkiye. The number of non-Syrian refugees is over 550,000 in the country and represented mostly by Afghans, Iraqis, and Iranians and all reside in the Government designated satellite provinces. The International Labour Organization (ILO), as one of the leading international actors in Türkiye, have made great efforts to support the national authorities to reduce the effects of the refugee crisis since the very first time of the crisis. The current project is funded by The United States Department of State, Bureau of Population, Refugees and Migration (BPRM) with an allocated budget of USD 7,548,214 and is implemented in 15 provinces across Türkiye. The project implementation period has coincided with the Türkiye – Syria Earthquakes in February 2023. A slight change has been incorporated in the beneficiary profile under “Transition to Formality Programme” (KİGEP: Kayıtlı İstihdama Geçiş Programı). Hatay was included in the provinces where KİGEP was implemented in order to better support the enterprises in the earthquake-affected provinces of Gaziantep, Kahramanmaraş, Kilis. Unfortunately, the job placement processes of the beneficiaries of the skills development activities in Kahramanmaraş could not be continued due to the earthquakes.

The Theory of Change at the Project level is to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting their access to decent work and livelihood opportunities. To achieve this goal, the project is built on three objectives which are:

- Refugees and Host Community (HC) members have better access to the labour market and remain in employment through improved employability and enhanced social cohesion
- More and better income opportunities provided to refugees and HC through sustainable income generation and job creation
- Knowledge base on decent work deficits and working conditions of refugees and HC members as well as the opportunities to bridge these gaps are improved through policy recommendations and training

Evaluation Background and Methodology

The final evaluation aims to ensure accountability to the beneficiary, donor and key stakeholders of the Project as well as promote organizational learning within the ILO and among key stakeholders. More specifically, it aims to reveal the possible ways to: (i) improve project performance and contribute towards organizational learning; (ii) help those responsible for managing the resources and activities of the project to enhance development results from the short-term to a sustainable long term; (iii) assess the effectiveness of planning and management for future impacts; and (iv) support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and national partners. In this regard, the evaluation will provide overall and specific recommendations pertaining to these aspects.

The conceptual framework for the evaluation is based on ILO's Results-Based Management (RBM) system and applies the key OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential. The evaluation thus incorporates 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. It also addresses the core ILO cross-cutting priorities, including gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development.

Both quantitative and qualitative approaches were utilized in the evaluation process. The evaluation methods employed included documentary analysis and semi-structured interviews. The documentary analysis was based on a review of project documents, the logical framework matrix, progress reports, mission reports, news on activities, project outputs, and relevant materials from secondary sources, such as national research and publications. Face-to-face interviews and field visits were primarily conducted to uncover information pertinent to the evaluation questions, synthesize findings, draw conclusions, and formulate recommendations, as well as to identify lessons learned and good practices. When in-person meetings and interviews were not feasible, online interviews and telephone calls were held.

Findings

The findings of the study are summarized by the OECD-DAC criteria and ILO's cross-cutting priorities below:

Relevance

Response of intervention objectives and design to needs, policies and priorities

After the review of progress reports, field visits and interviews; it was found that the needs of the target group and beneficiaries were appropriately addressed. Representatives from the PRM Office Türkiye, project implementing partners and government representatives confirmed through interviews that there is a mechanism in place to encourage engagement of the project stakeholders. Compared to previous interventions, it is understood that the engagement of workers' and employers' organizations in the design and implementation phases has increased day over the time. However more involvement is still needed. It is seen that the project contributes to the ILO conventions, international and national documents. The success of the project is more than numbers; the qualitative ones, which are not tangible, are the most essential part of achievement. Not only quantitative indicators but also qualitative ones should be inserted into the logical framework to measure both such as surveys, pre-tests and post-tests, focus groups, questionnaires. Bi-annual fiscal cycle may be preferred for project implementation and related budget allocation; the implementation of the interventions will be technically and practically easier. Risks and assumptions were identified during the project design with the experience and lessons learned from ILO's PoS including the PRM-funded project interventions.

Coherence

The compatibility of the intervention with other interventions in the country, sector or institution

The implementation of the project is complementary with the other projects under the ILO's PoS. All project partners are selected among the public institutions or social partners already actively involved in activities related to disadvantaged groups from refugees and HC members especially for their employability. The Theory of Change is consistent with the findings obtained during project implementation. ILO establishes close collaboration with international organizations, especially with other UN agencies. Collaboration with local representatives of global brands, such as INDITEX, would be beneficial, as their production standards align significantly with the ILO's objectives at the local level. At the country level, DGILF is the main counterpart of ILO Office for Türkiye in public administration.

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its result

Close cooperation, communication and approach with DGILF resulted in influencing policies and debates on refugees' participation in the labour market. The organizations held under Outcome 3 were tools to influence the institutions working on refugees' labour market participation. The close cooperation continued with those institutions and better understanding of the relevant issues were provided accordingly. Despite the additional targets were incorporated into the PRODOC by the end of the project, it is understood from the progress reports that targets have been mostly reached. Inclusion of SMEs working in agricultural sector to the "İşimi Öğreniyorum" programme led unintended, but positive results that registration of workers were provided through this initiative. The project scope remained unchanged, with no additional interventions related to the earthquakes. However, a minor adjustment in the KIGEP beneficiary profile included Hatay as an implementation province, focusing on companies in the earthquake-affected areas of Gaziantep, Kahramanmaraş, and Kilis. It is observed that constituents participated to the design and implementation stages of the project. Interviews with DGILF, SSI, İŞKUR, DİSK showed that they played an active role during design and implementation; contributed to the decision-making process. Despite adjustments to include more disadvantaged individuals, the programme did not achieve its intended inclusiveness for women and PwDs, with targets for both groups unmet. A monitoring plan is in place and the project team has attached importance to project monitoring as can be seen in the quarterly progress reports. In practice, the communication between the ILO Türkiye Office and the relevant institutions, implementing partners and the beneficiaries was effective according to the interviews made. It is observed that the involvement of workers' and employers' organizations into the project design and implementation periods should be increased. The most important obstacles observed are administrative delays and time limitation. As mentioned previously, biannual fiscal cycle instead of annual allocation of resources would allow more effective interventions.

Efficiency

Resources are allocated in an efficient manner to achieve outcomes. One of the challenges encountered is that the donor requires the budget to be utilised on an annual basis, which makes it impossible for the project team to make long-term commitments given the timeframe required for preparation and contracting procedures. The team members have experience and expertise to

implement the project efficiently; most have a long working relationship with the ILO. As is seen from the field visits and project documents; the project aims to promote gender equality, social inclusion, refugees and other disadvantages. Within the scope of Outcome 1, it was stated that women and PwD will be prioritized. However, despite some adjustments to allow more disadvantaged people to participate in the programmes, the intended inclusion of women and PwD was not achieved and the targets in terms of the number of women and PwD were not reached.

Sustainability and Impact Potential

Interventions made two contributions on the policy improvement for the labour market inclusion of refugees directly or indirectly. One is the contribution to two articles of Mid-Term Programme (2024-2026), published by the Ministry of Treasury and Finance & the Presidency of Strategy and Budget. The other contribution is to the “Work Permit Evaluation Criteria’ which was announced by the DGILF on 1 October 2024. The involvement of ILO Türkiye on the access of refugees to livelihood opportunities had significant social, economic and inclusive effects and those effects are likely to be sustainable in the future. Efforts undertaken under the scope of the project directly or indirectly address a wide range of sustainable development goals (SDGs). Some examples for SDGs may be given as; SDG1: No poverty, SDG8: Decent Work and Economic Growth, SDG10: Reduced Inequalities are directly addressed by the project. KİGEP is considered to have been successful in promoting the formal employment of refugees and raising awareness among refugee workers on the benefits of formal employment. Field visits and interviews indicated that the project enjoys a high level of ownership among all stakeholders. This is particularly evident among DGILF, İŞKUR, SSI, Chambers, and the Municipalities involved. During interviews, these institutions expressed clear intentions and a strong willingness for future collaborations. The cooperation with provincial directorates and local administrations has greatly facilitated project implementation due to their strong commitment to supporting local communities. Women’s cooperatives have proven to be an effective mechanism in Türkiye, reflecting the high level of dedication among women and fostering a collaborative spirit between refugees and HC members.

Gender Equality and Non-Discrimination Issues

According to the feedback received from the participants, the strategy and objectives are mostly appropriate for promoting gender equality. However, some limitations were encountered during the project implementation. Although some arrangements were made to enable more disadvantaged people to participate in the programmes, the inclusion of women and PwD was not succeeded and the targets in terms of the number of women and PwD were not achieved. Finding ways to support women for skills development purposes and to reach work opportunities is more efficient when women-specific needs are concerned. The project team is fully aware and sensitive to the concept of gender equality. Visits and interviews also revealed that stakeholders place high importance on gender equality and consider it as much as possible in project outreach activities.

ILS, Environment and Social Dialogue Aspects

International labour standards (ILS) govern a wide range of issues arising in the world of work on a daily basis. The fundamental conventions adopted by ILO, as well as instruments related to migrant and domestic workers, such as Migration for Employment Convention, Migrant Workers (Supplementary Provisions) Convention and Domestic Workers Convention were relevant to the project. Regarding social dialogue, the activities for promoting an enabling environment for

business development and economic growth bring together many social actors to create more and better entrepreneurship and job opportunities for refugees and host communities. When the project design, outcomes and outputs are reviewed, the collaboration between different social actors and ILO's tripartite structure is visible. The majority of the activities reflect the project approach on the principles of social dialogue with the full participation of workers' and employers' organizations. The interviews also supported this dimension and demonstrated the efforts made by the project team to ensure the participation of relevant social actors.

Conclusion

The project effectively identified and addressed the needs of refugees and HC members in Türkiye, promoting resilience and social cohesion through decent livelihood opportunities and employment. The activities and programs implemented for this purpose were both adequate and well-executed, with significant efforts made to ensure their effective implementation. Building upon the successes of previous initiatives, the project strengthened and consolidated past achievements to support refugees and HC members, while fostering tripartite dialogue to advance decent livelihood opportunities.

In practice, the communication between the ILO Türkiye Office, relevant institutions, implementing partners, and beneficiaries was highly effective, as reported by all participants who commended the quality of interaction. The evaluation further indicated a strong willingness among constituents to collaborate with the ILO, with their contributions consistently welcomed by ILO team members.

Monitoring efforts should be improved to showcase the qualitative impact of the project activities on individuals' lives, such as additional field visits, particularly with donor representatives.

The project is expected to continue yielding positive outcomes, with many of its impacts likely to be captured qualitatively rather than quantitatively. The positive effects are evident among cooperatives, firms, initiatives, and beneficiaries, as they experience increased labor market participation, social inclusion, social cohesion, collaboration, skills for engaging in international projects, and knowledge on applying for work permits and incentives.

Lessons Learned

At programming level, following lessons learned were extracted from the findings of the evaluation:

Lessons Learned1: It is essential to establish clear and concrete definitions of the green economy and green jobs and to consistently communicate these across all project documents, interviews, and contracts with implementing partners. This approach will ensure that all stakeholders are aligned with the project's environmental objectives and can work toward common goals with a shared understanding. Providing tangible examples will enhance clarity and enable practical application. While the project has made significant progress in promoting green jobs within cooperatives and some SMEs, there is a need for a more consistent and comprehensive understanding of green economy practices across all sectors. Standardizing these definitions and providing some examples will not only clarify the concept of green jobs but also ensure that future initiatives remain aligned with the project's overall objectives. This will allow the project to further

strengthen its impact by integrating more sustainable and environmentally-friendly practices across a wider range of economic activities.

Lessons Learned2: The incentives provided directly to participants created tension between newly recruited employees and existing staff in some beneficiary enterprises of “İşimi Öğreniyorum” Programme, which led to disruptions in labour peace. Existing employees may view the incentives as favouritism, leading to divisions within the workforce. This not only affects the atmosphere and overall harmony in the workplace but can also result in reduced cooperation among employees. Offering incentives to new recruits can lead to feelings of unfairness and resentment; can affect team dynamics, lower morale, and reduce productivity, as existing employees may feel undervalued compared to their new colleagues. Such actions may harm the company's reputation internally and externally and affect job retention. Some companies chose to decline these incentives to prevent internal conflicts; which indicate the potential risk of implementing such incentive programs. As a result, it was recommended that the activity could continue in the future without the provision of incentives directly to the training participants to avoid these issues. This approach would mitigate the risk of internal conflicts and ensure a more harmonious integration of newly recruited employees into the workforce without undermining the morale of existing staff. Further expansion to additional provinces could enhance its impact, but adjustments in incentive distribution would be necessary to maintain workplace harmony.

Emerging Good Practices

Good practice examples stand out implemented under the project:

Good Practice1: Within the framework of Outcome 2, which aims to provide more and better income opportunities for refugees and HC members through sustainable income generation and job creation, specific focus was given to Output 2.1, where SMEs were empowered through capacity building activities and grant programs. In this regard, both newly established and existing SMEs owned by refugees and HC members were supported to enhance their entrepreneurship capacity, financial resilience, and overall sustainability. The grant program was successfully completed in May 2024, with the contract formalized and finalized by that time. As a result of these activities, all 14 SMEs demonstrated significant improvements in their entrepreneurial capacities and business sustainability, directly contributing to the project's goals under Outcome 2. Beyond financial and technical support, the program had a profound impact on building a network of resilient enterprises that contribute to job creation and the local economy. By promoting entrepreneurship among refugees and HC members, these SMEs not only secured their financial stability but also became key players in fostering social cohesion between the two groups. Moving forward, scaling up these capacity-building activities and grant programs will be crucial in ensuring that more SMEs have access to the tools and resources they need to succeed. In conclusion, the program has effectively enhanced the capacity of SMEs through strategic support, contributing to sustainable economic growth and job creation in alignment with the project's overarching goals.

Good Practice2: Within the framework of Outcome 2, Output 2.4. focuses on creating these opportunities by empowering SSE entities, such as cooperatives, which play a vital role in fostering economic and social resilience. To achieve this, cooperatives that involve refugees were supported based on their financial, administrative, and market-related needs. Specifically, the women's

cooperatives supported by the ILO have demonstrated significant improvements in their skills, capacity, resilience, and social cohesion. Through close cooperation with the ILO, these cooperatives have been able to strengthen their organizational structures and foster a culture of collaboration between refugees and HC members, contributing to their long-term economic and social empowerment. This support has been particularly valuable for women, who have become economically and socially empowered through their participation in these cooperatives. In addition, these women's cooperatives have successfully formed business relationships with a range of institutions, including public bodies, municipalities, national supermarket chains, retail chains, and SMEs, at the national level. These partnerships have significantly expanded the cooperatives' market access, contributing to their financial sustainability and strengthening their role as key players in the social solidarity economy.

Good Practice3: Within the scope of Objective 1, output 1.2 refers to Workplace Adaptation Programme (WAP). It was strategically designed to fill labour market gaps in regard of increasing rightful and peaceful working environment within the workplaces. This program was strategically developed to address labour market needs by fostering a fair and harmonious working environment within workplaces. It also mitigates the marginalization of refugees through a pairing system (ahbaplık), where groups of two or three participants were encouraged to organize social activities and improve their language skills, while familiarizing themselves with workplace organizational culture and behavioral standards.

Recommendations

There are some areas of improvement pointed out by the findings of the evaluation process:

1: Provide flexibility of making longer term commitments to ILO project management team

The project is designed as a two-year intervention, but the annual budget allocation, as required by the donor, complicates the management of activities needing longer-term commitments and leads to repeated efforts each year. The feasible solution is to design the 2-year intervention for a 2-year budget.

2: Continue employee skill development without providing direct incentives

It is recommended to proceed with the skill development of employees, focusing on enhancing their professional capabilities, without offering direct financial incentives to the training participants. "İşimi Öğreniyorum" (On-the-Job-Training) program contributed to the social cohesion between the refugee and HC workers. Custom-made training contents and schedule have been prepared under this practice within the scope of Outcome 1. The companies which benefited from this practice had a standard and systematic training programme with this content. It is recommended that the program continue, but without offering financial incentives directly to participating workers. This adjustment will help prevent potential conflicts and disruptions in workplace dynamics, ensuring the training's smooth implementation and preserving labour peace. The focus should remain on skills development and employment integration, allowing participants to benefit from the program without creating disparities between newly recruited employees and existing staff. Additionally, the pilot provinces were Adana, İzmir, İstanbul; more provinces may be added in the future.

3: Continue collaboration with other UN Agencies

It is essential to maintain and expand this cooperation to further enhance the effectiveness of interventions. Joint efforts should be directed toward complementary projects to prevent duplication of activities and to maximize the impact of shared initiatives. This approach will ensure a more cohesive and efficient response, leveraging the strengths of each UN organization to achieve greater outcomes.

4: Strengthen relationships with Employers' and Workers' Organizations within the tripartite structure

The engagement of workers' and employers' organizations during the design and implementation phases of projects has shown a steady improvement when compared to previous interventions. To enhance the effectiveness of future projects, it is essential to increase this involvement and support. Resistance to refugee inclusion remains prevalent among certain segments of workers' and employers' organizations. To address these ongoing challenges, efforts should be directed toward encouraging broader engagement across all organizational levels. This will help foster a more inclusive and comprehensive approach to labour market integration, ensuring that refugee inclusion is better understood and supported by all parties involved.

5: Establish clear and concrete definitions of the green economy and green jobs

It is essential to establish clear and concrete definitions of the green economy and green jobs and to consistently communicate these across all project documents, interviews, and contracts with implementing partners. This approach will ensure that all stakeholders are aligned with the project's environmental objectives and can work toward common goals with a shared understanding. Providing tangible examples will enhance clarity and enable practical application. Furthermore, it is evident from project documents, progress reports, and interviews that there is a recognized need to broaden the scope of environmental dimensions in business opportunities.

1. Project Background

The “Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities” project aims to strengthen the resilience and social cohesion of refugees (Syrians under Temporary Protection, the International Protection Applicants and Status Holders) and host communities in Türkiye by promoting access to decent work and sustainable livelihood opportunities.

Country Context

The Syrian crisis caused massive influx of Syrians to the country and currently Türkiye hosts 3,093,909¹ Syrians under Temporary Protection (SuTP) as of 12.09.2024. They are mostly concentrated in the provinces of İstanbul, Gaziantep, Şanlıurfa, Hatay, Adana and Mersin. There are also 222,000 refugees and asylum-seekers under international protection as of end-2023 (Türkiye Factsheet April 2024, UNHCR), the highest numbers coming from the countries of Afghanistan, Iraq, and Iran respectively.

Unfortunately, the global changes do not allow to be optimistic about the future of refugee problems. In 2020, the number of displaced persons who had to leave their country of residence for compelling reasons such as war, conflict, violence or natural disasters was 55 million (World Migration Report, 2022: 4). The political instability in the region continues, and new developments like Russia-Ukraine war are worsening the situation. In the context of the ongoing instability in the region, groups are likely to stay in the country for the foreseeable future, which underlines the relevance and timeliness of interventions to promote decent livelihood opportunities targeting refugees and other forcibly displaced populations. On the other hand, monetary tightening policies in the country are likely to continue to have a further impact on the labour market outlook amid slowing economic growth. Along with the economic crisis, the earthquakes on 6 February 2023, have also deepened the crisis in the country, specifically in 11 provinces which accommodate intense refugee population. At the time of the earthquakes, Türkiye's economic policies departed from generally accepted practices; inflation and financial risk indicators reached historically high levels, household purchasing power fell, and poverty and income inequality increased (Özüdoğru, 2023: 3). The labour market evolved in a negative direction; uncertainties and doubts experienced during that period also led to an increase in unemployment. In the Mid-term Plan (2023-2025), the central government budget deficit for 2023 is projected to be 3.5 percent of GDP. However, expenditures to repair the damage caused by the earthquakes put a significant burden on the budget. Moreover, the higher-than-projected inflation caused an increase in both expenditures and revenues. A supplementary budget was introduced in July 2023 to meet the additional appropriation requirement.

Another outcome of this context is increasing pressure on the public service delivery both at the national and local level in the country which may trigger security, social and economic tensions.

The Turkish government has spent serious national efforts since 2011, from the first beginning of the Syrian crisis. It opens up public services like education and health and applying numerous support programs for SuTP and refugee groups. There are also international aid and support programs for these groups. However, both for maintaining their lives and also for their future social

¹ <https://en.goc.gov.tr/temporary-protection27> (accessed in September 2024)

and economic roles, these groups are still in need of employment. Türkiye provided opportunities for them to be registered for employment and to establish businesses. The Turkish Government has shown strong leadership in response to the arrival of Syrian refugees and has adapted its response and legislation through the years, while being supported by UN agencies. At the beginning, Syrian refugees were viewed as guests whose stay was envisaged as temporary. Since 2014 they have been able to apply for temporary protection, and by 2016 were granted the ability to obtain work permits – a significant step in their access to the formal labour market and in achieving self-reliance. Similarly, non-Syrian refugees have also been able to obtain work permits since 2016 (Lessons Learned of ILO's RRP in Türkiye: Supporting Livelihoods Opportunities for Refugees and HC, 2019).

The 2003 'Law on Work Permits for Foreigners' and the 2013 'Law on International Protection of Foreigners' are related to the regulation of work permits and status of foreigners (İçduygu and Şimşek, 2016: 62). In 2014, within the framework of Article 91 of the LFIP No. 6458 dated 2013, the 'Temporary Protection Regulation' was adopted, which covers issues such as the procedures and principles of temporary protection procedures of foreigners under temporary protection, the admission of foreigners to Türkiye, their stay, rights and obligations, and exit procedures from Türkiye (PMM, 2022). The necessary conditions for Syrian asylum-seekers to participate in the labour market in Türkiye are included in the Temporary Protection Regulation No. 6883 dated 2014. Since 2011, it has become necessary to regulate in detail the conditions for the participation of Syrian asylum-seekers, who have become permanent in the country and whose number is constantly increasing, in the labour market. As a result of this necessity, the 'Regulation on Work Permits of Foreigners under Temporary Protection' dated 2016 and numbered 8375 was issued, and it was stated in the relevant regulation that foreigners cannot be employed without a work permit, and if they are employed, administrative fines will be imposed on the employer (Art. 3/1). Regulation No. 8375 stated that foreigners under temporary protection status can work in seasonal agriculture and animal husbandry without a work permit if they apply to the governorship in the province where they are located (Art. 5/1). In the same regulation, in order to prevent foreigners under temporary protection status from working in every job and workplace in Türkiye, it is stated that foreigners who obtain a work permit will be employed in the provinces specified by the Ministry of Interior (Art. 7/2), and a work quota limitation is set as one foreigner under temporary protection can work in workplaces with less than ten employees (Art. 8/2). Notably, the government has demonstrated some flexibility in applying the aforementioned quota, aiming to encourage the transition to formal employment.

As one of the major international actors contributing to the global policy framework in this regard, the ILO pursues a sound strategy since 2016 to promote an enabling environment for decent work and social justice for all, embracing the need to engage all government, social, national and international partners. Being the only tripartite UN agency, the ILO closely cooperates with the government, employers' organizations, workers' organizations to support access to economic opportunities that are central in restoring hope, dignity and human security to both HC members refugees. The ILO is implementing a comprehensive and integrated Programme of Support (PoS) for the Response to the Refugee Crisis in Türkiye. The PoS aims to strengthen the labour market and business development environment through the stimulation of decent work opportunities for refugees and HC members, inclusive socio-economic growth and the reinforcement of the

governance system and structures. The ILO with its tripartite structure, normative framework and decent work agenda is in a unique position to address challenges and develop strategies to support the access of refugees to the labour market. For this purpose, the ILO is pursuing a multi-dimensional strategy, based on (i) assessing and building the skills of refugees, (ii) assessing the needs of employers and businesses and supporting formalization, (iii) working with the Government and social partners to support cooperation between actors to achieve fair and inclusive labour market governance. The ILO is supporting further policy dialogue on a range of related issues, including implementation of the legislation, access to employment related services, social protection, conditions and rights at work, business investment and transition from the informal to the formal economy in Türkiye.

ILO's approach is also consistent with the pledge to "leave no one behind" in the 2030 Agenda for Sustainable Development, and the ILO supports the implementation of Goal 8 on inclusive, sustainable economic growth, full and productive employment and decent work for all.

In the framework of ILO's PoS in Türkiye, many projects targeting the refugees and HCs have been conducted since the beginning of the refugee crisis (www.ilo.org/projects-and-partnerships/projects/ilos-refugee-response-programme). Some of them are;

- Decent Work Opportunities for Refugees and Host Communities in Turkey (Jan 2020 - Mar 2022),
- Promoting Decent Work For Syrians Under Temporary Protection and Turkish Citizens (Dec 2018 - Dec 2025)
- Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey (Feb 2018 - Jan 2023)
- Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey (Apr 2018 - Dec 2019)
- Improving Labour Market Integration of Syrian Refugees and Host Communities in Turkey (Oct 2017 - Dec 2019)
- Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey (Sep 2017 - Dec 2019)
- Gaziantep Women-only Center: Providing Livelihood Support (Apr 2017 - May 2018)
- Promoting Decent Work Opportunities for Syrian Refugees and Host Communities (Aug 2016 - Mar 2018)
- ILO's Response to Syrian Influx in Turkey (Jan 2014 - Feb 2018)

In the previous phase; "The Decent Work Opportunities for Refugees and Host Communities in Turkey" project (Jan 2020-Mar 2022), was proposed to merge the two BPRM funded projects. A more inclusive operation was carried out and synergies between these two interventions were boosted accordingly.

Project Description

The "Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities" project is a continuation of the previous phase with the project name of "Decent Work Opportunities for Refugees and Host Communities in Turkey" implemented between 4 January 2020 - March 2022.

The previous phase combined two separate interventions into one Action; this phase similarly targets Syrian and non-Syrian refugees as well as HC members.

The project covered the interventions implemented between April 1, 2022 - August 31, 2024 (total 29 months). The first year's funding was started on 4 April 2022 for twelve months, and the ILO obtained a cost extension on April 1, 2023, until the end of March 31, 2024. A 5-month extension was then granted, with a cost extension until the end of August 2024. Through this last revision, the ILO removed a couple of outputs and introduced a few more, and the targets for ongoing ones increased. No additional targets were introduced to the below interventions:

- Language and Skills Development Training/Interventions,
- Establishment and Function of Early Childcare Centres (ECCE),
- Capacity Building and Entrepreneurship Training for existing SMEs,
- SME Complementary Grant Programme,
- The Incentives for Green innovations, nature-based solutions, and green spaces in circular economy interventions.

The newly introduced interventions were;

- Technical and Equipment Support to Cooperatives, including Green Pilot,
- Occupational Safety and Health (OSH)-related Capacity Building Seminars,
- Thematic Workshops with Labour Market Institutions and Social Partners.

The project was funded by The United States Department of State, Bureau of Population, Refugees and Migration (BPRM) with an allocated budget of \$7,548,214. The project was implemented in 15 provinces across Türkiye namely, 1. İstanbul, 2. İzmir, 3. Bursa, 4. Ankara, 5. Adana, 6. Mersin, 7. Şanlıurfa, 8. Kahramanmaraş, 9. Konya, 10. Hatay, 11. Eskişehir, 12. Denizli, 13. Gaziantep, 14. Manisa and 15. Kilis.

The project was designed in line with ILO's Programme of Support for Refugees (2022-2026) based on three pillars consisting of activities to strengthen the labour market supply (1.pillar) and stimulate labour market demand (2.pillar) through support to promote economic and business development and engagement of the private sector. It also aimed at strengthening labour market governance (3.pillar) institutions and mechanisms supporting the participation of refugees into the labour market. The project is associated with ILO conventions like C111 Discrimination (Employment and Occupation) Convention, C155 Occupational Safety and Health Convention, C122 Employment Policy Convention, C144 Tripartite Consultation (ILS) Convention. The Project is aligned with the 12th Development Plan of Türkiye (2024-2028) and Medium-Term Program (2024-2026) under related measures referring to employment and working life, and international migration. Further, the Project is linked with the "National Employment Strategy (2014-2023)", which is geared towards developing policies providing equal opportunities to all and preventing discrimination as well as protecting workers and promoting social dialogue. The project objectives are closely aligned with the UN 2030 Agenda for Sustainable Development Goals (SDGs); SDG1: No poverty, SDG8: Decent Work and Economic Growth, SDG10: Reduced Inequalities are directly addressed by the project; while SDG5: Gender Equality and SDG16: Peace Justice and Strong Institutions are indirectly targeted by the project. In addition, the project is consistent with the new international and national legislations such as The Green Deal Action Plan of Türkiye (Official

Gazette, 2021), German Supply Chain Due Diligence Act (2021), EU Directive on Corporate Sustainability Due Diligence (December 2023), Paris Agreement (ratified by Türkiye in 2021).

As mentioned in the project fiche; on February 6 and 20, 2023, the south-eastern provinces of Türkiye were hit by major earthquakes of 7.8, 7.5, and 6.4 magnitudes respectively. The most affected areas, which follow the south-eastern Anatolian fault line, include a population of 14,013,196 people (Presidency, Strategy and Budget Department, 2023 earthquakes report) and circa more than 1.5 million of them are Syrian refugees (Ministry of Interior, PMM data). Notably, the already existing barriers to accessing decent work were exacerbated by the earthquakes while deepening inequality and poverty in the lives of refugees and disadvantaged HC. There was no major amendment in the project scope and no additional interventions were implemented relevant to the devastating earthquakes. A slight change has been incorporated in the beneficiary profile under KIGEP exercise: Hatay was included in the provinces where KIGEP was implemented; the focus was on companies in the earthquake-affected provinces of Gaziantep, Kahramanmaraş, Kilis. Due to the negative impacts of the earthquakes, the job placement processes of the beneficiaries of the skills development activities could not be continued as most of them were in Kahramanmaraş in terms of job placement. It was shifted from “vocational training + job placement” approach to “on-the-job training” approach, in order to achieve job placement-related targets under skills development programme.

Project Management

The ILO Office Türkiye has been implementing the Refugee Support Programme and supporting refugees and HC members in Türkiye since 2015. The Project has benefited from the accumulated experience of the PRM, EU-MADAD and KfW funded projects since then.

As stated in the Project Document, the project team, responsible for the interventions carried out in 15 provinces in Türkiye, was composed of 14 staff, namely:

- Senior Programme Officer, responsible for overall coordination and management of the Refugee Response Programme and ensured the management of the project is in line with the overall strategy
- Senior Project Coordinator, responsible for overall coordination and management;
- Employment and Education Officer, responsible for skills and competency development related interventions;
- Governance and Compliance Officer, responsible for labour market governance-related interventions;
- Enterprise Development Officer, responsible for business development and job creation related interventions;
- Livelihoods and SSE Officer, responsible for livelihoods related interventions and cooperatives;
- Green and Just Transition Officer, responsible for green economy-related interventions;
- Monitoring and Evaluation Officer, responsible for the design, coordination and implementation of the monitoring, research, and learning framework of the project;
- Communications Officer, responsible for design and implement all outreach activities of the project including preparation of project visibility products, setting a communication

strategy for the project, maintaining a project constituent/stakeholders/participant list and updating the list regularly;

- Finance and Administrative Officer, responsible for the project expenditures and project budget and in compliance with the ILO's financial rules and regulations;
- 4 backstopping assistants, to provide support to payment processes for the timely delivery of the expected project results; to assist in the procurement of services and supplies in line with ILO's financial rules and regulations for the project and arrange for control of distribution and maintenance of inventory records; to assist field-based operations and logistics; to provide administrative and programmatic support for the timely delivery of the project results and outputs when necessary.

The project management has also received support from the ILO country office, such as procurement, finance, human resources, and for other administrative issues. Furthermore, ILO technical specialists from relevant technical departments at Headquarters backstops the project team in Türkiye.

Theory of Change

The Theory of Change (ToC) could not be integrated into the Project Document (PRODOC) as the project template was received from PRM; however, was prepared as a separate document. It is observed that the project mainstreams the good practices and lessons learned from the earlier responses to the overall rationale and activity planning in Türkiye. For implementation, it was aimed to develop strong ties with local authorities and institutions, which was established through the ILO's previous work in Türkiye.

The project was designed to support resilience and social cohesion with livelihood opportunities for all, refugees and HC members, by promoting rights at work and decent employment opportunities, enhancing social protection, and strengthening the social dialogue. The project works in synergy with other parallel ongoing ILO interventions with the aim to facilitate the access of final beneficiaries to the labour market.

The intervention takes into account the national and international programs and priorities to support refugee population and HC members for skills development, labour force participation as well as strengthening the capacity of relevant actors either for generating formal job opportunities or for service provision towards these groups.

The project was built on three pillars consisting of activities to strengthen the labour market supply (1.pillar), stimulate labour market demand (2.pillar), support to labour market governance institutions (3.pillar). When 3 outcomes and total 13 outputs are reviewed, it can be concluded that the intervention logic is well structured.

Project Objectives

The overall goal of the project is; to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and sustainable livelihood opportunities.”

The project design is based on *three objectives*, as given below with associated outputs:

Objective 1:

Refugees and host community members have better access to the labour market and remain in employment through improved employability and employment services and enhanced social cohesion.

It directly focuses on the supply side of the labour market, addressing the needs of the target working-age population, as the demand for skilled labour in formal non-agricultural sectors continues, while half of the working-age population still has less than basic education.

Outputs

- 1.1 Refugees and host community members with better access to formal employment through skills development and job placement activities
- 1.2 Refugees and host community members with increased knowledge on labour rights and enhanced social cohesion through Workplace Adaptation Programme (WAP)
- 1.3 Designated officials are better equipped with right-based career counselling skills through delivery of training
- 1.4 Refugees and host community members with care responsibilities have better access to the labour market through the establishment of early childcare and education centers (ECCE).

Objective 2:

More and better income opportunities provided to refugees and host communities through sustainable income generation and job creation

It aims to address the identified needs of enterprises, especially SMEs, as they are greatly contributing to the Turkish economy in terms of employment generation, economic growth and continue to be an important source of income both for refugees and HCs.

Outputs

- 2.1. SMEs are empowered through capacity building activities and grant programmes.
- 2.2. Formal employment of refugees and host community members are incentivized.
- 2.3. More and better income opportunities are provided to refugees and HC members in green jobs and in sectors included in the framework of nature-based solutions.
- 2.4. More and better income opportunities are provided to refugees and HC members through empowerment of social solidarity economy (SSE) entities.

Objective 3:

Knowledge base on decent work working conditions deficits of refugees and HC members as well as the opportunities to bridge these gaps are improved through research, policy documents and training.

It aims to contribute to fair and effective labour market governance and strengthen compliance to ensure that refugees and HC members have access to decent work opportunities. For that purpose, the Project will support the Government, as well as workers' and employers' organizations and the private sector, in implementing rights-based labour market governance policies and implementations.

Outputs

- 3.1 Staff from relevant labour market governance institutions with increased knowledge on refugees' access to labour market and international labour standards through access to training.
- 3.2 Labour market governance actors with increased knowledge and awareness on OSH risks in sectors with high refugee employment.
- 3.3 Advocacy workshops on refugees' access to decent work are organized with the participation of labour market governance institution staff in provinces.
- 3.4 Public and private sector actors with increased knowledge and awareness on decent work, green deal, just transition and fundamental principles and rights at work (FPRW) through thematic workshops organized.
- 3.5 Assessments and policy recommendations on labour market dynamics and refugees are prepared.

2. Evaluation Background

Purpose of the evaluation

In line with the Terms of Reference (ToR) for this assignment, the final evaluation aims to ensure accountability to the beneficiary, donor and key stakeholders of the Project as well as promote organizational learning within the ILO and among key stakeholders. More specifically, it aims to reveal the possible ways to: (i) improve project performance and contribute towards organizational learning; (ii) help those responsible for managing the resources and activities of the project to enhance development results from the short-term to a sustainable long term; (iii) assess the effectiveness of planning and management for future impacts; and (iv) support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and national partners. In this regard, the evaluation will provide overall and specific recommendations pertaining to these aspects. The evaluation of the Project is part of the Monitoring and Evaluation Plan 2024 of the ILO Regional Office for Europe and Central Asia.

The conceptual framework for the evaluation is based on ILO's Results-Based Management (RBM) system and applies the key OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact potential. The evaluation thus incorporates 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. It also addresses the core ILO cross-cutting priorities, including gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development.

A particular focus on the effects of the Türkiye-Syria earthquakes in February 2023 on the project will be made, assessing whether and how unexpected factors have affected project implementation, and whether the project could effectively address these unexpected factors, including those linked to the earthquake disaster.

The final evaluation process adheres to ILO evaluation standards and templates,² and is designed in line with ILO monitoring and evaluation procedures. The final evaluation will be carried out under the overall supervision of the REO/Europe and ILO Evaluation Office. TOR for this evaluation is provided in [Annex VII](#).

Scope and clients of the evaluation

The scope of the evaluation encompasses all the activities and Project components for the period between 01.04.2022 and 31.08.2024, and up to the actual time of the mission. The Evaluation's geographical coverage included 15 project provinces where project activities were implemented.

The evaluation of the Project is part of the Monitoring and Evaluation Plan of the ILO Regional Office for Europe and Central Asia. The main clients of the evaluation will be ILO RO for Europe, HQ MIGRANT, ILO management and project staff at ILO Office for Türkiye, Donor, National Partners (Ministry of Labour and Social Security, DG for International Labour Force, Social Security Institute, workers and employers' organisations), Local Partners (such as Provincial Directorates and Municipalities), experts and service providers, target group of the project (Refugee and HC members), ILO Governing Body, ILO relevant departments.

Evaluation Criteria and Questions

The evaluation criteria provided by the TOR are presented below:

Relevance

Response of intervention objectives and design to needs, policies and priorities

- To what extent have the project addressed the needs of the target group and stakeholders in Türkiye which were identified during the intervention design?
- What mechanisms are considered in the design and implementation to ensure active engagement of stakeholders, such as active participation in activities and contributing to decision making process?
- To what extent is the project addressing key relevant components of and is contributing to:
 - ILO results framework (including P&B 2022-23 and 2024-25 for the last five months of the project), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
 - National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries and
 - The achievement of the relevant Sustainable Development Goals (SDG) – especially SDG 8
 - Are the original project strategy, objectives and assumptions appropriate for achieving planned results?
 - a) Outcomes: were the projects' objectives (as indicated on the LFM) appropriate for achieving the impact-level objective?

² ILO Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning and Managing for Evaluations V4, November 2020, available at: https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

- b) Outputs: were the specified outputs (as indicated on the LFM) appropriate for achieving the outcomes?
- Were the original project strategy, objectives and assumptions appropriate for promoting gender equality and inclusion of disadvantaged groups?
 - What lessons can be learned for the design of future projects?
 - Are the indicators and milestones useful in assessing the projects' progress and achievements?
 - Are the objectives and targets of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including financial and human resources)?
 - To what extent were external factors and assumptions identified at the time of project design? Have those proven to be true?

Coherence

The compatibility of the intervention with other interventions in the country, sector or institution

- How well does the interventions of the project fit with other interventions of the Refugee Response Programme of ILO Office for Türkiye? What synergies have been created?
- To what extent are synergies and interlinkages between the project interventions and other interventions carried out by ILO, public actors and social partners in place?
- Is the Project overall Theory of Change consistent with the data/findings obtained during project implementation?
- Has the project established partnerships with relevant organizations/institutions at the global, regional, country and provincial-levels throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its result

- How far the project interacted and possibly influenced national level policies, debates and institutions working on refugees' labour market participation?
- What has been the progress made by the project towards the achievement of its stated outcomes?
- Have there been any unintended results (positive or negative)?
- To what extent has the project adapted its approach to respond to the risks and challenges and what have the implications been on nature and degree of achievement of the project and project targets?
- How well has the project coordinated and collaborated with other refugee-focused interventions supported by other organizations?
- To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?
- Which alternative strategies towards disadvantaged groups' inclusiveness would have been possible or are still possible?

- 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?
- Did the project implementation change the nature of social dialogue among the project partners? To what extent?
- What obstacles did the projects encounter during implementation? How did they affect progress? Could the projects have better addressed these challenges?

Efficiency

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically and efficiently to achieve outcomes? Could they have been allocated more efficiently and if so, how?
- Given the size of the project, its complexity, has the existing management structure and technical capacity been sufficient and adequate?
- Were there adequate political, technical and administrative support from the national stakeholders? If not, why? How it can be improved?
- Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?
- To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality, social inclusion, refugees, people with disabilities and other disadvantages?

Sustainability and Impact Potential

- Have the interventions made a real contribution in the policy improvement for the refugees' labour market participation?
- To what extent has the involvement of ILO-Türkiye on promoting refugees' access to decent livelihoods opportunities had social, economic, and inclusive effects?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- Which strategies have the projects put in place to ensure continuation of mechanisms/tools/practices provided, if the support from the ILO (and/or donor institutions) ends? To what extent are these strategies likely to be effective?
- What is the level of ownership of the programme by partners and beneficiaries?
- What contributions the project have made in strengthening the capacity and knowledge of national and local stakeholders and to encourage ownership of the project to partners?

Lessons Learned and Good Practices for Future

- What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?
- 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?
- What lessons and good practices from the project?

Gender Equality and Non-Discrimination Issues

- To what extent does the project mainstream gender equality in its approach and activities?
- To what extent does the project use gender/women specific tools and products?
- Does the project align with ILO's mainstreaming strategy on gender equality and non-discrimination?

ILS, Environment and Social Dialogue Aspects

- How effective was the project in using ILS promotion and social dialogue tools and products?
- To what extent did the project mainstream social dialogue in its approach and activities?
- To what extent did the project mainstream environmental aspect in its project planning and activities?

Please see the Annex V. List of People Interviewed and Interview Questions.

3. Methodology

The evaluation has applied mixed-methods approach, both qualitative and quantitative, in order to reach a complete picture of the Project. It is based on data collection from both objective and subjective sources; including Project documents, relevant ILO conventions, ILO standards and guidelines, existing data as well as stakeholder consultations and other relevant material shared by the ILO Project Team. The quantitative data were received from quarterly progress reports of the project. Most data were qualitative and strongly linked to perceptions and assessments of relevant stakeholders. Therefore, in addition to the analysis of available information and data gathered through the Project documents (proposal narrative and logical framework, second year quarterly progress reports, ToC document, M&E Framework, a few workshop reports); semi-structured interviews (via face-to-face, telephone or online platforms) were conducted. This method helped to enrich the qualitative perspective of the evaluation, increased the validity and reliability of the findings, and ensured a participatory process, as well as to efficiently incorporated the feedback of relevant stakeholders, who are directly involved in the interventions, from their own points of view.

The evaluation also paid attention to ensure the responsiveness of data to non-discrimination and diversity issues. It thus adopted a transparent and participatory approach by engaging stakeholders at different levels and enabling them to have a say on the project implementation, shared their views and contributed to the dissemination process.

In this regard, 32 meetings were carried out with 43 participants in total, consisting of 23 male and 20 female interviewees. The list of persons to be interviewed, which was determined in the inception report, was revised before conducting semi-structured interviews.

Table 1. Summary Table of Interviews

Institution	Category	Female	Male	Model
US BPRM	Donor Institution	1	0	Onsite
ILO	Implementing Agency	6	4	Onsite/Online

Social Security Institution (SSI)	Implementing Partner – Government Institution	1	4	Onsite
DİSK (Confederation of Progressive Trade Unions of Türkiye)	Social Partner	0	1	Online
İŞKUR	Government Institution	0	1	Online
DGILF	Main Stakeholder - Government Institution	3	1	Online
Adana Metropolitan Municipality	Government Institution – Local Government	0	1	Online
Company Representative	Beneficiary	5	7	Online/Onsite
Yıldız Technical University Technopark Administration	Implementing Partner	0	2	Onsite
United Work	Implementing Partner	1	0	Onsite
Genç İşi Cooperative	Implementing Partner	1	1	Onsite
Halka Cooperative	Beneficiary	2	0	Onsite
Izmir Union of Chamber of Tradesmen and Craftsmen	Beneficiary	0	1	Onsite

The evaluation has been conducted by the independent evaluator. The three phases identified for the evaluation process as follows:

- (1) The inception phase included a **desk review** of all project material (proposal narrative and logical framework, second year quarterly progress reports, M&E Framework). The evaluation took into account the logical framework, analysis and research studies conducted within the framework of the Project and other outputs of the project. The evaluation also used relevant material from secondary sources (i.e., national research and publications, implementing partners' websites, news on media).
- (2) **The fieldwork phase** based on the collection and analysis of primary data conducted via face-to-face, telephone or online means. As mentioned above, the evaluation aimed to collect and incorporate the views and recommendations of stakeholders as well as the beneficiaries of the various activities, reflecting its participatory approach and the objective including the perceptions of those directly involved in project implementation. On this basis, as the second phase of the evaluation process, semi-structured interviews with the project management/ implementation team, partners and relevant stakeholders as well as proposed beneficiaries were conducted in Ankara, İzmir, İstanbul, Adana, Gaziantep, Kahramanmaraş.

The evaluation used both individual and group interviews with the key informants, including the Project management team, main public partners, stakeholders from the private sector, beneficiaries which were conducted via face-to-face, online, or telephone, depending on the stakeholders' availability.

Ankara and site visits: The project provinces to be visited under the scope of the evaluation were agreed upon as İzmir, İstanbul, Adana, Gaziantep and Hatay in the inception phase. However, during the preliminary assessments together with the ILO Türkiye Team; Kahramanmaraş was preferred instead of Hatay. Field visits were realized between 23 July - 16 August 2024 in those provinces. All the interviews and visits were realized face-to-face except Adana. Adana interviews were carried out online. All the meetings and interviews were completed between the dates of 11 July and 27 September 2024 including Ankara interviews and visits to İzmir, İstanbul, Gaziantep, Kahramanmaraş. The scope of this project evaluation was explained carefully at the beginning of each interview to prevent it being perceived as an audit. Therefore; all the interviews were in a conversational mode with the interviewees to gather their feedback and opinions without putting any pressure on them and to express themselves openly. During the interviews, participants were asked about the existence of key elements necessary for the evaluation of the project: interactions with the ILO and team members, benefits of the activities involved, monitoring of the activities, availability and reliability of data on indicators and targets, adequacy of data collection methods, resources allocated for evaluation and stakeholders' views on these issues were received.

Limitations: The scheduling of most interviews in July and August 2024 presented a limitation, as many interviewees were on summer leave. To accommodate this, the interview schedule was organized flexibly, allowing for alternation between interviews and interviewees as needed, ensuring the overall plan remained uninterrupted. Some interviews in Ankara were conducted in the last week of August and into September 2024, following the visits to the project provinces. In cases where this alternative was not feasible, additional representatives from the same organization were designated as backups.

(3) **A data analysis and reporting phase** to produce the final evaluation report. The feedback received from interviews, meetings and reviewed documentation was analyzed and assessed. Afterwards, a "Summary of Findings" document was generated and the main findings were presented on the basis of the evaluation criteria as a result of the meetings, interviews and visits. After the comments received from ILO Türkiye Team upon the submission of that document, more detailed findings of the discussions in those meetings, along with the findings of the desk study were included in this evaluation report. The final report composed of eight sections. After the executive summary, including the overview and summary of key findings and recommendations, the introduction outlines the background of the project and overview of the evaluation methodology. The following sections describe, analyse, and discuss the main findings of the assessment arranged by evaluation questions, lessons learned, and future recommendations.

4. Findings

The presentation of the findings is based on the evaluation questions (EQ) provided in the ToR and the inception report of the evaluation, as follows:

Relevance: Response of intervention objectives and design to needs, policies and priorities

EQ1: To what extent have the project addressed the needs of the target group and stakeholders in Türkiye which were identified during the intervention design?

After the review of progress reports, field visits and interviews; it was found that the needs of the target group and beneficiaries were appropriately addressed. The interviews with SMEs and some direct beneficiaries, both refugees and HC members, indicated that the relevance was established with the needs of the target group. During the evaluation process; all project stakeholders such as representatives of institutions agreed that the needs of them were adequately addressed by the intervention.

Objective 1 of the Project directly focused on the supply side of the labour market, addressing the needs of the target working-age population, as the demand for skilled labour in formal non-agricultural sectors continues, while half of the working-age population still has less than basic education. Objective 2 aimed to address the identified needs of enterprises, especially SMEs, as they are greatly contributing to the Turkish economy in terms of employment generation, economic growth and continue to be an important source of income both for refugees and HCs. Objective 3 targeted the needs of relevant staff to support the Government, workers' and employers' organizations, the private sector, in implementing rights-based labour market governance policies and implementations.

Needs of the target group and stakeholders were analysed in the design phase of the project, the needs are mostly addressed during the implementation.

EQ2: What mechanisms are considered in the design and implementation to ensure active engagement of stakeholders, such as active participation in activities and contributing to decision making process?

The involvement of stakeholders such as government agencies, employers' and workers' organizations, Chambers, employers, municipalities was taken into account especially during the design and implementation phases. This involvement into the designing and planning of project activities and outcomes has been very beneficial. Interviews with DGILF, SSI, İŞKUR, DİSK, Union of Chamber of Merchants and Craftsmen showed that they played an active role during design and implementation; contributed to the decision-making process.

Representatives from the PRM Office Türkiye, project implementing partners and government representatives confirmed through interviews that there is a mechanism in place to encourage engagement of the project stakeholders. During the meeting with the PRM representative; it was mentioned that bimonthly meetings have been held with the ILO to follow up the project progress based on main objective, outcomes, outputs and activities. They also have organized meetings in the design phase to contribute to decision-making process.

In previous projects, the ILO has faced difficulties in involving trade unions and employers' organizations in ILO-organized events due to resistance to the inclusion of refugees in the labour market. During the interview with the representative of DISK, it was observed that they have had a regular cooperation with the ILO Türkiye for many years, approximately 35 years, to improve labour rights and to bring union rights in Türkiye in line with ILO conventions, specifically ILO Conventions 87 (C087 - Freedom of Association and Protection of the Right to Organise Convention, 1948) and

98 (C098 - Right to Organise and Collective Bargaining Convention, 1949). In recent years, they have started to work on the issues of children's rights, refugees and OSH. They come together during the design stages of the projects and exchange information. It was stated that they actively participate not only in every organisation (workshops, events, meetings, etc.) held within the scope of this project, but also in some decision-making processes. It was added that; in the meetings during the previous project design phase, ILO took into consideration the suggestion to prepare some documents in Arabic as well as Turkish and English versions and some project documents were prepared in Arabic during current interventions.

Moreover, engaging local authorities and municipalities is a strategic choice, given their role in bridging diverse social groups and relevant stakeholders. Adana M.M. is collaborating with the ILO since 2017. They are also involved into the design and implementation of the interventions. This made it possible to revise project activities when necessary. It can be said that the evaluation shows that the constituents were very keen to work with the ILO and that their contribution to the project was always welcomed by ILO team members. For more effective future collaborations, it is worth noting that almost all interviewees expressed a desire to have access to the evaluation results in order to better contribute to future endeavours.

EQ3: To what extent is the project addressing key relevant components of and is contributing to:

- ILO results framework (including P&B 2022-23 and 2024-25 for the last five months of the project), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
- National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries and
- The achievement of the relevant Sustainable Development Goals (SDG) – especially SDG 8
- Are the original project strategy, objectives and assumptions appropriate for achieving planned results?
 - Outcomes: were the projects' objectives (as indicated on the LFMs) appropriate for achieving the impact-level objective?
 - Outputs: were the specified outputs (as indicated on the LFMs) appropriate for achieving the outcomes?

It is seen that the project contributes to the ILO conventions, international and national documents. The outcomes of the project was designed in line with "Programme and Budget for the biennium 2022–23" Outcome 7 (Adequate and effective protection at work for all), particularly with Output 7.5 on "Increased capacity of Member States to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers", and with Outcome 6 (Protection at work for all) of the Programme and Budget for 2024-2025, a special focus on Output 6.4. – Increased capacity of Member States to develop fair and effective labour migration frameworks. It is stated in the Article 180 of Output 6.4. that; *"Migration, if well-governed, can contribute to economic growth and the well-being of migrant workers and their families. Yet, existing gaps in labour migration governance and migrant and refugee workers' protection require the ILO to accelerate support for the implementation of rights-based migration frameworks. Fair labour migration frameworks based on ILO standards and guidance include policies and actions responsive to gender and the needs of workers in vulnerable situations such as youth and persons with*

disabilities, address labour market needs and foster policy coherence among migration, employment, labour and social protection policies, gender equality and non-discrimination.”

As stated in “Lessons Learnt-ILO’s RRP in Türkiye” 2019 report; the ILO’s mandate is to protect all workers, including migrant and refugee workers. This has been an issue of importance for the ILO since its foundation in 1919. The Preamble to the ILO Constitution refers to the necessity for “protection of the interests of workers when employed in countries other than their own”. Further, the ILO has adopted two migrant specific conventions, Convention Nos. 97 and 143, which promote equality of opportunity and treatment for migrant workers, and also apply to refugees as workers. The project targets access to decent work and livelihood opportunities for both refugees and HC members.

The fundamental conventions adopted by ILO³, as well as instruments related to migrant and domestic workers, such as Migration for Employment Convention, Migrant Workers (Supplementary Provisions) Convention and Domestic Workers Convention⁴ are relevant to the project objective and outcomes. Others are; Refugees’ access to fair working conditions is integral to both the Decent Work Agenda and Fair Migration Agendas; The ILO Guiding Principles on the Access of Refugees and Forcibly Displaced Persons to the Labor Market ensure a rights-based approach to refugee labour integration; ILO Recommendation No. 205 (Employment and Decent Work for Peace and Resilience): This recommendation guides the protection of employment and labour rights for displaced persons, refugees, and migrants in post-conflict and disaster contexts. Recommendation No. 204 concerning the Transition from the Informal to the Formal Economy encourages strategies for transitioning from the informal to the formal economy. Some other plans related to the intervention are 12th Development Plan (2024-2028), the Medium-Term Program (2024-2026), the European Climate Law, Türkiye’s Green Deal Action Plan and similar. The article of 563.5. of 12th Development Plan (2024-2028) states that: “Cooperatives operating in priority sectors, particularly agricultural sales cooperatives, women’s cooperatives and socially oriented cooperatives will be provided with supports”. Additionally, the Medium-Term Program (2024-2026) includes two articles concerning migrants/refugees. One of those articles 18 (Page 23) states that: “It will be established that those with temporary and/or international protection status work in a registered manner primarily in areas where there is difficulty in workforce procurement, considering their compliance with the conditions of being present in Türkiye, primarily residence in the province where they are registered.” To enshrine the 2050 climate-neutrality objective into EU acquis, the European Climate Law was adopted on 30 June 2021. The Presidency Circular on Türkiye’s Green Deal Action Plan was published in the Official Gazette No. 31543 of 16 July 2021. Türkiye’s Green Deal Action Plan, which was made public on the same date, presents a detailed roadmap under 9 main headings. Türkiye’s ratification of the Paris Agreement and the announcement of the net zero emissions target by 2053 provided additional impetus.

EQ4: Were the original project strategy, objectives and assumptions appropriate for promoting gender equality and inclusion of disadvantaged groups?

³ <https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

⁴ Rules of the game: An introduction to the standards-related work of the International Labour Organization International Labour Office, Geneva, 2019.

As is seen from the field visits the project activities were designed to promote gender equality, social inclusion, refugees and other disadvantages. Prioritizing newly established and existing women-led cooperatives and promoting formal employment of refugee and HC workers are profound to access decent livelihood opportunities.

EQ5: What lessons can be learned for the design of future projects?

The design of future projects, particularly within the logical framework, can be enhanced by incorporating qualitative indicators.

The project mainly relies on quantitative indicators for measuring project outcomes, like number of beneficiaries employed, the number of cooperatives supported, and the percentage of enterprises that have increased income as a result of ILO support. These indicators provide a clear numerical assessment of the project's impact, such as in Objective 1, where the target is set at "390 beneficiaries generating income" or "725 beneficiaries completing skills development interventions". However, as emphasized in different sections of the evaluation report, the qualitative aspects of the project's success are equally important, though less tangible. The qualitative outcomes, such as job satisfaction, workplace adaptation, and improved knowledge can be captured using tools like focus groups, surveys, pre-tests and post-tests, and case studies. For example, in Objective 1, pre- and post-tests are already used to measure the increased knowledge of participants which aligns well with the recommendation to include more qualitative assessments.

Indicators like the number of beneficiaries retained in formal employment or the number of green jobs created could be enhanced by adding qualitative assessments, such as feedback from employees and employers on job satisfaction, work environment, and personal growth. While the logical framework document mentions surveys and focus group discussions as part of the means of verification for some outputs, a broader application of these tools would provide a more holistic understanding of the project's impact on job retention and decent work conditions.

For Outcome 3, which focuses on improving the knowledge base on decent work deficits and working conditions, qualitative indicators would be especially useful. Surveys and focus group discussions with public and private sector representatives, as well as beneficiaries, can measure the increase in awareness and the practical application of knowledge gained from training programs and policy recommendations.

Therefore; incorporating tools like surveys, interviews, and focus groups into the project's logical framework will provide deeper insights into beneficiaries' satisfaction, workplace adaptation, and the overall impact of the program. This approach will ensure that both quantitative and qualitative achievements are captured, offering a more comprehensive evaluation of the project's success in promoting decent work and enhancing social cohesion.

EQ6: Are the indicators and milestones useful in assessing the projects' progress and achievements?

The project mainly identified quantitative indicators to assess the project's progress and achievements. They are quantified in terms of numbers and percentages and therefore measurable within the timelines. These indicators are appropriate and useful to measure the impact of the project to monitor the process and to know in how far the outcomes, finally main project goal, have been met. Mostly number of beneficiaries, SMEs, cooperatives who benefitted from relevant

activities were used to reach the outcome 1 and outcome 2. Additionally; a few indicators including percentages are also used as a measurement of the achievement. Under the outcome 3; number of events (workshops, seminars, etc.), documents, staff were used to measure the improvement of knowledge base.

Besides, the success of the project is more than numbers; the qualitative ones, which are not tangible, are the most essential part of achievement. Not only quantitative indicators but also qualitative ones should be inserted into the logical framework to measure both such as surveys, pre-tests and post-tests, focus groups, questionnaires, case studies, interviews, observations, self-reports, etc. Access to the formal labour market and job retention under decent work conditions can be measured by focus groups, questionnaires and surveys; as well as satisfaction of beneficiaries, employees, trainees, employers, cooperatives and other stakeholders can be measured via surveys and questionnaires.

Qualitative indicators can be used for the outcome 3 to measure the knowledge improvement such as surveys and questionnaires.

EQ7: Are the objectives and targets of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including financial and human resources)?

The project's objective is to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and sustainable livelihood opportunities. It is mostly clear and realistic, to be achieved within the timeline and allocated resources. However, the annual budget allocation, as required by the donor, complicates the management of activities needing longer-term commitments and leads to repeated efforts each year. That mentioned challenge causes pressure on the project implementation.

EQ8: To what extent were external factors and assumptions identified at the time of project design? Have those proven to be true?

Risks and assumptions were identified during the project design with the experience and lessons learned from ILO's PoS including the PRM-funded project interventions. Restrictions to achieving outcomes have been identified, some mitigation measures were defined. Assumptions have been presented for the project logic to hold true.

The risks were managed on a regular basis; sometimes together with donor representative in Türkiye and public partners, yet some factors were difficult to foresee at the design stage, such as the earthquake disaster occurred in the country in February 2023, which could not be predicted at design stage has an impact on the project.

The ILO project team and donor representatives discussed that, although responding to emergency needs in the aftermath of disasters such as earthquakes is not within the ILO's primary mandate—unlike other UN agencies (e.g., IOM, UNHCR, WFP, UNICEF)—necessary adjustments were made promptly, as detailed in relevant sections of this report.

Coherence: The compatibility of the intervention with other interventions in the country, sector or institution

EQ1: How well does the interventions of the project fit with other interventions of the Refugee Response Programme of ILO Office for Türkiye? What synergies have been created?

The "Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities" project is a continuation of the previous phase with the project name of "Decent Work Opportunities for Refugees and Host Communities in Turkey" implemented between 4 January 2020 - March 2022. The previous phase combined two separate interventions into one Action; this phase similarly targets Syrian and non-Syrian refugees as well as HC members.

There is a sister project funded by KfW. The informative brochure, 19 September 2023, (ILO website) informs about the KIGEP practice. It states: *KIGEP is implemented as part of the project on "Supporting Resilience and Social Cohesion with Decent Work Opportunities; is also partially supported within the scope of Project "Promotion of Decent Work Opportunities for SuTP and Turkish Citizens" which is financed by the Federal Rep. of Germany through the KfW Development Bank. By the end of 2025, through KIGEP 22,700 beneficiaries will enter and/or continue to work within the formal job market in Türkiye. İŞMEP beneficiaries of KfW project has also benefitted from the PRM V's WAP sessions, as an example of complementarity between two projects. The project continues in a very close collaboration with this intervention. It is mentioned in the project document that; the implementation is complementary with the other donor-funded project under the ILO's PoS.*

EQ2: To what extent are synergies and interlinkages between the project interventions and other interventions carried out by ILO, public actors and social partners in place?

All project partners are selected among the public institutions or social partners already actively involved in activities related to disadvantaged groups from refugees and HC members especially for their employability. ILO delivered series of training initially a training of trainers to a cadre of experts assigned by İŞKUR- since the experts from the Department of Vocation and Job Counselling has not received any right-based approach training with a focus on disadvantaged groups- and Municipalities to ensure the training to be disseminated by the experts from the headquarters of İŞKUR and the ones in the municipalities by their peers or managers. İŞKUR representative mentioned that feedback from vocation and job counselling consultants in İstanbul, İzmir, Bursa, Eskişehir, Mersin are positive, they are satisfied with the "right-based approach" training sessions. The training content differs from İŞKUR's routine trainings. He added that total 4.700 vocation and job counselling consultants exist and approximately 120 among them delivered those training under the scope of Outcome 1 (Output 1.3). Total 9 employment experts from Directorate General and Ankara Provincial Directorate received ToT trainings. Additionally, municipalities which has been operating employment offices (counselling and job referral services) extended their services to refugee population in parallel with their collaboration with ILO.

EQ3: Is the Project overall Theory of Change consistent with the data/findings obtained during project implementation?

The Theory of Change is consistent with the findings obtained during project implementation.

ToC of the project, aiming to enhance resilience and social cohesion among refugees and HC in Türkiye through access to decent work and livelihood opportunities, aligns with the findings obtained during project implementation. The project was built on three pillars consisting of

activities to strengthen the labour market supply (1.pillar), stimulate labour market demand (2.pillar), support to labour market governance institutions (3.pillar). The ToC is particularly relevant given Türkiye's position as a host country for a large number of refugees, many of whom are likely to remain in the country due to ongoing regional instability. The political and economic landscape, exacerbated by conflicts, detailed in the “country context” of this evaluation report, underlines the necessity for projects that aim to create sustainable livelihoods for displaced populations. The project’s focus on decent work is timely, given the increasing global emphasis on improving working conditions for vulnerable populations.

The three core objectives of the project are also aligned with the overarching goal:

1. Improved access to the labor market: This addresses the need for refugees and HC members to gain the skills required to access formal employment, thereby promoting employability and social cohesion. The project’s focus on skills development is critical in ensuring that both groups can integrate into the labor market and remain employed, which is a fundamental aspect of long-term resilience.
2. More and better income opportunities: Through sustainable income generation and job creation, the project aims to provide better livelihoods for the target population. This objective directly supports the goal of building resilience by ensuring economic stability for refugees and host communities.
3. Enhanced knowledge base: The emphasis on understanding decent work deficits and improving working conditions through recommendations and events (workshops, seminars, trainings, etc.) shows a proactive approach to tackling systemic barriers that refugees and HC face. This objective strengthens the labor market governance framework, ensuring that the project can contribute to policy reforms that promote long-term social cohesion and economic inclusion.

The Theory of Change aligns well with the project’s goals and country context; however, challenges remain in meeting targets for the inclusion of women and persons with disabilities in labor-intensive industries. Nevertheless, adjustments made during the implementation to prioritize these groups in areas where gender inclusivity is feasible (e.g., human resources, quality control, administrative roles, and the agricultural sector) highlight the project's flexibility and relevance.

EQ4: Has the project established partnerships with relevant organizations/institutions at the global, regional, country and provincial-levels throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?

ILO establishes close collaboration with international organizations, especially with other UN agencies. It conducted a joint research in cooperation with an UNDP Istanbul International Centre for Private Sector in Development (IICPSD) on "Research on Refugee Entrepreneurship: Good Practices and Policy Recommendations from Türkiye Experiences" to identify the factors that support entrepreneurial activity for the target populations in refugee contexts.

Partnering with local representatives of global brands like INDITEX would be advantageous, as their production standards largely support the ILO’s objectives at the local level. The interview with the INDITEX representative showed that the cooperation between INDITEX and the ILO goes back many

years; the exchange of ideas at the design stage and during implementation has always been mutually valued.

At the country level, DGILF is the main counterpart of ILO Office for Türkiye in public administration. They have been an active partner throughout the design and implementation phases; DGILF and ILO closely consult with each other for other joint activities. This partnership connects the project to the priorities of the public administration to identify the needs more accurately, to access data and to grant permissions and consent when needed. Additionally, municipalities are very satisfied with their experience with ILO, they are willing to take part in future interventions such as Adana Metropolitan Municipality (Adana MM). The representative of Adana MM mentioned their pleasure and satisfaction from collaboration with ILO.

The Provincial Directorates of SSI and İŞKUR in the project provinces are also in co-operation with the ILO; it is observed that the expectations of local authorities are met during the interviews of SSI officials in İzmir and Gaziantep. They stated about their close collaboration and communication with the ILO.

Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its result

EQ1: How far the project interacted and possibly influenced national level policies, debates and institutions working on refugees' labour market participation?

Policies and related documents at the national level are in fact produced through the public institutions themselves. The DGILF is one of the ILO's public partners working on the labour market participation of refugees and producing that kind of documents. Through PRM-ILO interventions, a close cooperation has been established with the DGILF officials and relevant departments responsible for the production of such documents. Technical capacity of DGILF staff was increased with the activities under Outcome 3 leading to generate more refugee-friendly policies. Additionally, relevant staff were directly invited to all events (meetings, workshops, seminars), in particular advocacy workshops, organised by the ILO throughout the project duration to ensure that they had their finger on the pulse of the labour market. Therefore, not only capacity building but also awareness raising for DGILF were achieved during the project. It can be argued that this close cooperation, communication and approach with DGILF contributed to the policies and debates on refugees' participation in the labour market. For example, the updated 'Work Permit Evaluation Criteria,' announced by DGILF on October 1, 2024, aligns with the advocacy efforts and policy recommendations advanced throughout the project. It was stated that the 'Work Permit Evaluation Criteria' applied in accordance with the additional article of the "Implementing Regulation on International Labour Force Law" was updated on the basis of Article 22 of the same Regulation. In this context, with the new regulation, which entered into force as of 1 October 2024, revisions were made in important areas such as employment, financial competence and wages in the work permit evaluation criteria. In addition, new regulations have been introduced on the basis of sector, profession or job. While the updates do not explicitly target refugee/migrant workers, the regulations indirectly influence their participation in the labor market. The focus on formalizing the refugee workforce and the inclusion of special provisions for long-term residents suggest that Türkiye is shifting toward more structured integration policies for refugees/migrants, which could help reduce informal employment in the future.

The project not only enhanced DGILF's capacity but also raised awareness about the importance of refugees' integration into the formal labor market, ultimately shaping national policies and debates on this critical issue.

Besides, within the scope of Outcome 3, a policy document was developed, outlining key recommendations on issues such as challenges in work permit applications and difficulties encountered with the Ministry of National Education. This document was presented to the DGILF during the most recent meetings. Once officially published, it will be disseminated to other relevant stakeholders. The follow-up of recommendations in this policy document should be ensured in the future.

The workshops held under Outcome 3 were tools to influence the institutions working on refugees' labour market participation. The close cooperation continued with those institutions and better understanding of the relevant issues were provided accordingly. Some examples of workshops conducted in this project period are as follows:

OSH workshops: through PRM funding the ILO has made a significant contribution to the operationalisation of the existing national OSH policy, legislation and system within a structured institutional framework as it is stated in the project document. The initial efforts focused on vulnerable groups (refugees and women) as well as OSH departments of municipalities were provided with OSH training in challenging sectors. A series of seminars were held to Municipality staff and private sector. A more effective and operable implementation of OSH legislation and policies in sectors and occupations more at risk from an OSH perspective, i.e., where more refugees are working and in employer-independent occupations was provided. (Output 3.2)

Advocacy workshops: The enforcement of refugees' labour rights protection including the right to association and refugees' working conditions, was explored with the aim of formulating number of policy-level recommendations. Those workshops were delivered to participants, from different governance institutions and workers' and employers' organizations at national/local levels, the opportunity to address barriers to refugees' labour market participation and their access to decent work. (Output 3.3)

Fundamental Principles and Rights at Work workshops: Thematic workshops on “Labour Market Inclusion of Disadvantaged Groups”, “Improving Working Conditions of Disadvantaged Groups from the Perspective of Business and Human Rights Regulations”, “Identifying Priority Action Areas for Cooperatives as an Important Social and Solidary Economy Component” were organised by ILO. These workshops aimed to identify bottlenecks and necessary actions for creating a more inclusive labour market in the country. (Output 3.4)

EQ2: What has been the progress made by the project towards the achievement of its stated outcomes?

There are 3 outcomes, 13 outputs and 38 indicators; total 38 indicators are listed in the “objectives and indicators/logical framework”. Some minor numerical revisions (third revision) were seen in the “objectives and indicators/logical framework” such as targets for indicator 2.1, “the number of KIGEP beneficiaries retained in formal employment” decreased from 1371 to 1255, indicator 2.3.2 “the number of entities incentivized to employ beneficiaries” increased from 2 to 3, indicator 2.2.1

“beneficiaries formally employed through the incentive programme of KIGEP” decreased from 2286 to 2093.

In the project fiche (third revision); it is mentioned that no additional targets were introduced for the following interventions:

- Language and Skills Development Training/Interventions,
- Establishment and Function of Early Childcare Centres (ECCE),
- Capacity Building and Entrepreneurship Training for existing SMEs,
- SME Complementary Grant Programme,
- The Incentives for Green innovations, nature-based solutions, and green spaces in circular economy interventions.

The newly introduced ones are:

- Technical and Equipment Support to Cooperatives, including Green Pilot,
- OSH-related Capacity Building Seminars,
- Thematic Workshops with Labour Market Institutions and Social Partners.

Despite the additional targets were incorporated into the PRODOC; by the end of the project, it is understood from the progress reports that targets have been mostly reached.

When details and explanations of Q10 progress report are reviewed; it can be seen that the project has shown good progress towards the achievement of its stated outcomes. The indicator targets are mostly over-achieved under Outcome 1 such as total 944 beneficiaries (cumulative) participated in and successfully completed re-skilling, up-skilling and other skills development interventions (target was 725) and %100 of middle managers increased their knowledge on decent employment (target was %50). One indicator (Output 1.3.2) is under-achieved; the number of beneficiaries that received counselling services from the employment and career centres is 194 (cumulative), target is 500.

Similarly, the targets for Outcome 2 were largely achieved or exceeded. The capacity-building activities for the Social Solidarity Economy (SSE) under Outcome 2 were successfully completed, including both technical and equipment support. A total of 19 cooperatives received support.

Output 2.1, ‘Strengthening SMEs through capacity building activities and grant programmes,’ is a key measurable and reliable tool to achieve Outcome 2. This was strongly confirmed through interviews conducted with the implementing partner and SMEs during the evaluation. Notably, although the target was set at 145, a total of 257 SMEs participated in capacity-building training. Additionally, 34 out of 35 SMEs received grants. It is noted that 1 potential beneficiary for the SME grant programme withdrew his application in the last minute due to personal reasons.

One target presented some challenges: the number of jobs created as a result of SME support (Output 2.1.3). While the target was 70, a total of 30 jobs were created. However, considering the short time frame, this is still a sign of progress. Job creation typically requires more time, and expecting SMEs to generate significant employment within a year is ambitious. Therefore, more time is needed to observe the full impact on employment growth."

Finally, targets were achieved or over-achieved under Outcome 3. One of the over-achievements is output 3.3.1.number of labour market governance staff attending advocacy workshops in the provinces; 344 staff, target was 175.

One limitation is about number of women and PwD participants as explained in the other parts of this evaluation report. The expected numbers are not reached in terms of female and PwD participants to the activities carried out under especially Outcome 1 and Outcome 2.

EQ3: Have there been any unintended results (positive or negative)?

One of the tools to provide better access to the labour market and remaining in employment within the scope Outcome 1 was “işimi öğreniyorum (on-the-job-training)” exercise. This exercise was implemented as part of Output 1.1, titled “Refugees and host community members with better access to formal employment through skills development and job placement activities”. It was rolled out in the pilot provinces of Adana, İstanbul and İzmir. Within the scope of this initiative, participants have received conceptual and practical training allowing them to access to formal employment by better preparation. While in the first design and inception phases of the project, it was planned to reach industrial sector workers in urban areas through this activity; the scope was later broadened to include agricultural companies in the programme through the network of the implementing partner. This adjustment allowed the initiative to reach a wider target group and address the needs of various sectors including agriculture within both refugee and HC members.

ILO defines informal employment as employment in legal economic activities where individuals are paid but not reported to government institutions to avoid tax and social security costs. Although various international organizations, communities, and countries may define informal employment differently, the ILO's definition provides a broad framework.

In Türkiye, especially within the agricultural sector, unemployment and informal employment pose significant challenges. According to data from the Turkish Statistical Institute (TÜİK), the national unemployment rate in 2023 was around 10%. However, informal employment in the agricultural sector was alarmingly high, with a rate of 84.8% in 2023. This rate is substantially higher compared to non-agricultural sectors, indicating that a large proportion of agricultural workers are excluded from the social security system and lack legal protection (Structural Analysis of Employment in the Agricultural Sector, D. Şenel, 2022).

Unemployment in the agricultural sector also fluctuates throughout the year due to seasonal employment cycles. Since many agricultural workers are seasonal laborers, unemployment rates decrease during certain periods, such as harvest time, but increase again during the off-seasons (Agricultural Sector Report 2023, Çorlu Chamber of Commerce and Industry). Structural difficulties in agriculture, such as low wages and lack of social security, further complicate the sector's ability to provide sustainable employment. There is a pressing need for more regulations and incentive programs to reduce informal employment and improve social security in the agricultural workforce.

The inclusion of SMEs working in the agricultural sector caused unintended, but positive results, that registration of workers were provided through this initiative. In addition to this high rate of unregistered employment, another important problem is that workers are exposed to indecent working conditions. From this point of view, it is economically and socially important to register those working in the agricultural sector and at the same time to ensure that those employed in the

formal sector have more decent working conditions. The program fosters social integration and promotes sustainable job opportunities, driving long-term economic growth.

As a result of the review of the project-related documents and interview notes; it was observed that there were no other unintended consequences (especially negative) other than the above positive result.

EQ4: To what extent has the project adapted its approach to respond to the risks and challenges and what have the implications been on nature and degree of achievement of the project and project targets?

Earthquakes: As mentioned in the project document (third revision); on February 6 and 20, 2023, the south-eastern provinces of Türkiye were hit by major earthquakes of 7.8, 7.5, and 6.4 magnitudes respectively. The most affected areas, which follow the south-eastern Anatolian fault line, include a population of 14,021,280 people and circa more than 1.5 million of them are Syrian refugees. Notably, the already existing barriers to accessing decent work were exacerbated by the earthquakes while deepening inequality and poverty in the lives of refugees and disadvantaged HC. The project scope remained unchanged, with no additional interventions specifically for the earthquakes. However, a minor adjustment to the KIGEP beneficiary profile included Hatay as an implementation province, focusing on companies in earthquake-affected areas such as Gaziantep, Kahramanmaraş, and Kilis. Also, vocational training activities conducted in Kahramanmaraş before the earthquakes could not be followed by job placement activities. It appears that the project's skills development interventions were adapted to "on-the-job training" programs to meet the job placement targets.

Delayed payments: Some payment delays (approximately 2 months) were observed in the SSI premium support for companies and incentives for on-the-job training participants. This situation was discussed with SSI interviewees, and it is understood that SSI pays the premium subsidies within 2 months in line with its official procedure. This is a standard practice of SSI. For instance; the payment for June can be made after 26 July according to SSI procedures. This standard practice needs to be better explained to the relevant SMEs or tradesmen during their support applications. Regarding direct payments through P.T.T. to training participants, interviews revealed that the process varies across P.T.T. branches in different districts within target provinces. Some branches lack knowledge of payment procedures, while others hesitate to issue payments to refugees, among other issues. To ensure participants' rights to receive incentives, it will be necessary to better inform P.T.T. headquarters and relevant branches if this practice is to continue in the future.

EQ5: How well has the project coordinated and collaborated with other refugee-focused interventions supported by other organizations?

There are refugee-oriented projects and interventions implemented by other UN agencies and/or (I)NGOs. Some projects continue under 3RP Programme or Facility for Türkiye Programme funded by the EU, US or other donors. For example: Ministry of Labour and Social Security, as the main applicant with Türk Kızılay as the co-applicant, have taken over the implementation of the "Complementary of Emergency Social Safety Net and the Emergency Social Safety Net" programme, since August 2023, and continue serving millions of vulnerable refugees in Türkiye with the financial support.

On the other hand, 3RP partners support the Government of Türkiye in providing quality and sustainable services to refugees, international protection applicants and SuTP in different sectors within the framework of the Law on Foreigners and International Protection and the Temporary Protection Regulation. Within the scope of 3RP, activities are carried out to expand access to existing national systems in areas such as health, education, employment, social services and to strengthen social cohesion through programmes developed for the benefit of refugees and HC. (Türkiye Country Chapter 2023-2025). There are 5 sectors funded under the 3RP; the ILO is supporting the efforts under the Economic Empowerment Sector (EES). The EES is driving efforts to achieve the 3RP strategic objective to promote self-reliance and improve the living conditions of refugees and the HC in partnership with public and private stakeholders. The strategic aim of the sector is to increase food security for vulnerable refugees and the HC as well as to support job creation and improve decent work conditions for both refugees and the HC through revitalizing economies especially in the earthquake affected areas, while supporting the sector partners to promote harmonisation, social cohesion and durable solutions. Objective 2 aims to increase socio-economic inclusion through job creation, improved employability and system support. The sector strategy provides skills development training (including language training) in various areas (based on job market needs), strengthen job counselling/placement and entrepreneurship support to vulnerable individuals for increased employment and income generation (including in agri-food, care economy, construction, textile manufacturing and tourism sectors) (Türkiye Country Chapter 2023-2025).

In addition, relevant UNDP Projects (UNDP website) are as follows:

-“Social Cohesion through Inclusive Zero-Waste in Refugee Hosting Municipalities Project” was built on national waste management regulations to improve waste management systems in municipalities hosting significant numbers of SuTP and refugees. Funded by the U.S. PRM with a budget of over \$4.5 million, the project aims to enhance the capacity of these municipalities to implement inclusive and participatory waste management practices. The solid waste management capacities of Konak (İzmir), Center & Besni (Adıyaman), Haliliye (Şanlıurfa), Antakya & İskenderun & Reyhanlı (Hatay), and Center (Kilis) municipalities will be supported through essential technical equipment, capacity building, and awareness-raising activities for municipal staff.

-“Decent and Sustainable Job Opportunities for Refugees and HC in Turkish Textile Sector” project was designed to build resilience and social cohesion of Syrians and Turkish HC members through decent and formal employment and sustainable livelihoods and is expected to help the socio-economic recovery of the refugees and their HC and enhance the self-reliance of refugees reducing the dependency on cash assistance such as the ESSN (renamed after as “Social Safety Net” – SSN) or other humanitarian programmes. The aim of the project is to create an action plan to promote the inclusion of refugees and vulnerable host community members in the textile sector, analyze the current needs and gaps as well as the current situation of employers and employees in the Turkish textile sector, and develop modalities on how to better support the private sector as well as vulnerable refugee and host community members for inclusive and sustainable economic growth.

EQ6: To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?

It is stated in the PRODOC that the Project design was embedded with the rights-based and human centered approaches; backed up by the ILO's technical backstopping. The Project aimed to fulfil the gaps to certain extent in the Turkish labour market by taking the needs of its constituents (the workers' and employers' organizations, the governmental authorities), and the non-governmental actors into account.

It is observed that constituents participated to the design and implementation stages of the project. Interviews with DGILF, SSI, İŞKUR, DİSK showed that they played an active role during design and implementation; contributed to the decision-making process. DGILF representatives stated that they often (once in two months) organize meetings to discuss about the progress, activities, collaboration and results with ILO during the evaluation interview. SSI and İŞKUR representatives also mentioned their satisfactory relations with ILO and they support the ILO's interventions.

It is mentioned in the Q10 progress report that; output reports of the Provincial Level Advocacy Workshops for local labour market governance institutions were finalized and turned into a policy document. This document has been shared with the relevant departments in ILO HQ. The document including main findings and recommendations was shared during a meeting with the DGILF staff, as an attempt to affect the policy discussions on the revision of Implementation Regulation of International Labour Law No. 6735. (Outcome 3, Output 3.4.3)

Additionally, it is stated in the same progress report that; reports and recommendations based on the outputs of three thematic workshops have been drafted and being under review. Dissemination to relevant parties will be executed once these reports are officially published. (Outcome 3, Output 3.4.2)

EQ7: Which alternative strategies towards disadvantaged groups' inclusiveness would have been possible or are still possible?

In the target group definition of the PRODOC under the objective 1; it was stated that women and persons with disabilities (PwD) will be prioritized. It was added that "this prioritization will be underpinned with the beneficiaries' eagerness for labour market participation which would be investigating the past twelve-month job seeking/application or working experience as well as the future expectation regarding employment; and vulnerability criteria set based on the number of household members, generated total income in the household, prior learning and vocational background etc. Please note that criteria will be expanded and set for each intervention, considering the intervention province's geographical and socio-economic challenges and the special needs of the residents." The similar expression was also used for Objective 2, Output 2.4 "The women and PwD membered cooperatives will be prioritized".

However, despite some adjustments to allow more disadvantaged people in the programmes; intended inclusiveness of women and PwD was not achieved, and the targets were not reached in terms of number of women and number of PwDs. Some efforts to increase the number of women and PwD are;

Regarding women: In agreement with SSI, extra quota was allocated for companies eager to employ women to increase women participation to KIGEP; no significant change was achieved in number of women beneficiaries (especially for SuTP women). Extra stipend incentives were allocated for 1) women employees, 2) people with childcare responsibilities (especially women with children up to 60 months old) under the "İşimi Öğreniyorum" programme; a change was monitored, but no expected change was seen. It can be deduced that providing financial incentives to both potential

women employees and employers remained insufficient to increase women's employment unless the root causes are effectively addressed.

Regarding PwD: In “İşimi Öğreniyorum” programme, extra stipend incentives were allocated for PwD participants. However, enough PwDs could not be reached to meet the programme targets. As with incentives for women's employment, additional incentives for the participation of persons with disabilities (PwDs) are insufficient to fully integrate them into the labour force.

It should be noted that under the outcome 2, women-led cooperatives prioritized during the project implementation. Support was provided to those cooperatives within the scope of the outcome 2.

It could be inferred from these examples that monetary incentives were not enough to ensure inclusion of such populations. Other factors should be considered during the design; e.g. cultural barriers for women employment especially amongst refugee women, eligibility criteria for social aid programmes or (I)NGOs and formal employment (if you have a registered employee within your family, then rest of the family is deemed ineligible for certain social aid programmes such as ESSN, widows and orphans’ pensions, etc.).

In the design stages of interventions, a special and comprehensive study should be carried out especially for PwD participants such as cooperation with relevant (I)NGOs, and/or relevant departments of Ministries. Sensitivities, limitations, challenges, risks should be assessed together with them and those disadvantaged groups in the target group should be prioritised accordingly.

Another issue relates to the discussion on supporting only specific sectors. Current project interventions cover all sectors; this approach and strategy should continue in future interventions to maintain the inclusiveness of disadvantaged groups from different sectors.

EQ8: How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?

A monitoring plan is in place and the project team has attached importance to project monitoring as can be seen in the quarterly progress reports. Based on observations during field visits and interviews, it is seen that a good monitoring mechanism has been established in Ankara and the target provinces. Beneficiaries stated that ILO Team regularly monitors the activities and visits them. Regular meetings have been held with the PRM Office in Türkiye once within two months, as mentioned by the PRM Office representative during the interview. In addition, officials from SSI, İŞKUR and DGLIF also stated that they held regular meetings with the ILO to monitor the project, assess progress, evaluate activities and results.

More field visits may be organized, especially with the donor representatives, to monitor results and understand the achievement of the project goes beyond the numbers.

EQ9: Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

The involvement of the stakeholders into the designing and planning of project activities and outcomes has been very beneficial. In this way, revising the project activities or including some minor changes according to the needs, when necessary, especially those to respond immediate effects of the earthquakes, has been possible. It can be said that the evaluation shows that the constituents are very willing to work with the ILO and their contribution to the project was always

welcomed by ILO team members. For more effective future collaborations, it is worth noting that almost all interviewees expressed a desire to have access to the evaluation results in order to better contribute to future endeavours.

In practice, the communication between the ILO Türkiye Office and the relevant institutions, implementing partners and the beneficiaries was so effective that all participants talked about the proper communication between them.

E10: Did the project implementation change the nature of social dialogue among the project partners? To what extent?

The interventions bring together many social actors to create more and better entrepreneurship as well as job opportunities for refugees and HC members. The project not only provide a means of collaboration but also encourage social dialogue between relevant actors during design and implementation.

As is known, ILO is the only tripartite UN agency with government, employer and worker representatives. This tripartite structure makes the ILO a unique forum in which the governments and the social partners of the economy can freely and openly debate and elaborate labour standards and policies. According to the ILO, effective social dialogue between governments, employers' and workers' organizations is key for advancing social justice, inclusive economic growth, improved wages and working conditions, and sustainable enterprises. As a tool of good governance, social dialogue creates conditions conducive to achieving decent work for all. It directly influences social peace, stability, and the overall governance of labour markets and economies (www.ilo.org).

When the project design, outcomes and outputs are reviewed, the collaboration between different social actors and ILO's tripartite structure is visible. The majority of the activities reflect the project approach on the principles of social dialogue with the full participation of workers' and employers' organizations. The interviews also supported this dimension and demonstrated the efforts made by the project team to ensure the participation of relevant social actors. In this sense, the project incorporates social dialogue in its approach and activities. Compared to previous interventions, it is understood that the participation of workers' and employers' organizations in the activities has increased relatively, but not sufficient. During the interview with the representative of DISK, it was stated that they participate to the events in the scope of the project; was added that in the meetings organised by the ILO, they had the opportunity to discuss some relevant issues with officials at the Ministry level without requesting additional appointments from the officials.

The project team has faced challenges and resistance to include employers' associations and trade unions actively in the implementation for many years, including previous phases of PRM-funded interventions. Workers' and employers' organizations in the country are not willing to participate actively to projects and programmes focusing on refugee employment, since this could create additional problems for them: they have mainly hesitated of facing an objection from their member workers, and they do not want to be perceived as the promoters of foreign labour force in Türkiye. It is especially the case for enterprises in which rights and remunerations of workers are established via "collective bargaining": national constituent organisations of ILO (trade unions and employer

associations) therefore are avoiding participating in project activities actively, despite the efforts to include them to decision-making processes.

The involvement of workers' and employers' organizations into the project design and implementation periods should be increased.

E11: What obstacles did the projects encounter during implementation? How did they affect progress? Could the projects have better addressed these challenges?

The ILO and stakeholders had a close cooperation, and a relationship based on mutual trust; therefore, when they encountered obstacles during implementation, they held meetings and could find solutions and immediate actions together.

The most important obstacles are delay and time limitation. It is understood that The project timeline was highly constrained, posing challenges for the ILO project team and relevant implementing partners in achieving the project's outcomes and overall objective. One of the implementing partners, Genç-işi Cooperative (İşimi Öğreniyorum_on-the-job-training, KIGEP), mentioned that they had to complete their contractual assignment within 5 months and put great efforts to achieve the results. A similar conversation took place with the other implementing partner, YTU Technopark Administration (SME Grants Year2); they had to complete their contractual assignment within 5 months and put great efforts to achieve the results. The challenge they faced was the administrative complications occurred due to the annual programming of the project interventions and contracts along with it, as explained previously.

Efficiency

E01: Have resources (funds, human resources, time, expertise etc.) been allocated strategically and efficiently to achieve outcomes? Could they have been allocated more efficiently and if so, how?

Resources are allocated in an efficient manner to achieve outcomes. One of the challenges encountered is that the donor requires the budget to be utilised on an annual basis, which makes it impossible for the project team to make long-term commitments given the timeframe required for preparation and contracting procedures. It also requires the repetition of similar efforts every year.

E02: Given the size of the project, its complexity, has the existing management structure and technical capacity been sufficient and adequate?

The team members have experience and expertise to implement the project efficiently; most have a long working relationship with the ILO. They are knowledgeable about the project partners and familiar with the political context and local dynamics. They have a good working relationship with public bodies, the private sector, local administrations, NGOs and other UN agencies. Considering these qualifications and findings of the evaluation exercise it can be concluded that the existing management structure and technical capacity have been sufficient.

In addition, a few more assistants can be included in the team to ease the burden on the officers. During the scheduling of the interviews for the evaluation aims, one assistant can be assigned to call relevant interviewees and set schedules according to availability of both parties for face-to-face and online meetings.

E03: Were there adequate political, technical and administrative support from the national stakeholders? If not, why? How it can be improved?

Institutions at the national and provincial levels support the project activities technically and practically. There is effective communication between the ILO Office Türkiye and public bodies. All observations indicate that the political, technical, and administrative support from the ILO as well as the national partners, has been satisfactory. The willingness of national partners to cooperate closely with the ILO during the design phase and the implementation of activities was observed.

DGILF representatives stated that they often (once in two months) organize meetings to discuss about the progress, activities, collaboration and results with ILO during the evaluation interview. SSI and İŞKUR representatives also mentioned their satisfactory relations with ILO and they support the ILO's interventions.

Compared to previous interventions, it is understood that support and involvement of workers' and employers' organizations in the design and implementation phases have increased. During the interview with the representative of DISK, it was observed that they have had a regular cooperation with the ILO Türkiye for many years. They come together during the design stages of the projects and exchange information. It was stated that they actively participate not only in every organisation (workshops, events, meetings, etc.) held within the scope of this project, but also in some decision-making processes. However, this involvement and support should be increased for future projects. For example, participation in ILO-organized events largely consists of trade union and employer organization personnel from Ankara and Istanbul. Increasing provincial-level participation is essential, as some worker and employer groups continue to resist addressing labor issues related to refugees in the country.

E04: Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

Some complementary resources were benefited during the implementation of the project at the global and country level. The ongoing work of municipalities is complementary to the activities of this intervention. For example, the collaboration with Adana Metropolitan Municipality has made it possible to combine efforts and mobilize municipal resources for supporting the Meryem Women's Cooperative to sustain the works since the establishment of the cooperative in 2020.

Under the scope of the Outcome 1; building on the recommendation of the ILO and EBRD report on "Supporting Women Employment through Institutional Collaboration on Early Childhood Care and Education (ECCE)", partnerships with local authorities (such as municipalities) would be established by the Project to ensure sustainability of these centres. In this regard, ILO collaborated with municipalities and facilitated the two ECCEs to become operational through technical (advisory) and financial support (for child friendly furnishing and employment of ECCE personnel) to the municipality along with the in-kind contribution of the municipality such as allocation of premise for ECCE and operational support.

E05: To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality, social inclusion, refugees, people with disabilities and other disadvantages?

As observed from field visits and project documentation, the project aimed to allocate resources towards promoting gender equality, social inclusion, as well as supporting refugees and other disadvantaged groups. However, certain challenges were encountered during the implementation of the interventions, affecting the project's ability to fully meet its intended results. Under Outcome 1, the project aimed to improve employability and provide employment services to both refugees and HC members, with an emphasis on enhancing social cohesion. While the project attempted to prioritize women and PwD, it appears that the intended inclusion of these groups was not fully achieved. The stated targets for women and PwD were not met, despite some adjustments to facilitate more participation.

During interviews with donor representative and public partners, namely PRM Office Türkiye, SSI, İŞKUR, they emphasized the importance of promoting gender equality, social inclusion, disadvantaged groups and highlighted that these issues were a focus in their field observations. Additionally, it is seen that employers also pay attention to prefer female candidates to recruit when as the job title is appropriate. For example; Flexia Cable, one of the beneficiaries under KİGEP program of Outcome 1, illustrates a challenge where certain roles in industries such as cable production are more suited to male workers due to requirement of male strength and physical condition. However, employers did express a commitment to gender equality by prioritizing women in roles such as quality control, human resources and finance. This indicates that while there are structural limitations, gender inclusivity remains a focus in less physically demanding areas, supporting the objectives of Outcome 1 regarding better access to employment.

In alignment with Outcome 2, the project also focused on creating sustainable income opportunities through the support of social solidarity economy (SSE) entities, specifically under Output 2.4. The emphasis on supporting women-led cooperatives is a demonstration of promoting gender equality and livelihood opportunities for disadvantaged groups. Both Halka Cooperative and Meryem's Women Cooperative serve as examples of this strategy, fostering economic empowerment for women and refugees.

The women-led cooperatives in fostering social inclusion and creating income opportunities demonstrate a strong alignment with Outcome 2, which focus on job creation and sustainable livelihoods for disadvantaged groups, especially refugees and HC members. These achievements contribute directly to the project's economic empowerment objectives while also enhancing social cohesion and solidarity through collective enterprise.

Sustainability and Impact Potential

E01: Have the interventions made a real contribution in the policy improvement for the refugees' labour market participation?

The project was designed in line with ILO's Programme of Support for Refugees (2022-2026) based on three pillars consisting of activities to strengthen the labour market supply (1.pillar) and stimulate labour market demand (2.pillar) through support to promote economic and business development and engagement of the private sector. It also provided support to labour market governance (3.pillar) institutions and mechanisms supporting the participation of refugees into the labour market. Based on these 3 pillars; previous and current interventions have contributed to refugees' participation in the labour market.

Through PRM funding, the ILO carried out a series of refugee-specific awareness and capacity-building training towards staff of public institutions. There is still a need for strengthening capacity of relevant labour market governance actors on access of refugees and other forcibly displaced persons to the labour market.

While establishing a direct causal link between the project's interventions and the legislative changes is challenging, it can be argued that the legislative developments presented below are consistent with the advocacy efforts and policy recommendations developed during the project.

One is the contribution to two articles of Mid-Term Programme (2024-2026), published by the Ministry of Treasury and Finance & the Presidency of Strategy and Budget. For the first time, an official plan recognized the availability of the refugee labour force to fulfil the labour supply deficit. The articles are as follows:

Article 18: A balanced harmonisation of migration and employment policies will be ensured in order to meet the needs of the labour market in different qualifications in cases where there are difficulties in supplying from within the country.

Article 19: It will be ensured that those under temporary and/or international protection status work in a registered manner, with priority given to areas where there are difficulties in labour supply, by ensuring that they comply with the conditions of being in Türkiye, especially residence in the province where they are registered.

The other contribution is to the “Work Permit Evaluation Criteria’ which was announced by the DGILF on 1 October 2024. It was stated that the ‘Work Permit Evaluation Criteria’ applied in accordance with the additional article of the “Implementing Regulation on International Labour Force Law” was updated based on Article 22 of the same Regulation. In this context, with the new regulation, which entered into force as of 1 October 2024, revisions were made in important areas such as employment, financial competence and wages in the work permit evaluation criteria. In addition, new regulations have been introduced on the basis of sector, profession or job.

This issue was discussed during the meeting with DGILF representatives in August 2024. They explained about on the exchange of information and mutual contributions with the ILO.

E02: To what extent has the involvement of ILO-Türkiye on promoting refugees’ access to decent livelihoods opportunities had social, economic, and inclusive effects?

The involvement of ILO Türkiye on the access of refugees to livelihood opportunities had significant social, economic and inclusive effects and those effects are likely to be sustainable in the future.

As one of the major international actors contributing to the global policy framework, the ILO pursues a sound strategy since 2016 to promote an enabling environment for decent work and social justice for all; embracing the need to engage all government, social, national and international partners. As is mentioned in the Project Document; building on lessons learned from the first PoS covering 2017-2021, the updated PoS (2021-2026) consists of activities to strengthen the labour market supply and stimulate labour market demand through support to promote economic and business development and engagement of the private sector. In addition, the Programme provides support to labour market governance institutions and mechanisms supporting the participation of refugees into the labour market. The implementation is complementary with the other donor funded project (KfW) under the ILO’s PoS.

The Project has benefited from the accumulated experience of the PRM funded projects since then, throughout consecutive funding provided by PRM, each funding has contributed to strengthening the capacity of not only the partners also the ILO management team to reach out to refugees and HC members to facilitate their access to livelihoods under decent work and enhance their resilience while considering and enhancing social cohesion in the labour market. The Project was built on this valuable experience. The project management team members have been working since the initial phase and providing necessary support in developing other ILO PoS interventions.

In addition; this involvement is more than the numerical details; many lives and families were reached and positively affected by the activities implemented under the scope of the interventions. During the meetings with SSI representatives in Ankara, the outputs and results of the activities, namely KIGEP were discussed. They conduct some monitoring visits to beneficiaries in the project provinces as well. During one of their visits, a firm said *“we had never employed any refugees previously. But we preferred to recruit one SuTP staff only to involve in the project and benefit from KIGEP incentives. We realized that the staff was a professional in manufacturing wooden cabin, he is still working”*. His other family members, siblings and cousins, were also hired for cabin production; since then, they have all been working together and managing this department. Other examples are from İzmir. In interviews, Ege Deniz Textile and Rond Textile stated that they preferred to recruit women who have taken a long break from work, especially due to family issues such as raising their children. They are still working in those companies; and pleased to contribute to their children's expenses and to be in the labour market. Referring to the conversation with them, too; they are happy to re-join in the labour market and they are like family members with the colleagues in those companies. The qualitative impact of the outcomes can be seen through visits, interviews, conversations with the stakeholders and the target group. Positive impacts can be seen in the cooperatives, firms, initiatives, and beneficiaries as participation to labour market, social inclusion, social cohesion, the culture of working together, learning how to be involved in international projects, learning how to apply for work permits and incentives.

E03: To what extent have results contributed to advance sustainable development objectives (as per UNSDCF, similar UN programming frameworks, national sustainable development plans, and SDGs)?

Efforts undertaken under the scope of the project directly or indirectly address a wide range of sustainable development goals (SDGs). Some examples for SDGs may be given as; SDG1: No poverty, SDG8: Decent Work and Economic Growth, SDG10: Reduced Inequalities are directly addressed by the project; while SDG5: Gender Equality and SDG16: Peace Justice and Strong Institutions are indirectly targeted by the project.

The first objective of the project is; Refugees and HC members have better access to the labour market and remain in employment through improved employability and employment services and enhanced social cohesion. It directly focuses on the supply side of the labour market, addressing the needs of the target working-age population, as the demand for skilled labour in formal non-agricultural sectors continues, while half of the working-age population still has less than basic education. It is relevant with SDG1 “End poverty in all its forms everywhere”. Strong social protection systems are essential for mitigating the effects and preventing many people from falling into poverty. WAP under Output 1.2 aimed to enable refugee and HC workers to increase their awareness of core labour rights through a series of sessions on labour legislation including the

benefits of formal employment and social protection. ILO's 4 strategic objectives also include social protection:

1. Promoting jobs – an economy that generates opportunities for investment, entrepreneurship, skills development, job creation and sustainable livelihoods.
2. Guaranteeing rights at work – to obtain recognition and respect for the rights of workers. All workers, and in particular disadvantaged or poor workers, need representation, participation, and laws that work for their interests.
3. Extending social protection – to promote both inclusion and productivity by ensuring that women and men enjoy working conditions that are safe, allow adequate free time and rest, take into account family and social values, provide for adequate compensation in case of lost or reduced income and permit access to adequate healthcare.
4. Promoting social dialogue – Involving strong and independent workers' and employers' organizations is central to increasing productivity, avoiding disputes at work, and building cohesive societies.

The second objective of the project is; more and better income opportunities provided to refugees and HC through sustainable income generation and job creation. It aims to address the identified needs of enterprises, especially SMEs, as they are greatly contributing to the Turkish economy in terms of employment generation, economic growth and continue to be an important source of income both for refugees and HCs. It strongly supports the following targets under SDG8:

SDG8.2: on “achieving higher levels of productivity of economies through diversification, technological upgrading and innovation”,

SDG8.3 on “promoting development-oriented policies that support productive activities, decent job creation”,

SDG8.7 on “taking immediate action and effective measures to eradicate forced labour, end modern slavery and human trafficking by 2030 and secure the prohibition and elimination of the worst forms of child labour,

SDG8.8 on “protecting labour rights and promoting safe and secure working environments of all workers, including migrant workers, particularly women migrants”.

The third objective of the project is; Knowledge base on decent work deficits and working conditions of refugees and HC members as well as the opportunities to bridge these gaps are improved through policy recommendations and training. It aims to contribute to fair and effective labour market governance and strengthen compliance to ensure that refugees and HC members have access to decent work opportunities. For that purpose, the Project supported the Government, as well as workers' and employers' organizations and the private sector, in implementing rights-based labour market governance policies and implementations. It is coherent with SDG10 “to reduce inequalities in and among countries” and specifically 10.7 on “facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies”.

E04: Which strategies have the projects put in place to ensure continuation of mechanisms/tools/practices provided, if the support from the ILO (and/or donor institutions) ends? To what extent are these strategies likely to be effective?

The practices and mechanisms provided by the ILO projects are structured mostly to allow continuation after the support from the ILO (and donor institutions) ends. For instance; KİGEP beneficiaries continue in labour market according to field interviews conducted in the scope of this evaluation and in the relevant documents reviewed. In the informative brochure (September 2023); it is written that; *“By the end of 2025, through KİGEP 22,700 beneficiaries will enter and/or continue to work within the formal job market in Türkiye.”*

According to the results of field survey covering the period between July 2020-July 2021 (ILO Employer and Employee Field Survey, Publication Date July 2023); it is found that;

- “80% of the surveyed enterprises stated that they continue to employ all of the SuTP they hired. In the previous KİGEP implementation period, this rate was 61%. 18% of enterprises stated that they continue to employ some of their SuTP employees. The rate of those who do not continue to employ at all is only 2%.”
- 72% of the surveyed SuTP started to work within the scope of social security for the first time in their current jobs. 98% of the SuTP workers stated that they think that working with social security is beneficial for various reasons.

Therefore, KİGEP is considered to have been successful in promoting the formal employment of refugees and raising awareness among refugee workers on the benefits of formal employment.

When it is asked to the employers in the visited target groups; they mentioned that they continue with the employees who were hired under KİGEP exercise previously.

E05: What is the level of ownership of the programme by partners and beneficiaries?

From the field visits and interviews, it is understood that the project’s overall ownership is high among all stakeholders. This is particularly the case with Chambers, DGILF, İŞKUR, SSI and the Municipalities involved in the project. During the interviews, the intentions and willingness of these institutions for future collaborations were evident. A unique example is Adana Metropolitan Municipality's ownership of the Meryem Women's Cooperative by allocating land and supporting them to engage in business activities at national and international levels. The project has made a major contribution to strengthening the capacity and knowledge of national and local stakeholders and encouraging ownership of the project by partners. This contribution is currently ongoing at the provincial level. For example, in the interview with the representative of İŞKUR, it was understood that the training provided to job and vocational counsellors was satisfactory in terms of improvement in their ability to assist refugees and disadvantaged groups in securing employment. Subsequently, participants were trained on “right-based approaches” by the job and vocational counsellors trained at the provincial level.

E06: What contributions the project has made in strengthening the capacity and knowledge of national and local stakeholders and to encourage ownership of the project to partners?

ILO delivered series of training initially a training of trainers to a cadre of experts assigned by İŞKUR- since the experts from the Department of Vocation and Job Counselling has not received any right-based approach training with a focus on disadvantaged groups- and Municipalities to ensure the training to be disseminated by the experts from the headquarters of İŞKUR and the ones in the municipalities by their peers or managers. İŞKUR representative mentioned that feedback from Vocation and Job Counselling consultants in İstanbul, İzmir, Bursa Eskişehir and Mersin are positive,

they are satisfied with the “right-based approach” training sessions. The training content differs from İŞKUR’s routine trainings. He added that total 4.700 Vocation and Job Counselling consultants exist and approximately 120 among them delivered those training sessions under the scope of Outcome 1 (Output 1.3). Total 9 employment experts from DG and Ankara Provincial Directorate received ToT trainings. Additionally, municipalities which has been operating employment offices (counselling and job referral services) extended their services to refugee population in parallel with their collaboration with ILO.

OSH workshops: On the other hand, through PRM funding the ILO has made a significant contribution to the operationalisation of the existing national OSH policy, legislation and system within a structured institutional framework as it is stated in the Project fiche. The initial efforts focused on vulnerable groups (refugees and women) as well as OSH departments of municipalities were provided with OSH training in challenging sectors. A series of seminars were held to Municipality staff and private sector. A more effective and feasible implementation of OSH legislation and policies was provided in sectors and occupations at higher risk from an OSH perspective, particularly those where more refugees are employed. (Output 3.2)

Advocacy workshops: The enforcement of refugees' labour rights protection including the right to association and refugees' working conditions, was explored with the aim of formulating number of policy-level recommendations. Those workshops were delivered to participants, from different governance institutions and workers' and employers' organizations at national/local levels, the opportunity to address barriers to refugees' labour market participation and their access to decent work. (Output 3.3)

FPRW workshops: Thematic workshops on “Labour Market Inclusion of Disadvantaged Groups”, “Improving Working Conditions of Disadvantaged Groups from the Perspective of Business and Human Rights Regulations”, “Identifying Priority Action Areas for Cooperatives as an Important Social and Solidary Economy Component” were organised by ILO. These workshops aimed to identify bottlenecks and necessary actions for creating a more inclusive labour market in the country. (Output 3.4)

Cooperation with provincial directorates and local administrations facilitates project implementation due to their high level of ownership in providing support to local communities. Women cooperatives have proven to be a very effective mechanism in Türkiye, given the high level of commitment of women and the sense of collaboration between refugees and HC. On the other hand, as a result of interviews, it is obvious that grants for those cooperatives and initiatives have a charming effect and are essential for sustainability.

E02: Are there good practices to be replicated both nationally and globally?

Face-to-face trainings, meetings, events, workshops, monitoring visits instead of online ones are essential and beneficial during the implementation of the Action. This intervention is more than the numerical details; many lives and families were reached and positively affected within the scope of outcomes of the project.

The close collaboration with SSI, particularly within the scope of Outcome 1 (enhanced employability and social cohesion), Outcome 2 (job creation and sustainable income generation), and Outcome 3 (improving knowledge of decent work deficits), has led to meaningful interventions

on the ground. During interviews with SSI representatives, the implementation of key activities, such as the KIGEP practice, was discussed, and SSI's role in monitoring beneficiaries in various project provinces was emphasized. A notable example was the case of a firm that hired a SuTP employee for the first time to participate in the project and benefit from KIGEP incentives. The firm discovered the employee's proficiency in manufacturing wooden cabins, and not only did the employee remain in the company, but other family members were also recruited, demonstrating the sustainable impact of the project in creating family employment opportunities.

Additionally, interviews with firms in İzmir under Outcomes 1 and 2 revealed that companies such as Ege Deniz Textile and Rond Textile specifically targeted women who had been out of the labour market due to family responsibilities. These women were successfully reintegrated into the workforce and expressed satisfaction in contributing to their families' financial well-being, reinforcing the project's objective of enhancing social cohesion and better access to the labour market.

Field visits have been crucial in assessing the qualitative impact of these outcomes, allowing stakeholders and beneficiaries to express their satisfaction with the program. Companies and beneficiaries highlighted how the project fostered a culture of collaboration, supported social cohesion, and promoted employment and social inclusion, particularly in areas where disadvantaged groups had struggled to find sustainable job opportunities. Feedback from firms underscored the positive energy generated through project meetings, indicating the tangible benefits of the interventions.

The support provided to women's cooperatives under Outcome 2 has also proven to be highly effective. These cooperatives foster a sense of collaboration between refugees and HC members, demonstrating strong commitment and shared ownership of the initiatives. However, as revealed in interviews, the grants provided to these cooperatives were a key factor in ensuring their long-term sustainability.

Moreover, increasing site visits by donor representatives is essential for them to observe firsthand the outcomes of the project. This will help ensure that resources are allocated to the most appropriate areas, supporting disadvantaged groups while maintaining the project's focus on decent work and livelihood opportunities. This direct engagement is also crucial for monitoring the impact of the project's outcomes, particularly in areas of social inclusion, job creation, and the development of a green economy, which are critical components of Objective 1 and Objective 2.

Cooperation with provincial directorates and local administrations facilitates project implementation due to their high level of ownership in providing support to local communities.

On the other hand, interviews clearly indicate that grants for these cooperatives and initiatives have a significant appeal and are crucial for their sustainability.

E03: Is the project successful in terms of advocating and promoting good practices through innovative communication tools?

The project should make more efforts to promote good practices through innovative communication tools. It is recommended that the ILO select some best practice examples and, with

the agreement of implementing partners, promote them more effectively in social or traditional media to inform the public.

E04: What lessons and good practices from the project?

Lessons learnt and good practices were explained in the relevant sections and tables.

Gender Equality and Non-Discrimination Issues

E01: To what extent does the project mainstream gender equality in its approach and activities?

According to the feedback received from the participants, the strategy and objectives are mostly appropriate for promoting gender equality. However, some limitations were encountered during the project implementation. Although some arrangements were made to enable more disadvantaged people to participate in the programmes, such as extra incentives, the inclusion of women and PwD was not succeeded and the targets in terms of the number of women and PwD were not achieved.

Under Outcome 1, in agreement with SSI, extra quota was allocated for companies willing to employ women to increase women participation to KIGEP; no significant change in number of women beneficiaries (especially for SuTP women) was achieved. Extra stipend incentives were allocated for 1) female employees, 2) persons with childcare responsibilities (especially women with children up to 60 months) under the “İşimi Öğreniyorum” programme; a change was monitored, but no expected change was seen. Also, extra stipend incentives were allocated for PwD participants. However, a sufficient number of PwD could not be reached.

Considering that the women and PwD beneficiary targets have not been met through additional financial incentives in various programs implemented under the project, it can be argued that alternative approaches addressing the root causes of these groups' low labor force participation should be integrated with financial incentive mechanisms.

E02: To what extent does the project use gender/women specific tools and products?

The content of the training programs is designed to appeal to women equally with men. Women are prevented from being discriminated against by being directed to occupations traditionally considered as ‘women's work’. In the case of women's specific needs, it is more effective to find ways to support women for skills development and to access job opportunities. These include supporting childcare units of local service providers where women participate in training programmes, positive discrimination for women in grant applications.

E03: Does the project align with ILO’s mainstreaming strategy on gender equality and non-discrimination?

The ILO's mandate on gender equality is to promote equality between all women and men in the world of work⁵. This mandate is grounded in International Labour Conventions of particular relevance to gender equality - especially the four key equality Conventions. These are the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), Equal Remuneration Convention, 1951 (No. 100), Workers with Family Responsibilities Convention, 1981 (No. 156) and

⁵ <https://webapps.ilo.org/public/english> (gender:equality between men and women)

the Maternity Protection Convention, 2000 (No. 183). The mandate is also informed by Resolutions of the International Labour Conference - the highest-level policy-making organ of the ILO - in 1975, 1985, 1991 and the June 2004 Resolution on Gender Equality, Pay Equity and Maternity Protection. The Policy on Gender Equality and Mainstreaming in the ILO, announced by the Director-General in 1999, states that mutually-reinforcing action to promote gender equality should take place in staffing, substance and structure.

Finding ways to support women for skills development purposes and to reach work opportunities is more efficient when women-specific needs are concerned. The project team is fully aware and sensitive to the concept of gender equality. Visits and interviews also revealed that stakeholders place high importance on gender equality and consider it as much as possible in project outreach activities. Gender disaggregation has been respected in data collection for monitoring purposes.

ILS, Environment and Social Dialogue Aspects

E01: How effective was the project in using ILS promotion and social dialogue tools and products?

International labour standards (ILS) govern a wide range of issues arising in the world of work on a daily basis. The fundamental conventions adopted by ILO⁶, as well as instruments related to migrant and domestic workers, such as Migration for Employment Convention, Migrant Workers (Supplementary Provisions) Convention and Domestic Workers Convention⁷ were relevant to the project. ILO collaborates with national actors to advance the effective implementation of ILS at the national level. One of the main interventions in this project is to strengthen labour market governance institutions and mechanisms to assist Türkiye, in implementing inclusive labour market policies protecting the rights at work of refugees and host communities. Activities supporting the outcome address the needs and capacity building of relevant actors, including government institutions as well as employers' and workers' organizations. Building the activities on the needs of those institutions and observations in the field through their interaction with ILO Office Türkiye enables this dimension of the interaction to better build resilience towards decent work in Türkiye.

E02: To what extent did the project mainstream social dialogue in its approach and activities?

When the project design, outcomes and outputs are reviewed, the collaboration between different social actors and ILO's tripartite structure is visible. The majority of the activities reflect the project approach on the principles of social dialogue with the full participation of workers' and employers' organizations. The interviews also supported this dimension and demonstrated the efforts made by the project team to ensure the participation of relevant social actors. In this sense, the project is based on social dialogue in its approach and activities. Compared to previous interventions, it is understood that support and involvement of workers' and employers' organizations in the design and implementation phases have increased. During the interview with the representative of DISK, it was observed that they have had a good relationship and cooperation with the ILO Office for Türkiye for many years and have actively participated in every organization held under this project.

⁶ <https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

⁷ Rules of the game: An introduction to the standards-related work of the International Labour Organization International Labour Office, Geneva, 2019.

Moreover, engaging local authorities and municipalities is a strategic choice, given their role in bridging diverse social groups and relevant stakeholders.

E03: To what extent did the project mainstream environmental aspect in its project planning and activities?

The Guidelines for a just transition towards environmentally sustainable economies and societies for all adopted in 2015 reflect the view of ILO tripartite constituents⁸. The Guidelines are both a policy framework and a practical tool to help countries at all levels of development manage the transition to low-carbon economies and can also help them achieve their Nationally Determined Contributions (NDC) and the 2030 Sustainable Development Goals. The project is totally aligned with this Guidelines.

For example; output 2.3 under Objective 2 states that “more and better income opportunities are provided to refugees and HC members in green jobs and in sectors included in the framework of nature-based solutions”. And it defines green jobs as “as decent jobs that contribute to preserve or restore the environment and are found in traditional sectors such as agriculture, manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency.

The reflection of “green economy and green jobs” definition can be seen directly when the supported cooperatives are evaluated from the progress reports, related news from ILO website, interviews. Çetokoop, KATIK, Meryem Women Cooperative are some successful examples of green economy.

However, when it comes to the SMEs; it is understood that the definition is not exactly put in place. For example, in an interview with United Work, one of the ILO's implementing partners, it became clear that “green jobs” are often linked to certificates for recycling or organic production. Definitions of green economy and green jobs should be concretely presented in all documents and interviews. The progress reports and interviews have highlighted the need to broaden the scope of environmental dimensions in business opportunities. First, all stakeholders need to be on the same page when talking about “green jobs”. Yet, in some studies and the work of implementing partners, there is a gap between what is desired and what is delivered. The definition and a comprehensive explanation can be included in the contracts signed with the relevant implementing partner.

5. Conclusion

The Project correctly identified and met the needs of refugees and HC members in Türkiye to support resilience and social cohesion with decent livelihood opportunities and work. Activities implemented for this purpose were adequate and serious efforts were recorded for their adequate implementation. The project consolidates and builds on the achievements of previous projects to support refugees and HC members, while strengthening the tripartite dialogue aimed at achieving further development for decent livelihood opportunities.

⁸ <https://www.ilo.org/publications/guidelines-just-transition-towards-environmentally-sustainable-economies>

In practice, the communication between the ILO Türkiye Office and the relevant institutions, implementing partners and the beneficiaries were so effective that all participants talked about the proper communication between them.

It can be said that the evaluation shows that the constituents are very willing to work with the ILO and their contribution to the project was always welcomed by ILO team members. More field visits may be organized, especially with the donor representatives, to monitor results and understand the achievement of the project goes beyond the numbers and see the great effort of the ILO team members to touch lives through the activities, events, workshops, visits, trainings.

It is very likely to continue to lead positive results; sometimes measured qualitatively rather than the quantitatively. Positive impacts can be seen in the cooperatives, firms, initiatives, beneficiaries as participation to labour market, social inclusion, social cohesion, the culture of working together, learning how to involve in international projects, learning how to apply to work permits and incentives.

6. Lessons Learned

Lessons Learned 1:

The term green jobs were defined as “decent jobs that contribute to preserve or restore the environment and are found in traditional sectors such as agriculture, manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency” in ILO sources. In 2023, the ILO prepared a report that presented the first international definition of the just transition concept: “A just transition means promoting a green economy in a way that is as fair and inclusive as possible to everyone concerned – workers, enterprises and communities – by creating decent work opportunities and leaving no one behind. A just transition involves maximizing the social and economic opportunities of climate and environmental action, while minimizing and carefully managing any challenges, including through effective social dialogue and stakeholder engagement and respect for the fundamental principles and rights at work. (ILO 2023, p. 12)”. A just transition needs to be well managed and contribute to the goals of decent work for all, social inclusion and the eradication of poverty while also promoting environmental sustainability (Castillo, Monica, Green jobs, green economy, just transition and related concepts: A review of definitions developed through intergovernmental processes and international organizations, Geneva: ILO, 2023). It is obvious that; green jobs are vital for achieving sustainable development: they reduce adverse environmental impacts, are socially just and provide economic opportunities.

In the context of above explanation; objective 2 of the projects aims to provide "more and better income opportunities to refugees and host communities through sustainable income generation and job creation." Specifically, outcome indicator 2.5 targets the employment of 120 beneficiaries in the green economy and sectors linked to nature-based solutions, while output indicator 2.3.1 sets the goal of referring 120 beneficiaries to green jobs within these sectors.

Supporting cooperatives and social enterprises that engage in environmentally sustainable practices aligns with both the objectives of providing income and promoting environmental sustainability. Çetokoop, KATIK, and Meryem Women’s Cooperative were cited as examples;

progress reports, interviews, and relevant website news from the ILO confirm that these cooperatives embody sustainable practices by fostering environmentally friendly employment. However, the definition of green jobs is less clearly implemented within SMEs. In interviews, such as with United Work, an ILO implementing partner, it became evident that green jobs in SMEs were often associated with certifications in recycling or organic production. For instance, some SMEs have installed solar panels to produce their own electricity, while others have trained staff on recycling practices or obtained certifications to minimize waste. Examples include a sock-manufacturing SME that plans to establish solar energy infrastructure and a plastic firm with waste-reduction certifications. While these efforts are commendable, it raises the question of whether certifications alone are sufficient to define a company as part of the green economy.

Clear and concrete definitions of green economy and green jobs should be established and consistently communicated across project documents, interviews, and contracts with implementing partners. This ensures that all stakeholders are aligned on the environmental goals of the project and that tangible examples are used to provide clarity. In conclusion, while the project has made progress in promoting green jobs within cooperatives and some SMEs, there is a need for a more consistent and comprehensive understanding of green economy practices across all sectors. Clear definitions and examples will help standardize the concept of green jobs and ensure that future initiatives remain aligned with the project's goals.

Lessons Learned 2:

Objective 1 of the project aims to provide better access to the labour market for refugees and HC members by improving their employability and enhancing social cohesion. This goal was reflected in outcome indicator 1.1, which targeted reaching 390 beneficiaries who generated income through skills development interventions and childcare provisions. As evidenced in the progress reports, the "İşimi Öğreniyorum" (on-the-job training) program, implemented in collaboration with one of the implementing partners (Genç-İşi Cooperative) exceeded expectations by reaching 485 beneficiaries (253 SuTP, 231 Turkish citizens, and 1 International Protection holder). These beneficiaries were matched with 74 companies in the pilot provinces of İstanbul, İzmir, and Adana between November 2023 and March 2024. The success of the program is evident in the completion of at least 40 days of on-the-job training by 449 beneficiaries within their assigned companies. Interviews and focus group discussions indicated the effectiveness of this initiative. Beneficiaries, SMEs, implementing partner, all praised the program's custom-made training content and schedules. These trainings, tailored to the specific needs of both refugees and HC members, ranged from cow milking and vegetable picking to accounting and sewing. The selection of foremen (ustabaşı), chosen by the companies, was deemed an effective approach, as companies are best placed to identify the most suitable trainers for new workers. This non-interventionist approach ensured that the training was relevant and efficient, reinforcing social cohesion between refugee and HC workers.

However, the program encountered some challenges. The incentives provided directly to participants created tension between newly recruited employees and existing staff in certain enterprises, which led to disruptions in labour peace. Existing employees may view the incentives as favouritism, leading to divisions within the workforce. This not only affects the atmosphere and overall harmony in the workplace but can also result in reduced cooperation among employees, undermining the goals of team-oriented works. Offering incentives to new recruits can lead to feelings of unfairness and resentment; can affect team dynamics, lower morale, and reduce

productivity, as existing employees may feel undervalued compared to their new colleagues. Such actions may harm the company's reputation internally and externally and affect job retention. Some companies chose to decline these incentives to prevent internal conflicts; which indicate the potential risk of implementing such incentive programs. As a result, it was recommended that the activity could continue in the future without the provision of incentives directly to training participants to avoid these issues. This approach would mitigate the risk of internal conflicts and ensure a more harmonious integration of newly recruited employees into the workforce without undermining the morale of existing staff.

In conclusion, "İşimi Öğreniyorum" (on-the on-the-job) training program under Objective 1 successfully improved employment opportunities for both refugees and HC members, while fostering social cohesion in the workplace. Further expansion to additional provinces could enhance its impact, but adjustments in incentive distribution would be necessary to maintain workplace harmony.

7. Emerging Good Practices

The evaluation has allowed to identify the following good practices:

Good Practice 1:

Within the framework of Outcome 2, which aims to provide more and better income opportunities for refugees and HC members through sustainable income generation and job creation, specific focus was given to Output 2.1, where SMEs were empowered through capacity building activities and grant programs. In this regard, both newly established and existing SMEs owned by refugees and HC members were supported to enhance their entrepreneurship capacity, financial resilience, and overall sustainability. The process was managed by the implementing partner, Yıldız Technology Development Area Technopark Inc. (YTU Technopark), which provided comprehensive support to 14 SMEs from both SuTP and HC groups. These enterprises were financially supported, while also receiving trainings, mentorship, and participating in multiple follow-up meetings. The grant program was successfully completed in May 2024, with the contract formalized and finalized by that time. YTU Technopark Administration played a crucial role in post-contract support, continuing to follow up with the SMEs and guiding them towards relevant funding opportunities and projects after the termination of the initial contract with the ILO. As a result of these activities, all 14 SMEs demonstrated significant improvements in their entrepreneurial capacities and business sustainability, directly contributing to the project's goals under Outcome 2. Beyond financial and technical support, the program had a profound impact on building a network of resilient enterprises that contribute to job creation and the local economy. By promoting entrepreneurship among refugees and HC members, these SMEs not only secured their financial stability but also became key players in fostering social cohesion between the two groups. Moving forward, scaling up these capacity-building activities and grant programs will be crucial in ensuring that more SMEs have access to the tools and resources they need to succeed.

In conclusion, the program has effectively enhanced the capacity of SMEs through strategic support, contributing to sustainable economic growth and job creation in alignment with the project's overarching goals.

Good Practice 2:

Within the framework of Outcome 2, which seeks to provide more and better income opportunities for refugees and HC through sustainable income generation and job creation, particular emphasis is placed on Output 2.4. This output focuses on creating these opportunities by empowering SSE entities, such as cooperatives, which play a vital role in fostering economic and social resilience. To achieve this, cooperatives that involve refugees were supported based on their financial, administrative, and market-related needs. Specifically, the women's cooperatives supported by the ILO have demonstrated significant improvements in their skills, capacity, resilience, and social cohesion. Through close cooperation with the ILO, these cooperatives have been able to strengthen their organizational structures and foster a culture of collaboration between refugees and HC members, contributing to their long-term economic and social empowerment.

Discussions with the ILO Team's Livelihood Officer, Halka Cooperative, Adana M.M. and Meryem's Women Cooperative, revealed that a robust mechanism has been established, effectively directing livelihood and employment opportunities to those in need. This support has been particularly valuable for women, who have become economically and socially empowered through their participation in these cooperatives. In addition, these women's cooperatives have successfully formed business relationships with a range of institutions, including public bodies, municipalities, national supermarket chains, retail chains, and SMEs, at the national level. These partnerships have significantly expanded the cooperatives' market access, contributing to their financial sustainability and strengthening their role as key players in the social solidarity economy.

In conclusion, the empowerment of cooperatives under Output 2.4 has successfully provided enhanced income opportunities for refugees and host community members, particularly women. This initiative has not only promoted economic resilience but also contributed to the broader goals of social cohesion and sustainable development, in alignment with Outcome 2.

Good Practice 3:

Within the scope of Objective 1, output 1.2 refers to Workplace Adaptation Programme (WAP) trainings for refugee and HC workers. It was strategically designed to fill labour market gaps in regard of increasing rights-based and peaceful working environment within the workplaces. During WAP trainings, core labour rights, gender equality, discrimination, effective communication and climate awareness modules are delivered to the participant workers. HC members and refugees are assigned to plan social activities together through the pairing system (ahbaplık) of twos or threes until the WAP II sessions; and this encourages them to plan social activities and develop their language skills while becoming familiar with workplace organizational culture and behavioural codes. This will lead to increase the loyalty to their job and self-esteem.

This activity works in practice. All the process evaluated positively during the interviews. The organization and logistics provided by ILO Team are welcomed and found successful. One of the highlights of the training was the certification ceremony held at the conclusion of the program. This ceremony served as a testament to the dedication and hard work of all participants who committed themselves to the comprehensive training program. Each participant who completed the entire

programme received a well-deserved certificate, recognizing their achievement and commitment to continuous learning and improvement.

8. Recommendations

There are some areas of improvement pointed out by the findings of the evaluation process. These are briefly given as recommendations below.

Recommendation 1: Provide flexibility of making longer term commitments to ILO project management team

Addressed to	Priority	Resource	Timing
The donor institution	High	Low	Mid term

The project was structured as a two-year intervention, with the budget allocated on an annual basis. The donor's requirement for annual budget utilization creates challenges for the project team in making long-term commitments, particularly given the time needed for preparation and contracting procedures. This constraint necessitates the repetition of similar efforts each year, leading to certain complications. One significant issue is that some qualified project members may perceive the annual contract revisions as a risk. Furthermore, although activities are planned on an annual basis, the administrative processes related to contract closure and extensions shorten the effective implementation period to just eight months. This compressed timeline places considerable pressure on both the ILO project team and the implementing partners. To address these challenges, efforts are made to align implementation activities with the budget allocation periods and to adjust for any mismatches as necessary. However, the most effective solution would be to align the two-year intervention with a corresponding two-year budget allocation.

Recommendation 2: Continue employee skill development without providing direct incentives

Addressed to	Priority	Resource	Timing
ILO	High	Low	Mid term

It is recommended to continue focusing on the skill development of employees by enhancing their professional capabilities, without providing direct financial incentives. The 'İşimi Öğreniyorum' (On-the-Job Training) program successfully fostered social cohesion between refugee and host community workers. Under this initiative, custom-designed training content and schedules were developed as part of Outcome 1. Participating companies benefited from a standardized and systematic training program based on this tailored content.

It is advised that the program continue without offering financial incentives to participating workers, as this adjustment will help prevent potential conflicts and disruptions in workplace

dynamics. This approach ensures the smooth implementation of the training while preserving labour peace. The primary objective should remain on skills development and employment integration, allowing participants to gain from the program without creating disparities between newly recruited employees and existing staff. Additionally, while the pilot provinces were Adana, Izmir, and İstanbul, there is potential to expand the program to additional provinces in the future.

Recommendation 3: Continue collaboration with other UN Agencies

Addressed to	Priority	Resource	Timing
ILO	Middle	Low	Mid term

Some collaborative studies with other UN Agencies have been noted throughout the project implementation phase. It is essential to maintain and expand this cooperation to further enhance the effectiveness of interventions. Joint efforts should be directed toward complementary projects to prevent duplication of activities and to maximize the impact of shared initiatives. This approach will ensure a more cohesive and efficient response, leveraging the strengths of each UN organization to achieve greater outcomes.

Recommendation 4: Strengthen relationships with Employers’ and Workers’ Organizations within the tripartite structure

Addressed to	Priority	Resource	Timing
ILO	High	Middle	Mid term

The engagement of workers' and employers' organizations during the design and implementation phases of projects has steadily improved compared to previous interventions. In earlier projects, the ILO faced challenges in involving trade unions and employers' organizations due to resistance toward the inclusion of refugees in the labor market. To further enhance the effectiveness of future projects, increasing this engagement and support is critical.

For example, participation in ILO-organized events has been predominantly from personnel based in Ankara headquarters and the İstanbul office, with limited representation at the provincial level. Additionally, resistance to refugee inclusion persists among certain segments of workers' and employers' organizations. To overcome these ongoing challenges, efforts should focus on encouraging broader involvement across all organizational levels. This will promote a more inclusive and comprehensive approach to labor market integration, ensuring that refugee inclusion is better understood and supported by all stakeholders.

Recommendation 5: Establish clear and concrete definitions of green economy and green jobs

Addressed to	Priority	Resource	Timing
ILO	High	Low	Short term

It is essential to establish clear and concrete definitions of the green economy and green jobs and to consistently communicate these across all project documents, interviews, and contracts with implementing partners. This approach will ensure that all stakeholders are aligned with the project's environmental objectives and can work toward common goals with a shared understanding. Providing tangible examples will enhance clarity and enable practical application. While the project has made significant progress in promoting green jobs within cooperatives and some SMEs, there is a need for a more consistent and comprehensive understanding of green economy practices across all sectors. Standardizing these definitions and providing some examples will not only clarify the concept of green jobs but also ensure that future initiatives remain aligned with the project's overall objectives. Furthermore, it is evident from project documents, progress reports, and interviews that there is a recognized need to broaden the scope of environmental dimensions in business opportunities. This will allow the project to further strengthen its impact by integrating more sustainable and environmentally-friendly practices across a wider range of economic activities.

ANNEXES

ANNEX I. LESSONS LEARNED TEMPLATES

Lesson Learned 1

ILO Lesson Learned Template

Project Title: Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities
Project TC/SYMBOL: TUR/22/01/USA

Name of Evaluator: Tuba ÜZEL

Date: 31 Aug 2024

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
Brief description of lesson learned (link to specific action or task)	A just transition means promoting a green economy in a manner that is fair and inclusive for all stakeholders—workers, enterprises, and communities—by creating decent work opportunities and ensuring that no one is left behind. A well-managed just transition should contribute to the objectives of decent work for all, social inclusion, poverty eradication, and environmental sustainability (Castillo, Monica, <i>Green jobs, green economy, just transition and related concepts: A review of definitions developed through intergovernmental processes and international organizations</i> , Geneva: ILO, 2023). It is clear that green jobs are essential for achieving sustainable development: they reduce negative environmental impacts, promote social justice, and offer economic opportunities. In light of this understanding, Objective 2 of the project aimed to create "more and better income opportunities for refugees and HC through sustainable income generation and job creation." While the project has made significant strides in promoting green jobs within cooperatives and some SMEs, a more consistent and comprehensive understanding of green economy practices across all sectors is needed. Establishing clear definitions and examples will help standardize the concept of green jobs and ensure that future initiatives remain aligned with the project's objectives.
Context and any related preconditions	N/A
Targeted users / Beneficiaries	SMEs, Cooperatives, Refugees, HC
Challenges /negative lessons - Causal factors	The application of the green jobs definition within SMEs appears less clear. Interviews with implementing partners, such as United Work, revealed that green jobs in SMEs are often associated with certifications in recycling or organic production.

Success / Positive Issues - Causal factors	Supporting cooperatives and social enterprises engaged in environmentally sustainable practices aligned with the dual goals of providing income and promoting environmental sustainability. Examples such as Çetokoop, KATIK, and Meryem Women’s Cooperative demonstrated sustainable practices by fostering environmentally friendly employment, as evidenced by progress reports, interviews, and ILO-related website news.
ILO Administrative Issues (staff, resources, design, implementation)	N/A

Lesson Learned 2

ILO Lesson Learned Template

Project Title: Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities
Project TC/SYMBOL: TUR/22/01/USA

Name of Evaluator: Tuba Üzel

Date: 31 Aug 2024

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
Brief description of lesson learned (link to specific action or task)	The "İşimi Öğreniyorum" (On-the-Job Training) program under Objective 1 has successfully enhanced employment opportunities for both refugees and HC members while fostering social cohesion in the workplace. Expanding the program to additional provinces could further amplify its impact, but adjustments to the incentive structure will be essential to maintain workplace harmony and peace. It is recommended that future iterations of the program should continue without the provision of financial incentives. This adjustment would help mitigate the risk of internal conflicts and ensure a more harmonious integration of new recruits into the workforce, without diminishing the morale of existing staff.
Context and any related preconditions	N/A
Targeted users / Beneficiaries	SMEs, Refugees, HC
Challenges /negative lessons - Causal factors	the program encountered certain challenges. The provision of incentives to participants created tensions between newly recruited employees and existing staff, leading to disruptions in workplace harmony. Existing employees perceived these incentives as favoritism, which caused divisions within the workforce. This not only affected the workplace atmosphere and overall harmony but also reduced cooperation among employees, thereby undermining the objectives of team-oriented work. Offering incentives to new recruits led to feelings of unfairness and resentment, which negatively impacted team dynamics, morale, and productivity. Some companies chose to decline these incentives to avoid internal conflicts, highlighting the potential risks associated with such incentive programs.

Success / Positive Issues - Causal factors	<p>Feedback from interviews and focus group discussions highlighted the program's effectiveness, with beneficiaries, SMEs, and the implementing partner all commending the customized training content and schedules. These tailored trainings addressed specific needs, ranging from cow milking and vegetable picking to accounting and sewing. The selection of foremen (ustabaşı) by the companies themselves was identified as an effective strategy, allowing businesses to appoint the most suitable trainers for new workers. This non-interventionist approach ensured the relevance and efficiency of the training, while also strengthening social cohesion between refugee and HC workers.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>N/A</p>

ANNEX II. GOOD PRACTICES TEMPLATES

Good Practice 1

ILO Emerging Good Practice Template

Project Title: Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities

Project TC/SYMBOL: TUR/22/01/USA

Name of Evaluator: Tuba Üzel

Date: 31 Aug 2024

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
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	Within the framework of Outcome 2, which aims to provide more and better income opportunities for refugees and HC members through sustainable income generation and job creation, particular emphasis was placed to Output 2.1, where SMEs were empowered through capacity building activities and grant programs. This output focused on strengthening SMEs through capacity-building activities and grant programs. In this context, both newly established and existing SMEs owned by refugees and HC members received support to enhance their entrepreneurial capacity, financial resilience, and overall sustainability. The program has effectively enhanced the capacity of SMEs through strategic support, contributing to sustainable economic growth and job creation in alignment with the project's overarching goals.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>The selection of an implementing partner with the appropriate experience and expertise to manage the process, along with the subsequent collaboration between the ILO and this partner, has proven highly effective, resulting in strong ownership and establishing a coordinated mechanism for future initiatives. Looking ahead, expanding these capacity-building activities and grant programs will be critical to ensuring that more SMEs have access to the tools and resources necessary for success.</p> <p>No limitation – this can be replicated in every country.</p>
Establish a clear cause-effect relationship	Beyond financial and technical assistance, the program fostered a network of resilient enterprises that contribute to job creation and support the local economy. By promoting entrepreneurship among refugees and HC members, these SMEs not only enhanced their financial stability but also emerged as key players in strengthening social cohesion between the two communities.

Indicate measurable impact and targeted beneficiaries	The impact of this best practice will be the creation of stronger SMEs capable of supporting decent work opportunities and promoting employment. Targeted beneficiaries include both newly established and existing SMEs owned by refugees and HC members.
Potential for replication and by whom	Fully replicable by ILO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice will contribute to advance the Decent Work Agenda as part of Decent Work Country Programmes (DWCPs) of ILO. The good practice is also linked to ILO's Refugee Response Programme.
Other documents or relevant comments	N/A

ILO Emerging Good Practice Template

Project Title: Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities

Project TC/SYMBOL: TUR/22/01/USA

Name of Evaluator: Tuba Üzel

Date: 31 Aug 2024

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>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Under Outcome 2, which seeks to provide more and better income opportunities for refugees and HC through sustainable income generation and job creation, particular focus was given on Output 2.4. This output focused on creating these opportunities by empowering SSE entities, such as cooperatives, which play a vital role in fostering economic and social resilience. To achieve this, cooperatives that involve refugees were supported based on their financial, administrative, and market-related needs. Specifically, the women’s cooperatives supported by the ILO have demonstrated significant improvements in skills, capacity, resilience, and social cohesion. Through close cooperation with the ILO, these cooperatives have been able to strengthen their organizational structures and fostered a culture of collaboration between refugees and HC members, contributing to their long-term economic and social empowerment.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The cooperatives possess a high degree of flexibility, enabling them to establish partnerships with diverse stakeholders to create livelihood opportunities for their members and disadvantaged groups among refugees and HC members. Additionally, this adaptability supports the sustainability of their activities for the future.</p> <p>No limitation – this can be replicated in every country.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The empowerment of SSE entities has successfully provided enhanced income opportunities for refugees and HC members, particularly women. This initiative has not only promoted economic resilience but also contributed to the broader goals of social cohesion and sustainable development, in alignment with Outcome 2.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The anticipated impact includes increased access to employment opportunities for women. The targeted beneficiaries are refugee and Turkish women.</p>

Potential for replication and by whom	Fully replicable by the ILO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice contributed to advance the Decent Work Agenda as part of Decent Work Country Programmes (DWCPs) of ILO. The good practice was also linked to ILO's Refugee Response Programme. Finally, it was linked to the Strategic Plan 2022–25 of ILO, which refers to “building partnerships and cooperative relationships”.
Other documents or relevant comments	N/A

ILO Emerging Good Practice Template

Project Title: Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities

Project TC/SYMBOL: TUR/22/01/USA

Name of Evaluator: Tuba Üzel

Date: 31 Aug 2024

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>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Within the scope of Objective 1, output 1.2 referred to Workplace Adaptation Programme (WAP). This program was strategically developed to address labour market needs by fostering a fair and harmonious working environment within workplaces. It also mitigates the marginalization of refugees through a pairing system (ahbaplık), where groups of two or three participants were encouraged to organize social activities and improve their language skills, while familiarizing themselves with workplace organizational culture and behavioural standards. The effectiveness of this activity was evident in practice, with positive feedback gathered throughout the evaluation process during interviews. The organization and logistics managed by the ILO team were well-received and regarded as successful. A notable highlight of the training was the certification ceremony held at the program's conclusion, which celebrated the dedication and efforts of all participants who engaged fully in the comprehensive training program. Each participant who completed the program received a certificate, recognizing their commitment to continuous learning and improvement.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>No limitation – this can be replicated in every country.</p>
<p>Establish a clear cause-effect relationship</p>	<p>This initiative empowers workers by equipping them with essential skills, including knowledge of core labour rights, respect for diversity, gender equality, effective communication methods, and the competencies necessary to succeed in their respective industries. Such support is invaluable in helping workers achieve decent work and livelihood opportunities, which in turn enhances their job loyalty and self-esteem. By understanding and advocating for their rights, workers build resilience, which fosters a more stable work environment and supports access to</p>

	decent work opportunities. This heightened awareness of rights is of considerable significance.
Indicate measurable impact and targeted beneficiaries	Targeted beneficiaries were employees from refugees and HC members.
Potential for replication and by whom	Fully replicable by the ILO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice contributed to advance the Decent Work Agenda as part of Decent Work Country Programmes (DWCPs) of ILO. The good practice was also linked to ILO's Refugee Response Programme.
Other documents or relevant comments	N/A

ANNEX III. LIST OF DOCUMENTS REVIEWED

- Project Document (including the final version and two earlier versions before the latest revisions)
- Project Theory of Change
- Project Objectives and Indicators (including the final version and two earlier versions before the latest revisions)
- Quarterly Progress Reports (covering last 6 quarters of project implementation)
- Project Monitoring and Evaluation Framework
- Independent Mid-term Evaluation Report on “Decent Work Opportunities for Refugees and Host Communities in Turkey” Project
- Final Independent Evaluation Report on “Decent Work Opportunities for Refugees and Host Communities in Turkey” Project

ANNEX IV. EVALUATION TIMELINE

	June 2024		July 2024				August 2024				September			
Activities & Deliverables	W3 (w1)	W4 (w2)	W1 (W3)	W1 (W4)	W3 (W5)	W4 (W6)	W1 (W7)	W2 (W8)	W3 (W9)	W4 (W10)	W1 (W11)	W2 (W12)	W3 (W13)	W4 (W14)
1. Inception Phase														
Inception Meeting	Bayram Holiday													
Desk review														
Development of methodology														
Draft IR (D1)														
Final IR														
2. Fieldwork Phase														
Data collection (D2)						Ankara	Izmir	Istanbul	Hatay, Adana, G.Antep	Ankara	Ankara			
Data analysis														
3. Reporting Phase														
Draft Final Report (D3)														
Final Report (D4)														

ANNEX V. LIST OF PEOPLE INTERVIEWED

	ANKARA	Date	Name Surname	Title	Institution
1		27.09.2024	Elif Özkaya Aydın	Senior Humanitarian Specialist	Türkiye PRM Office
2		13.09.2024	Yasser Ahmed Hassan	Director	ILO Türkiye Office
3		24.06.2024	Billur Eskioğlu	Senior Project Coordinator	ILO Türkiye Office
4		04.07.2024	Enver Emre Aykin	Monitoring and Evaluation Officer	ILO Türkiye Office
5		11.07.2024	Salih Gökçe Görgeç	Governance and Compliance Officer (Outcome 3)	ILO Türkiye Office
6		12.07.2024	Ayşe Turunç Kankal	Livelihoods Officer (Outcome 2)	ILO Türkiye Office
7		12.07.2024	Özgür Sertaç Azizoğlu	National Officer for Business Development (Outcome 2)	ILO Türkiye Office
8		12.07.2024	Ebru Okutan	Green Economy Officer (Outcome 2)	ILO Türkiye Office
9		18.07.2024	Gamze Hoşgörür Urunay	Employment and Education Officer (Outcome 1)	ILO Türkiye Office
	ANKARA	Date	Name		Institution Type
10		02.08.2024	a.Ahmet Serdar Yağmur b.Sevil Aydın	a.Social Security Expert /Project Coordinator b.Social Security Expert	SSI (Government Institution)

11		06.08.2024	Kıvanç Eliaçık	International Relations Manager	DİSK (Trade Union)
12		06.08.2024	Hüseyin Taşdelen	Expert	İŞKUR (Government Institution)
13		20.08.2024	a.Mehmet Doğan b.Leyla Yılmaz c.Bircan Mutlu	a.Head of Department b.Expert c.Expert	DGILF (Government Institution)
	ADANA	Date	Name		Institution Type
14		08.08.2024	Adil Murat Vural	External Affairs Manager	Adana M.M. (Government Institution)
	İZMİR	Date	Name		Institution Type
15		24.07.2024	a.Özge Sever b.Abela Rızsua Davut	a.Cooperative partner b.Cooperative partner	HALKA Cooperative (KİGEP Beneficiary)
16		24.07.2024	Necdet Heppekcan	Secretariat General	İzmir Union of Chamber of Tradesmen and Craftsmen (Partner)
17		24.07.2024	Erenay Aydoğan Gökçe Baykara	Project Consultants	ILO Consultants in the field
18		24.07.2024	a.Eda Kayadibinlioğlu b.Arda Özdöl	a.Project Coordinator b.Project Expert	GENÇ-İŞİ Cooperative (Implementing Partner)
19		24.07.2024	Ceyda Kahraman	Social Security Auditor	İzmir SSI Provincial Directorate (Government Institution)
20		24.07.2024	Tuğba Atik	Human Resources Manager	ROND Textile (KİGEP Beneficiary)
21		24.07.2024	Selim Pilavcı	Human Resources Manager	Egedeniz Tekstil (KİGEP and on-the-job-training Beneficiary)
22		24.07.2024	a.Nebi Karateke b.Abdülrahim Eczacı	a.Owner b.Manager c.Accountant	Nebi Karateke Agriculture Company, Torbalı (KİGEP and on-the-job-training Beneficiary)

			c.Evrin Özelbir		
	İSTANBUL	Date	Name		Institution Type
23		13.08.2024	Abdullatif Babelly	Partner	PRiFa Coffee, Bayrampaşa (SME Support Beneficiary)
24		13.08.2024	a.Hasan Ataman b.Didem Caner	a.Owner b.Human Resources and Finance Officer	HBS Tekstil, Küçükçekmece (KIGEP and on-the-job-training Beneficiary)
25		15.08.2024	Mehmet Özveren	Sustainability Project Manager	INDITEX, Beşiktaş (KIGEP and on-the-job-training Beneficiary)
26		15.08.2024	a.Mehmet Mete Yılmaz b.Özgür Altıntop	a.Project Coordinator b.Community Manager	Yıldız Technical University Technopark (Implementing Partner)
27		16.08.2024	Atakan Aydın	Personnel and Administrative Affairs Manager	Eylül Textile, Esenyurt (KIGEP and on-the-job-training Beneficiary)
28		09.08.2024	Özlem Vatansever Yanar	Project Manager	United Work (Implementing Partner)
		GAZİANTEP	Date	Name	
29	14.08.2024		Coşkun Kadioğlu	Quality Assurance and Business Development Manager	Flexia Cable (KIGEP Beneficiary)
30	14.08.2024		Mehmet Uzun	Provincial Director	SSI Gaziantep Provincial Directorate (Government Institution)
	KAHRAMAN MARAŞ	Date	Name		Institution Type
31		14.08.2024	Ramazan Elma Murat Özaslan Dulkadiroğlu	Deputy Director District Manager	SSI Kahramanmaraş Provincial Directorate (Government Institution)
32		16.08.2024	Muharrem Erpirtı	President of the Footwear and Bag Manufacturers' Cooperative.	Pier Ayakkabı (KIGEP Beneficiary)

ANNEX VI INTERVIEW QUESTIONS

- Could you please tell your title, duties and responsibilities?
- When and how did the relations and cooperation of your organization begin with the ILO? How is your cooperation today?
- How is your communication with the ILO and the team members? With whom do you mostly interact with?
- How do you find the project design? The activities, outcomes, outputs?
- Which activities do you carry out within the scope of the project?
- Which activities do you carry out within this outcome? Is there any intersection and cooperation with other outcomes?
- How do you find the cooperatives and companies for the activities?
- What do you think regarding the identification of the target group? Does it meet the needs of the target groups and beneficiaries? Any revision required for the target group identification?
- What do you recommend for future phases? Is there anything to improve or anything to be cancelled in the project? What can be added in the next phase?
- Are there risks in achieving the objectives?
- Are the indicators set correctly?
- Is the monitoring and evaluation method complete?
- What are the challenges during the implementation? Did you encounter any challenges? In the field, did you encounter any problems and difficulties? Did you experience any challenges in practice?
- Do you think on-the-job-training practice worked for the beneficiaries? Does it need any revision?
- What is monitoring strategy? How monitoring and evaluation is applied during the implementation of the activity?
- Which templates were used during the activity? What do you think about these templates? Were they easy to fill out? Is there any pre-test and pro-test documents to measure the difference in the target group?
- Is there any coordination among the provinces? Is there any meeting or event to come together?

- What do you think about good practices? If exists, can you please give examples and details?
- Does ILO team members or from the institutions (SSI, İŞKUR or implementing partners) visit your company?
- Do you continue employment of the staff who benefited from the incentives? Did you monitor the recruited workers continue in the labour market if they leave existing job?
- How are the quotas allocated to the provinces determined?
- How the beneficiaries receive the incentive? How the process works?
- Do you participate to all events/workshops? Who participate from your institution?
- What is the content of the training sessions? Which subjects are highlighted? How are the trainers?
- What are your opinions about WAP practice?
- How do you find the communication and the culture of working together among the HC members and refugees?
- What is done for the visibility and dissemination of the project?
- In which provinces do you conduct the activities? Which are the most difficult ones? Are there any differences between the provinces?
- Which local organizations and administrations are you in contact with?
- How is the SSI system works for KİGEP?
- Do you participate in all events/workshops held by the ILO? Who participate from your institution?

ANNEX VII. MATRIX OF EVALUATION QUESTIONS AND DATA SOURCES

Question	Indicators	Data sources	Data collection method	Stakeholders	Analysis
Relevance	<ul style="list-style-type: none"> -Project objectives supported global and national priorities -Project was in line with needs of constituents -Project design and intervention logic were realistic to achieve expected results 	<ul style="list-style-type: none"> -Global and national policy documents (SDG 8 in particular, UNDCS, National Development Plan, National Employment Strategy) -Project document 	<ul style="list-style-type: none"> -Desk review -Semi-structured interviews 	<ul style="list-style-type: none"> -Project Team -Public partners 	<ul style="list-style-type: none"> -Triangulation based on diverse sources -Analysis of project design and intervention logic
Coherence	<ul style="list-style-type: none"> -Project's fit with other ILO interventions -Project's fit with interventions of public partners 	<ul style="list-style-type: none"> -Project document -Evaluations of other projects under the same programme -Project staff and public stakeholders 	<ul style="list-style-type: none"> -Desk review -Semi-structured interviews 	<ul style="list-style-type: none"> -Project Team -Public partners -External collaborators 	<ul style="list-style-type: none"> -Triangulation based on diverse sources
Effectiveness	<ul style="list-style-type: none"> -Project achieved successful progress towards objectives -Earthquake impact was minimized -Gender considerations were incorporated 	<ul style="list-style-type: none"> -Project document -Progress reports -Project data -Project staff and stakeholders 	<ul style="list-style-type: none"> -Desk review -Semi-structured interviews in Ankara and target provinces 	<ul style="list-style-type: none"> -Project Team -Public, private and NGO partners -External collaborators -Beneficiaries 	<ul style="list-style-type: none"> -Triangulation based on diverse sources
Efficiency	<ul style="list-style-type: none"> -Project resources were efficiently used -Management structure was appropriate 	<ul style="list-style-type: none"> -Project document -Progress reports -Project staff and stakeholders 	<ul style="list-style-type: none"> -Desk review -Semi-structured interviews 	<ul style="list-style-type: none"> -Project Team -Public, private and NGO partners -External collaborators -Beneficiaries 	<ul style="list-style-type: none"> -Triangulation based on diverse sources
Sustainability/ Impact	<ul style="list-style-type: none"> -Level of ownership -Long-term effects 	<ul style="list-style-type: none"> -Evaluations of other projects under the same programme -Project staff and stakeholders 	<ul style="list-style-type: none"> -Desk review Semi-structured interviews 	<ul style="list-style-type: none"> -Project Team -Public partners -External collaborators -Beneficiaries 	<ul style="list-style-type: none"> -Triangulation based on diverse sources



ANNEX VIII. TOR

TERMS OF REFERENCE

Final Independent Evaluation of “Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities” Project

I. KEY FACTS

Title of project being evaluated	Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities
Project DC Code	TUR/22/01/USA
Type of evaluation	Independent
Timing of evaluation	Final
Donor	U.S. Department of State – Bureau of Population, Refugees and Migration (PRM)
Administrative Unit in the ILO responsible for administrating the project	ILO Office for Türkiye
Technical Unit(s) in the ILO responsible for backstopping the project	MIGRANT
P&B outcome (s) under evaluation	<p>P&B 2022-2023: Outcome 7: Adequate and effective protection at work for all</p> <p>Output 7.5: Increased capacity of constituents to develop fair and effective labour migration frameworks, institutions and services to protect migrant workers</p> <p>P&B 2024-2025: Outcome 6: Protection at work for all</p> <p>Output 6.4. Increased capacity of Member states to develop fair and effective labour migration frameworks</p>
Contracting Organization	International Labour Organization (ILO)
Funding Source	The United States Department of State, Bureau of Population, Refugees and Migration (BPRM)
Budget of the Project	\$8,548,214



Project Location	Türkiye, with project provinces of İstanbul, İzmir, Bursa, Ankara, Adana, Mersin, Şanlıurfa, Kahramanmaraş, Konya, Hatay, Eskişehir, Denizli, Gaziantep, Manisa, and Kilis.
Project Start and End Date	01.04.2022 – 31.08.2024
Evaluation timing	From 17 June to August 2024
Evaluation Manager	Koray Abacı

II. INTRODUCTION AND BACKGROUND INFORMATION

Twelve years after the outbreak of the Syrian crisis, there are 5.7 million Syrians hosted in countries near Syria. As of December 2022, Türkiye is hosting an estimated 3.56 million registered Syrian refugees, of which an estimated 27.9 percent are male of working age (18-59 years), and 22.3 percent are females of working age.⁹ Currently, over 98 percent of Syrians under temporary protection live in urban and rural areas across Türkiye's 81 provinces, while approximately 1.3 percent are residing in temporary accommodation centres managed by the Presidency of Migration Management (PMM).¹⁰ The majority of Syrian refugees live in the southeast of Türkiye, as well as metropolitan cities such as İstanbul, Bursa, İzmir and Konya.¹¹

Türkiye also hosts an estimated 330,000 refugees from other countries, in majority from Afghanistan, Iraq and Iran, including arrivals from Ukraine.¹²

The challenges and barriers refugees face in accessing livelihoods opportunities, ensure self-reliance and decent work conditions remain. These challenges can be grouped into three categories: (a) Low level of skills and employability of refugees, (b) Lack of formal jobs and income opportunities, and (c) Insufficient labour market governance and enforcement.

Based on its close relationship with the Turkish Government over the years in strengthening the enabling environment for decent work and social justice, the ILO has supported refugees' access to decent work opportunities since 2015 guided by a Programme of Support spanning over the years. The ILO adopted a comprehensive, holistic and integrated Refugee Response Programme promoting short- and medium-term employment-rich measures. Currently, three projects are implemented under the Refugee Response Programme targeting the majority Syrian refugee-hosting provinces and satellite cities accommodating non-Syrian refugees. The ongoing and forthcoming interventions under the Refugee Response Programme are also underpinned by lessons learned¹³ and good practices over years of experience. The ILO strategy employs three integrated pillars, reinforcing crosscutting actions to facilitate the entry of refugee and vulnerable HC members to the labour market at the local level. The three pillars under the Refugee Response Programme are: (1)

⁹ UNHCR Operational Data Portal, Syria Regional Refugee Response, <https://data2.unhcr.org/en/situations/syria/location/113>.

¹⁰ UNHCR Türkiye, Operational Update, May-July 2022, <https://reporting.unhcr.org/document/3092>.

¹¹ Regional Refugee & Resilience Plan, Türkiye Country Chapter 2021-2022, http://www.3rpsyriacrisis.org/wp-content/uploads/2021/02/3RP-Türkiye-Country-Chapter-2021-2022_EN-opt.pdf.

¹² UNHCR, Türkiye, Europe Situations: Data and Trends – Arrivals and Displaced Populations, July 2022, <https://data.unhcr.org/en/documents/details/95181>.

¹³ [Lessons learned from the ILO's Refugee Response Programme in Türkiye - Supporting livelihood opportunities for refugees and host communities, 2019](#)



Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for refugees and Turkish host communities; (2) Support local economic development in specific sectors and geographic locations to stimulate job creation and stimulate entrepreneurship opportunities for Syrian refugees and Turkish host communities; (3) Provide support to strengthen labour market governance institutions and mechanisms to assist Türkiye in implementing inclusive development strategies.

III. SCOPE OF THE PROJECT

‘Supporting Resilience and Social Cohesion with Decent Livelihood Opportunities’ Project aims to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and sustainable livelihood opportunities. Financially supported by U.S. Department of State’s Bureau of Population, Refugees and Migration (PRM), the project will be implemented between 01.04.2022 – 31.08.2024 in Ankara, Istanbul, İzmir, Bursa, Adana, Gaziantep, Şanlıurfa, Mersin, Konya, Hatay, Kahramanmaraş, Eskişehir, Denizli, Manisa and Kilis provinces.

The Theory of Change at the Project level is to strengthen the resilience and social cohesion of refugees and host communities in Turkey by promoting their access to decent work and livelihood opportunities. To achieve this goal, the project is built on three objectives which are skills development, enterprise, formality and business development support and labour market governance.

The Project pays due attention to the national priorities and development plans and is designed to respect the complementarity principle with the other UN agencies and 3RP partners. In addition to the accumulated experiences and the lessons learned, the following guidelines and policy documents are taken as a basis in the design of the Project: (a) UN 2030 Agenda, (b) the SDGs, 8 and 10 in particular, (c) UNSDCF 2021-2025, (d) ILO P&B 2022 - 2023¹⁴, (e) 11th Development Plan (2019-2023), (f) the National Employment Strategy (2014-2023) and (g) the National Programme and Action Plan on Elimination of Child Labour (2017-2023).

The Project design is grounded on the ILO’s rights-based approach to migration, its standard-setting role and tripartite structure. The Project concept was developed in consultation with the representatives from the workers’ and employers’ organizations, the public authorities and the non-governmental actors. Reflections and discussions of the periodic coordination meetings with the DG for International Labour Force have been reflected in the Project design and will be further embedded during implementation.

Under Objective 1: The project aims to provide refugees and HC members with better access to the labour market and remain in employment through improved employability and employment services and enhanced social cohesion. Under this scope, four main activities are being implemented:

- a. Skills development and job placement
- b. Workplace Adaptation Programme (WAP)
- c. Increasing the quality of institutions on delivery of right-based career counselling and job-matching services through training

¹⁴[The Director-General’s Programme and Budget proposals for 2022–23](#)



- d. Establishment of early child-care and education centres (ECCE) for increased workforce participation

Under Objective 2: The project aims to provide more and better income opportunities to refugees and host communities through sustainable income generation and job creation. Under this scope, these activities are being implemented:

- a. SME capacity building trainings and grant schemes
- b. Transition to Formality Programme (KIGEP) to incentivize formal employment of refugees and host community (HC) members
- c. Incentives and job-matching activities for refugees and HC members' formal employment in green jobs
- d. Technical and financial support for Social Solidarity Economy (SSE) actors – cooperatives for better income generation opportunities for refugees and HC members

Under Objective 3: The project aims at improving working conditions of refugees and host communities through enhanced labour market governance and enforcement. The Project supports the realization of refugees' and HC members' labour rights by strengthening the capacity of labour market actors to respect, protect and ensure the rights of all workers, while promoting social dialogue and cooperation among relevant labour market actors, through series of training, workshops and capacity building activities.

Overall, the project has achieved considerable progress since its official launch, despite some setbacks faced mainly due to the Türkiye – Syria Earthquakes in February 2023 and deteriorating labour market dynamics in the country within the implementation period. While some of the output and outcome targets are achieved or even surpassed, progress achieved against several targets have been more negatively affected by aforementioned risks than the others. For example, targets regarding job placement of vocational training beneficiaries and green jobs-related outputs, as well as job creation targets under SME grant programmes are behind schedule compared to multi-year programming, mainly due to these two risks above.

Project Management Team is composed of:

- Senior Project Coordinator
- Admin and Finance Officer (vacant as of the date of preparation of this ToR)
- Employment and Education Officer
- Enterprise Development Officer
- Governance and Compliance Officer
- Green Jobs Officer
- Livelihoods Officer
- Monitoring and Evaluation Officer
- Communications Officer



- Field Operations Assistant
- Procurement Assistant
- Finance Assistant
- Project Assistant

IV. PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

As per ILO Evaluation Policy, an independent final evaluation is a requirement for projects with a budget over US\$ 5 million. The approved budget of the project is \$8,548,214.

Purpose

This Project is subject to final independent evaluation to review the project's relevance, efficiency, effectiveness and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. In that regard, the final 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 monitoring and evaluation 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 final evaluation will be carried out under the overall supervision of the REO/Europe and ILO Evaluation Office.

The final evaluation will ensure accountability to beneficiaries, donor and key stakeholders and promote organizational learning within ILO and among key stakeholders. The evaluation results would contribute for further project development to improve labour market integration of Syrian refugees and host communities in Türkiye. It would help to define what and how the ILO Office for Türkiye 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. Also, the evaluation of the project is part of the Monitoring and Evaluation Plan 2024 of the ILO Regional Office for Europe and Central Asia and the project work plan.

The evaluation will assess the results of the work done in order to properly report on the results as well as define the steps for possible further project development to promote decent work opportunities for refugees. The evaluation results would contribute for further project development to improve labour market integration of refugees and host communities in Türkiye. It would help to define what and how the ILO Office for Türkiye contributed for better working and living conditions both for the 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 evaluation will consider the project's relevance, efficiency, effectiveness, coherence and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. Project evaluations have the potential to:

- 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,
- support the conceptualization of the next phases, steps, strategies and approaches.

Scope

The scope of the evaluation will encompass all activities and components of the project for the period from April 2022 to the end of project duration, which is August 2024. The evaluation covers the project's all three outcomes and all provinces where activities of project is being implemented.

The final evaluation will benefit from the findings of other evaluations conducted previously within the ILO Office for Türkiye, as well as findings of interviews, visits in the project provinces and other data collection activities to be conducted under the scope of this assignment. The evaluation will also 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 of Support for the Response to the Refugees in Türkiye, UN Regional Refugee and Resilience Programme (3RP), United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 and national development frameworks. It will incorporate inputs from tripartite constituents and national stakeholders as well.

Clients

The following groups are the main clients of the evaluation:

- ILO RO for Europe, HQ MIGRANT, ILO management and project staff at ILO Office for Türkiye
- Donor (US BPRM)
- National Partners: Ministry of Labour and Social Security, DG for International Labour Force, Social Security Institute, workers and employers' organisations.
- Local partners
- Experts and Service Providers
- Target groups of the project: Refugee and host community members
- ILO Governing Body



- ILO relevant departments

V. CRITERIA AND QUESTIONS

The evaluation will apply the key OECD/DAC criteria of relevance, effectiveness, efficiency, coherence, 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 [4th edition of the ILO Policy Guidelines for results-based evaluation \(2020\)](#).
- The evaluation adheres to confidentiality and other ethical considerations throughout, following the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines and Norms and Standards in the UN System](#). The evaluation process observed confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure a maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.
- 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 has been considered during the design of all project activities and the main aim of the project is to provide decent employment opportunities to refugees in Türkiye.
- The evaluator should also be aware of and adhere to the specific requirements stated in various relevant guidance notes, checklists and templates available [at here](#).
- The evaluation will also focus on the effects of the Türkiye – Syria Earthquakes in February 2023 on the project, assessing whether and how unexpected factors have affected project implementation, and whether the project has effectively addressed these unexpected factors, including those linked to the earthquake disaster.
- It is expected that the evaluation will address all the questions detailed below to the extent possible. The evaluator(s) may adapt the suggested evaluation 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

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.



- To what extent have the projects addressed the needs of the target group and stakeholders in Türkiye which were identified during the intervention design?
- What mechanisms are considered in the design and implementation to ensure active engagement of stakeholders, such as active participation in activities and contributing to decision making process?
- To what extent is the project addressing key relevant components of and is contributing to:
 - ILO results framework (including P&B 2022-23), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
 - National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries and
 - The achievement of the relevant Sustainable Development Goals – especially SDG 8.
 - Are the original project strategy, objectives and assumptions appropriate for achieving planned results?

a) Outcomes: were the projects' objectives (as indicated on the LFMs) appropriate for achieving the impact-level objective?

b) Outputs: were the specified outputs (as indicated on the LFMs) appropriate for achieving the outcomes?

- Were the original project strategy, objectives and assumptions appropriate for promoting gender equality and inclusion of disadvantaged groups?
- What lessons can be learned for the design of future projects?
- Are the indicators and milestones useful in assessing the projects' progress and achievements?
- Are the objectives and targets of the project clear, realistic and likely to be achieved within the established time schedule and with the allocated resources (including financial and human resources)?
- To what extent were external factors and assumptions identified at the time of project design? Have those proven to be true?

Coherence

The compatibility of the intervention with other interventions in a country, sector or institution.

- How well does the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies have been created?
- To what extent are synergies and interlinkages between the project interventions and other interventions carried out by ILO, public actors and social partners in place?



- Is the Project overall Theory of Change consistent with the data/findings obtained during project implementation?
- Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

- How far the project interacted and possibly influenced national level policies, debates and institutions working on refugees' labour market participation?
- What has been the progress made by the project towards the achievement of its stated outcomes?
- Have there been any unintended results (positive or negative)?
- To what extent has the project adapted its approach to respond to the risks and challenges and what have the implications been on nature and degree of achievement of the project and project targets?
- How well has the project coordinated and collaborated with other refugee-focused interventions supported by other organizations?
- To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?
- Which alternative strategies towards disadvantaged groups' inclusiveness would have been possible or are still possible?
- 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?
- Did the project implementation change the nature of social dialogue among the project partners? To what extent?
- What obstacles did the projects encounter during implementation? How did they affect progress? Could the projects have better addressed these challenges?

Efficiency

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically and efficiently to achieve outcomes? Could they have been allocated more efficiently and if so, how?



- Given the size of the project, its complexity, has the existing management structure and technical capacity been sufficient and adequate?
- Were there adequate political, technical and administrative support from the national stakeholders? If not, why? How it can be improved?
- Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?
- To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality, social inclusion, refugees, people with disabilities and other disadvantages?

Sustainability and impact potential

- Have the interventions made a real contribution in the policy improvement for the refugees' labour market participation?
- To what extent has the involvement of ILO-Türkiye on promoting refugees' access to decent livelihoods opportunities had social, economic, and inclusive effects?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- Which strategies have the projects put in place to ensure continuation of mechanisms/tools/practices provided, if the support from the ILO (and/or donor institutions) ends? To what extent are these strategies likely to be effective?
- What is the level of ownership of the programme by partners and beneficiaries?
- What contributions the project have made in strengthening the capacity and knowledge of national and local stakeholders and to encourage ownership of the project to partners.

Lessons learned and good practices for future

- What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?
- 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?
- What lessons and good practices from the project?

Gender equality and non-discrimination issues

- To what extent does the project mainstream gender equality in its approach and activities?
- To what extent does the project use gender/women specific tools and products?



- Does the project align with ILO's mainstreaming strategy on gender equality and non-discrimination?

International Labour Standards (ILS), environment and Social Dialogue aspects

- How effective was the project in using ILS promotion and social dialogue tools and products?
- To what extent did the project mainstream social dialogue in its approach and activities?
- To what extent did the project mainstream environmental aspect in its project planning and activities?

The list of questions can be adjusted by the evaluator in coordination with the ILO Evaluation Manager during the inception phase. The evaluator may adapt the evaluation criteria and questions, but any changes should be agreed upon between the evaluation manager and the evaluator and reflected in the inception report. Based on the analysis of the findings the evaluation will provide practical recommendations that could be incorporated into implementation of ongoing projects and the design of potential future initiatives.

VI. 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 evidence 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 (through online meetings, where applicable); and (3) a data analysis and reporting phase to produce the final evaluation report.

Multiple data collection techniques are expected to be used by the 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 expected to use interviews (telephone or online meetings, if applicable) as a means to collect relevant data for the evaluation. Individual or group interviews will be conducted with the main clients defined in the TOR.

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



and nationality, 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 will include examining the project's Theory of Change in the light of logical connect between the levels of results, their alignment with the ILO's strategic objectives. A particular attention will be given to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The evaluator will be expected to follow EVAL's Guidance material on appropriate methodologies to measure key cross-cutting issues, namely the ILO EVAL [Guidance Note 3.1 on integrating gender equality and non-discrimination](#); and the ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#).

All this information should be accurately reflected in the inception report and final evaluation report.

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 (via online meeting tools, 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-Data Collection 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.

VII. MAIN OUTPUTS (DELIVERABLES)

A. Inception Report

This report will be 5 to 7 pages in length and will propose the methods, sources and procedures to be used for data collection. While preparing this report, the evaluator(s) is expected to benefit from desk review of all documents related to the project and the final evaluation. 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 Project Team and Evaluation Manager to seek their comments and suggestions. The inception report should be in line with [ILO EVAL Office Checklist](#).

B. Summary of Findings as a Result of Data Collection Activities:



This document is expected to be 5 to 7 pages in length excluding annexes. In this document, the evaluator(s) is expected to summarize the main findings as a result of interviews, site visits and other qualitative and quantitative data collection methods used. This summary will be followed by annexes, which will be comprised of a complete list of data collection activities conducted by the evaluator(s) including the dates and Key Informant Interview (KII) participants, as well as the list of questions addressed to the participants.

C. Draft Final Evaluation Report

The evaluator(s) shall submit to the Evaluation Manager the initial draft of the final report. This draft will be approximately 30 pages plus executive summary and appendices. The evaluation managers will share the draft report with the project staff and stakeholders for comments.

D. Final Evaluation Report

The Final Report should be submitted along with all relevant Annexes as indicated in ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned etc.) in English. The report will also include an evaluation summary, using the ILO Summary template.

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

The evaluator(s) will take part in a debriefing meeting to present the preliminary findings of the evaluation report.

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 approximately 30-40 pages in length, excluding the executive summary and annexes:

1. Title page
2. Table of Contents
3. Acronyms
4. Executive Summary
5. Project Background
6. Evaluation Background
7. Evaluation criteria and questions
8. Evaluation Methodology
9. Main Findings
10. Conclusions
11. Lessons learned and Emerging Good Practices
12. Recommendations



13. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

The process of the finalization of the Evaluation reports:

- The Project Team and Evaluation Manager will provide inputs/comments to the draft final report,
- After reflection of the inputs/comments of the ILO Team 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.

VIII. MANAGEMENT ARRANGEMENTS

The independent consultant will work under supervision of the ILO Evaluation Manager.

The ILO will provide written translation and simultaneous interpretation services from Turkish to Arabic and vice versa, if needed throughout the assignment.

ILO Project Team who will take part in the final evaluation assignment and their responsibilities in this context are stated below.

- The Evaluation Manager, Mr. M. Koray ABACI, will supervise, coordinate and guide the assignment. He will give the final decision and feedback to all the outcomes of the assignment.
- Senior Project Coordinator, Ms. Billur Pinar Eskioğlu, will provide strategic advice to the process and will ensure that the planned activities are realized in a timely manner to deliver the expected results.
- Monitoring and Evaluation (M&E) Officer: Mr. Enver Emre Aykın will ensure that the necessary actions to be taken for the timely delivery of the expected deliverables.
- Project Officers: They will provide necessary documentation, information and the lists of contacts/stakeholders/constituents/ beneficiaries and provide technical support to the M&E Officer and the consultant within the scope of the assignment when necessary.
- Finance and Procurement Officer & Finance Assistant: They will make sure if the expenditures are realized in accordance with the approved budget and in compliance with the ILO's financial rules and regulations. They will provide administrative and financial support, which includes but not limited to preparation of financial documents and following up the payments to the consultant.

IX. REQUIREMENTS

a. Minimum Qualifications

- Advanced degree in social sciences and/or economics and other related fields.



- Proven record of accomplishment in reporting and communication skills in English.
- Proven record of experience in analytical and report-writing skills and experience in evaluation in the scope of development cooperation projects.
- At least 10 years of professional experience in programme and/or project planning, monitoring, implementation and evaluation activities.
- At least 5 years of experience with policy advice, project development / implementation and/or monitoring & evaluation in UN Agencies and/or INGOs.
- Proven record of knowledge on results-based management (RBM), evaluation, as well as participatory M&E methodologies and approaches
- At least 5 years of experience in evaluation of UN agencies' programmes and projects;
- Proven record of experience in qualitative and quantitative analysis and research;
- At least 3 years of experience and / or proven knowledge on migrant and/or refugee labour issues;
- At least 3 years of experience and / or proven knowledge on country context and its developmental challenges;
- At least 3 years of experience in evaluation of development interventions
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals' associations

b. Assets

- Doctorate degree in social sciences and/or economics and other related fields.
- Certificate indicating completion of the ILO EVAL's online *Self-induction programme*. The programme takes one hour, and a certificate is provided upon completion of the programme. The programme is available at http://training.itsilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html.
- Proven record of experience in evaluation of ILO's projects and programmes in line with ILO's mandate and Decent Work agenda is a strong asset.

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 Ms Irina Sinelina, Regional Evaluation Officer based in DWT/CO Moscow, from RO Europe evaluation focal point.

X. ROLES AND RESPONSIBILITIES

The Evaluator(s) is responsible for conducting the evaluation according to the terms of reference (TOR). They 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, log frame, budget, and visibility and promotion 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 data collection mission.
- Conducting online 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, and circulating it for comments and inputs;
- Submitting the selected candidate's CV to REO, EUROPE Evaluation Focal Point and EVAL 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 and EVAL Desk Officer for Europe for final approval;
- PARDEV;
- Coordinating follow-up as necessary.

The Project Team is responsible for:

- Providing project background materials, including project document, surveys, studies, analytical papers, progress reports, tools, publications produced;
- 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;

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.

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”, 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. The report should also highlight an environmental aspect of the project and its contribution to the climate action. All this information should be accurately reflected in the inception report and final evaluation report. Lastly, the evaluator(s) shall have no connection to the project management.

XII. PLACE OF WORK

Evaluator (s) is expected to conduct visits to project target provinces within the scope of the contract, covering maximum 4 provinces and spending up to 10 days. This travel duration has been tentatively set; indicated provinces, duration and visit dates are subject to change based on the further studies during the inception phase of the mission.

XIII. PAYMENT DETAILS, DELIVERABLES AND TIMEFRAME

Expected Starting date: 01/06/2024

Ending date: 31/08/2024

The External Collaborator is expected to work 60 workdays within the duration of this assignment in order to fulfil required tasks and successfully execute the deliverables.

The following is a tentative schedule of tasks to be fulfilled by the evaluator(s) and anticipated duration of each:

Tasks and Deliverables (in line with definitions under Section VI)	Deadline	Required Working Days
Task 1: Desk review and development of methodology Deliverable 1: Inception report (as defined in Section VI)	Within two weeks after the signature of contract	Max 10 working days



<p>Task 2: Data collection</p> <p>Interviews and surveys with relevant project staff, stakeholders, and beneficiaries</p> <p>Deliverable 2: Submission of summary of findings as a result of data collection activities</p>	<p>Within 6 weeks after the signature of contract</p>	<p>Max 20 working days</p>
<p>Task 3: Analysis of findings and drafting final evaluation report</p> <p>Deliverable 3: Submission of draft final evaluation report</p>	<p>Within 10 weeks after the signature of contract</p>	<p>Max 20 working days</p>
<p>Task 4: Debriefing briefing and finalization of Final Evaluation Report</p> <p>Deliverable 4: Submission of Final Evaluation Report</p>	<p>Within 12 weeks after the signature of contract</p>	<p>Max 10 working days</p>
<p>Total number of working days for the evaluator</p>		<p>60</p>

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

ILO Office for Türkiye will reimburse transportation and accommodation costs during the evaluator(s) visits to the target provinces within the scope of the contract. Please note that the reimbursable travel amount reflects the maximum payment that can be made to the Consultant for travel. Actual payment will be based on the total amount of realized expenditures and the Consultant is expected to submit respective invoices to the ILO to receive payment for his/her travel and accommodation expenses. The following table indicates the travel compensation framework for the Consultant:

Cost Item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	<ol style="list-style-type: none"> 1. Approval of ILO before the initiation of travel 2. Submission of the invoices/receipt for travel and accommodation 3. Approval of ILO
Accommodation	Up to 50% of the effective DSA rate of ILO for the respective location	
Lunch	Up to 15% of the effective DSA rate of ILO for the respective location	
Dinner	Up to 15% of the effective DSA rate of ILO for the respective location	



Please note that the Evaluator is responsible for completing the security awareness online training course (BSAFE) if she/he needs to undertake any travel out of her/his city of residence within the course of this assignment. The course is available through registration on <https://training.dss.un.org/user/login>. Additionally, the Evaluator will be requested provide travel information to the ILO for generation of a security clearance in “Travel Request Information Process” (TRIP) system prior to any travel out of her/his city of residence.

ANNEX-I All relevant ILO evaluation guidelines and standard templates

- ILO Policy Guidelines for results-based evaluation, 2020 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/-/eval/documents/publication/wcms_571339.pdf
- Code of conduct form (To be signed by the evaluators) 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
- Checklist 5 preparing the evaluation report 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
- 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_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
- Guidance note 4 Integrating gender equality in M&E of projects 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
- Template for evaluation summary <http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
- Guidance note 4 Integrating gender equality in M&E of projects http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- i-eval Connect: Knowledge sharing platform -- Evaluation Office (EVAL) <https://intranet.ilo.org/collaborate/evalksp/Pages/default.aspx>
- ILO Library guides on gender <https://libguides.ilo.org/gender-equality->



ANNEX II: PROJECT LOGICAL FRAMEWORK

Overall Objective: Strengthened resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and sustainable livelihood opportunities.					
Objective 1: Refugees and host community members have better access to the labour market and remain in employment through improved employability and employment services and, enhanced social cohesion					
	Indicator	Indicator Type	Overall Target ¹⁵	Baseline	Means of Verification
1.1.	1.# of beneficiaries generated income as a result of skills development interventions and child-care provision	Outcome	390	0	- 40 working days of employment based on the SSI registration records
1.2.	2.# of beneficiaries with increased adaptation to their workplaces and dynamics of Turkish labour market as a result of WAP programmes.	Outcome	337	0	*Results of attitude scales and tests measuring the participants' knowledge and awareness on their rights and responsibilities under Turkish labour law , developed and implemented under WAP.
Output 1.1.: Refugees and host community members with better access to formal employment through skills development and job placement activities.					

¹⁵ Unless specified otherwise, following nationality and gender breakdowns apply to the targeted number of individuals:

- 50% gender parity amongst participants;
- 41% SuTP, 10% people under international protection status, 49% host community members.



1.1.1.	3.# of beneficiaries having participated in and successfully completed re-skilling, up-skilling and other skills development interventions;	Output	725	0	-Attendance sheets and other supporting documents
1.1.2.	4. Percentage of beneficiaries who have been placed in jobs as a result of skills development interventions	Output	50%	0	- 40 working days of employment based on the SSI registration records - Monitoring visit reports
Output 1.2.: Refugees and host community members with increased knowledge on labour rights and enhanced social cohesion through Workplace Adaptation Programme (WAP)					
1.2.1.	5.# of beneficiary workers who participated in the workplace adaptation program (WAP);	Output	640	0	*Signed Attendance sheets
1.2.2.	6.% of beneficiaries with increased knowledge on rights and responsibilities under labour laws and willingness to interact with members of other groups in the workplace	Output	50%	0	* Pre and post test results
1.2.3.	7.# of middle managers who participated in the WAP program		35	0	*Signed Attendance sheets
1.2.4.	8.% of middle managers with increased knowledge on decent employment	Output	50%		* Pre and post test results
Output 1.3.: Designated officials are better equipped with right-based career counselling skills through delivery of training					



1.3.1.	9.# of officials from the employment and career centres under institutions participated in capacity building training to provide right-based career counselling and job matching services	Output	200	0	*Attendance sheets *Trainer reports *Pre and post test results
1.3.2.	10.# of beneficiaries that received counselling services from the employment and career centres under institutions	Output	500	0	*Beneficiary institution reports on job counsellors' performances
1.3.3.	11.% of beneficiaries with increased satisfaction from the services provided by trained officials	Output	50%	0	*Satisfaction surveys conducted for clients of non-trained and trained officials

Output 1.4.: Refugees and host community members with care responsibilities have better access to labour market through establishment of early childcare and education centres (ECCE)

1.4.1.	12.# of early childcare and education centres (ECCE) established;	Output	1	0	-Agreements signed with municipality, -Procurement documents
1.4.2.	13.# of beneficiaries utilizing childcare services	Output	50	0	-Beneficiaries' registration records for benefiting the childcare services, -List of children enrolled in childcare facilities

2.	Objective 2: More and better income opportunities provided to refugees and host communities through sustainable income generation and job creation
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	Indicator	Indicator type	Target	Baseline	Means of Verification
2.1.	14.# of KIGEP beneficiaries retained in formal employment;	Outcome	1255	0	*Quarterly employment status and retention reports by SSI
2.2.	15.% of targeted beneficiary owned enterprises that report an increase in income as a result of ILO support	Outcome	40%	0	*Survey results
2.3.	16.% of targeted enterprises with increased resilience in the labour market through grant programme	Outcome	50%	0	*Monitoring visit reports *Survey results on their increase in annual revenues
2.4.	17.# of beneficiaries self-reported increase in their income as compared to the pre-programme baseline after cooperative support interventions	Outcome	25	0	*FGDs and surveys to be conducted by project team
2.5.	18.# of beneficiaries employed in the green economy and in the sectors included in the framework of nature-based solutions	Outcome	120	0	*List of beneficiaries placed in the jobs in relevant sectors *Employment status and retention reports by SSI
Output 2.1.: SMEs are empowered through capacity building activities and grant programmes					



2.1.1.	19.# of SME's owned by refugees or the ones employing refugees having received capacity building training to improve their sustainability, entrepreneurial skills;	Output	145	0	-List of enterprises attending business advisory services, entrepreneurship training, or receiving mentor support -Trainers' training evaluation reports, - List of enterprises still operating 3 months after finalization of ILO support
2.1.2.	20.# of existing SMEs provided with SME Complementary Grant;	Output	35		-Copy of Grant Agreements
2.1.3.	21.# of jobs created as a result of SME support;	Output	70		- Monitoring visit reports and survey results
Output 2.2.: Formal employment of refugees and host community members are incentivized					
2.2.1.	22.# of beneficiaries formally employed through the incentive programme of Transition to Formality (KIGEP)	Output	2093		- Monthly beneficiary reports delivered by SSI - Document showing social security premium coverage, work permit applications, work permit cards, service provider/Partner organisation/consultant evaluation report.
Output 2.3.: More and better income opportunities are provided to refugees and HC members in green jobs and in sectors included in the framework of nature-based solutions					



2.3.1.	23.# of beneficiaries referred to green jobs	Output	120	0	-Certificates, Document showing social security premium coverage, work permit applications, work permit cards, service provider/Partner organisation/consultant evaluation report.
2.3.2.	24.# of cooperatives incentivized to employ beneficiaries	Output	3	0	-Employment registration documents
Output 2.4.: More and better income opportunities are provided to refugees and HC members through empowerment of social solidarity economy (SSE) entities					
2.4.1.	25.# of cooperatives supported through technical and financial assistance;	Output	7	0	-List of Cooperative initiative(s) supported, -Documents on procurement activities and transfer of goods to the beneficiary cooperatives
2.4.2.	26.% of cooperatives reporting an increase in profits and/or an increase in membership as a result of ILO support	50%	0	0	-Quarterly updates from beneficiary cooperatives, field visits and surveys.
2.4.3.	27.# of refugees and host community members who joined a cooperative;	50	0	0	-List of beneficiaries who have accessed livelihoods through cooperatives as a result of project support
2.4.4.	28.% of beneficiaries reporting an increase income as a result	50%	0	0	-FGDs and surveys to be conducted by project team



3.	Objective 3: Knowledge base on decent work deficits and working conditions of refugees and HC members as well as the opportunities to bridge these gaps are improved through policy recommendations and training				
	Indicator	Indicator type	Target ¹⁶	Baseline	How measured
3.1.	29.# of assessments, reports and recommendations prepared and submitted to relevant authorities	Outcome	5	0	- Digital and printed versions of Assessments, reports and recommendation
3.2.	30.# of public and private sector representatives with increased knowledge and awareness on refugee labour, OSH, just transition, decent work and CSDD	Outcome	320	0	-Pre and post test results
Output 3.1: Staff from relevant labour market governance institutions with increased knowledge on refugees' access to labour market and international labour standards through access to training					
3.1.1.	31.# of staff participated in ITC training and certified with internationally recognized certificate	Output	5	0	*Certificates and attendance records
3.1.2.	32.# of staff participated in tailor-made capacity building training on refugees' access to decent work in Türkiye	Output	275	0	
Output 3.2.: Labour market governance actors with increased knowledge and awareness on OSH risks in sectors with high refugee employment					

¹⁶ Targets under this outcome with “individual” unit types do not follow the same nationality breakdown, since the beneficiaries of these interventions are officials and staff with Turkish nationality.



3.2.1.	33.# of labour market governance staff participated in and benefitted from OSH seminars	Output	50	0	*Participant lists
3.2.2.	34.# of OSH seminars organized	Output	2	0	*Seminar participant lists
Output 3.3. Advocacy workshops on on refugees' access to decent work are organized with the participation of labour market governance institution staff in provinces					
3.3.1.	35.# of labour market governance staff participated in advocacy workshops in the provinces	Output	175	0	*Participant lists
Output 3.4. Public and private sector actors with increased knowledge and awareness on decent work, green deal, just transition and fundamental principles and rights at work (FPRW) through thematic workshops organized					
3.4.1.	36.# of public and private sector representatives participated in thematic workshops on decent work, green deal, just transition and fundamental principles and rights at work	Output	120	0	*Participant lists
3.4.2.	37.# of reports and recommendations published as outcome of the workshops on decent work, green deal, just transition and FPRW	Output	4	0	*Digital and printed versions of reports and recommendations
3.5.1.	38.# of research, assessments and policy recommendations prepared	Output	1	0	*Digital and printed versions of research, assessments and policy recommendations

