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More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye – Phase II

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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LIST OF ACRONYMS

EBRD	European Bank for Reconstruction and Development
EU	European Union
GEDİ	Gender, Equality, Diversity and Inclusion Branch
ILO	International Labour Organization
ILS	International Labour Standards
İŞKUR	Turkish Employment Agency
KPIs	Key performance indicators
LAPs	Local Action Plans
MoFSS	Ministry of Family and Social Services
MoLSS	Ministry of Labour and Social Security
MoNE	Ministry of National Education
NAP	National Action Plan
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
SDGs	Sustainable Development Goals
Sida	Swedish International Development Cooperation Agency
SWOT	Strengths, weaknesses, opportunities and threats
TBB	Union of Municipalities in Türkiye
TOC	Theory of Change
ToR	Terms of Reference
TURKSTAT	Turkish Statistical Institute
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women

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EXECUTIVE SUMMARY

BACKGROUND & CONTEXT

Summary of the project purpose, logic and structure

The "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II project was a partnership of the International Labour Organization (ILO) and the Swedish International Development Cooperation Agency (Sida). The project was funded by Sida through the Embassy of Sweden in Ankara with the sum of US\$ 3,281,992 and implemented by the ILO. Based on the project document, the project aimed at increasing the number of women working under decent conditions in Türkiye. The project had three main outcomes: (1) National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment effectively implemented and monitored; (2) Measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, work and life balance and women's leadership) adopted and implemented by the General Directorate of Labour of MoLSS, the constituents, and pilot enterprises; and (3) (The new Outcome in Project No-Cost Extension): International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye.

Purpose, scope and clients of the evaluation

The four purposes of this independent final evaluation were following: (i) Project accountability, (ii) Promoting organizational learning, (iii) Planning and implementation improvement, and (iv) Building knowledge. This evaluation covered project interventions from January 2019 to December 2024 with a full review of the two following project components: Component I. More and Better Work Opportunities for Women Job-seekers in the pilot provinces (Outcome 1); and Component II. Improving Working Conditions for Women in the piloted sectors (Outcomes 2 and 3). The gender and disability dimensions were considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The primary end users of the evaluation findings are staff within ILO Office for Türkiye. Secondary parties making use of the evaluation results include ILO's tripartite constituents, as well as national and international partners, and other key stakeholders. Furthermore, the findings of this final evaluation are destined for ILO's management (the project team), overseeing the implementation of the project, the participating unit - GEDI, as well as for the project's donor, the Swedish International Development Cooperation Agency (Sida).

Methodology of evaluation

Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. The evaluator emphasized on cross-validation of data through triangulation and an assessment of plausibility of the results obtained. The methodological mix included a desk review, semi-structured focus groups or key informant interviews and a short survey. Data was gathered from different sources, by different methods for each of the evaluation questions, and findings were triangulated to draw valid and reliable conclusions. Data was disaggregated, at a minimum, by gender and by other dimensions where available. Conclusions and recommendations were based on evaluation findings (deductive reasoning).

MAIN FINDINGS

The body of the evaluation report presents answers to all key evaluation questions, which represent the proper **findings** of this evaluation.

A. Relevance

The project effectively addressed key barriers to women's employment in Türkiye, aligning with national and global priorities, such as gender equality, decent work, and inclusive economic growth. It focused on improving women's access to decent work, promoting gender-sensitive policies, and addressing systemic challenges like the gender pay gap and workplace violence. By engaging a diverse set of stakeholders, including public institutions, employers, and workers' organizations, the project promoted social dialogue and cultural change. While stakeholder engagement was strong, earlier and more inclusive outreach could have further enhanced the project's impact. Overall, the project was well-aligned with beneficiaries' needs and strategic frameworks, demonstrating flexibility and relevance in response to changing contexts.

B. Coherence

The project aligned well with the initiatives of key partners, leveraging ILO's role in advising and building the capacity of tripartite constituents. It complemented other ILO interventions, such as SCORE and the ILO Global Care Policy Portal, as well as national initiatives like ISKUR's training and recruitment activities. Over 85% of survey respondents agreed that the project activities were well integrated with other ILO initiatives. However, further synergies could enhance the project's impact, such as aligning ISKUR's recruitment activities with pilot companies.

ILO's comparative advantage stems from its normative role, technical expertise, and tripartite mechanisms, which foster collaboration between governments, employers, and workers. Stakeholders valued ILO's research and capacity-building support in promoting gender-sensitive and inclusive workplaces. ILO's role as a trusted partner has been pivotal in addressing challenges and advancing gender equality in Türkiye's labour market.

C. Effectiveness

The "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" project displays a high level of achievement of its expected or revised objectives in advancing gender equality in both policy and practice. Key achievements include:

Training and Awareness: Comprehensive training and awareness campaigns contributed to transformative change in gender equality in the workplace. **Capacity Building:** Positive outcomes were achieved in building the capacity of tripartite constituents (government, employers, and workers), increasing gender awareness, and enhancing social dialogue and public employment services. **Policy Development:** Over 30 policies and measures were developed to improve gender equality. Overall, more than 21,000 participants attended 41 seminars and conferences.

Despite challenges like COVID-19 and the 2023 earthquake, the project met over 80% of its expected outcomes, with most milestones achieved on schedule. The project successfully built the technical capacity of ISKUR (Turkish Employment Agency), improved gender-sensitive employment services, and developed gender-responsive labour market policies.

The project also worked closely with the Ministry of Labour and Social Security (MoLSS) to integrate gender equality into key policy documents, enhanced the capacity of worker and employer organizations, and improved working conditions in pilot enterprises. Notable achievements include the adoption of gender equality policies by companies like KARSAN, which promoted gender equality in leadership and the workforce.

In terms of stakeholder engagement, the project advanced the understanding of gender pay gap, gender-based violence, work-life balance, and women's leadership. Several organizations, including unions, signed "Zero Tolerance to Violence" policies aligned with ILO Convention C190.

Challenges remain, including policy implementation issues, limited stakeholder participation, and the need for greater employer engagement. Feedback highlights the importance of continued ILO support, ongoing capacity-building, and a more systematic approach to data sharing to allow stronger achievements of project outcomes.

D. Efficiency

The project has made appropriate use of resources to deliver a very productive project and build relevant partnerships. By focusing on key thematic areas and engaging higher-level management, there's potential for greater impact, including in raising awareness of C189, the Domestic Workers Convention, and addressing immediate beneficiary needs.

Strengthening the management structure with additional staff would enable stronger coordination and expand strategic partnerships to improve access to decent work for women. Streamlining administrative processes could enhance future implementation, ensuring faster results. Lastly, diversifying donor support could allow financial sustainability, securing long-term stability and growth for the project.

E. Sustainability and Impact Potential

The project has laid a solid foundation for advancing Türkiye's sustainable development goals and the ILO's core principles, with notable progress in gender equality and workers' rights. While further funding of an additional phase was not possible due to the donor's governmental decisions made in the second half of 2024, there are significant opportunities to ensure lasting impact by institutionalizing project approaches through stronger collaboration with tripartite partners, multiple ministries, the private sector, NGOs, universities, schools, and public services. Pilot companies have demonstrated the ability to sustain some activities, and further support for smaller entities, trade unions, and suppliers would be beneficial. In general, all stakeholders would benefit from extended support to deepen and sustain the impact. Continued capacity-building, innovative funding strategies, and adaptive approaches can help overcome challenges and maintain momentum. By replicating successful methods and securing diverse funding, the project can ensure long-term sustainability and success.

F. Gender and Disability Issues Assessment

Gender equality has been a long-standing priority for the ILO, and this project has effectively addressed critical gender issues (i.e., gender pay gap, gender-based violence at the workplace, work-life balance, and women's leadership). While the project has made valuable progress, there is an opportunity to deepen its impact through more transformative and innovative strategies, especially in the face of pushback on gender equality and entrenched social norms. Additionally, addressing the informal sector and unpaid care work remains essential, as women in Türkiye spend significantly more time on unpaid care, which limits their participation in paid employment.

The evaluation also highlights the absence of a focus on disability issues. Addressing the intersection of gender and disability will be crucial for ensuring inclusivity and advancing decent work for all in future interventions. Integrating these issues will enhance the project's overall effectiveness and align with the ILO's broader goals of promoting social justice, equity, and inclusive growth, ensuring that no one is left behind.

I. International Labour Standards Issues Assessment

The ILO's strength lies in its role as a normative body, which is key to advancing fundamental conventions such as C190 (violence and harassment), C189 (domestic workers), C159 (vocational rehabilitation and employment of persons with disabilities), and C87 (freedom of association). The project has played an important role in raising awareness and equipping policymakers with insights into the challenges posed by some of these conventions, thereby promoting inclusive policies and gender-sensitive solutions.

While significant progress has been made, more work is needed to drive the ratification and implementation of these conventions. Further efforts are required to ensure these standards are fully applied, fostering greater labour rights, women's participation in the workforce, and gender equality.

J. Just Transition to Environmental Sustainability

While the project did not specifically focus on a just transition to environmental sustainability, this represents a significant opportunity moving forward. By integrating the green transition alongside gender equality, the project can help foster inclusive policies that attract donor support and contribute to both sustainable economic growth and decent work.

CONCLUSIONS

Conclusion 1 on relevance

The project was highly relevant, aligning with national priorities and international frameworks, and successfully addressed critical gender equality, decent work, and economic empowerment issues. It contributed to SDG 5, 8, and 10, fostering collaboration among diverse stakeholders. Future interventions can be further enhanced by broadening engagement with stakeholders and focusing on targeted thematic areas to maximize impact.

Conclusion 2 on coherence

The project has effectively aligned with the interventions of relevant partners and organizations, supporting ILO's role in enhancing the capacity of tripartite constituents and stakeholders. By complementing other ILO initiatives, such as SCORE and the ILO Global Care Policy Portal, the project has contributed to a broader, integrated

approach. There is potential to further leverage synergies at multiple levels - country, international, ILO, and inter-agency - through further enhanced coordination with a range of stakeholders. This coordinated effort could help strengthen more the overall impact, fostering a more inclusive labour market.

Conclusion 3 on effectiveness

Despite challenges such as the pandemic and earthquake, the project effectively advanced gender equality in Türkiye's workforce. Capacity building, awareness campaigns, and policy development led to positive behavioural changes and a more gender-responsive labour market. The involvement of key stakeholders has set the stage for lasting change; however, continued support from the ILO and strengthened tripartite coordination are crucial to ensuring long-term success.

Conclusion 4 on efficiency

The project has made good use of its resources, achieving strong outcomes with its approach. To maximize impact in the future, further optimization of resource allocation and involving senior management in tripartite coordination will be key. Diversifying funding sources will also help maintain the project's momentum and ensure its continued success, driving long-term change.

Conclusion 5 on Sustainability and Impact Potential

The project has made a significant and lasting impact in promoting gender equality and strengthening institutional capacity in Türkiye. To ensure long-term sustainability, the focus should be on strategic institutionalization and securing continued funding. By building adaptive partnerships, engaging more the private sector, and aligning with key priorities like the green economy, the project can maintain its success, drive systemic change, and further enhance coalition-building to create more opportunities for women in decent work.

LESSONS LEARNED & GOOD PRACTICES

Emerging lesson learned: A key lesson learned is the importance of securing funding from multiple donors, leveraging both planned and emerging funding opportunities throughout the project's design and implementation. This approach not only enhances the project's financial sustainability and flexibility but also ensures the project's alignment with broader development initiatives, improving its long-term viability.

Emerging good practice: The project adopted a systemic approach in its design and implementation phases, effectively addressing women's employment as a

multi-dimensional issue. This practice aligns directly with the project's goal of promoting more and better jobs for women by advancing sustainability, human rights, and social responsibility. Leveraging ILO's unique tripartite mechanisms, the project fostered collaboration among key stakeholders - including public institutions, employers, workers, and civil society - ensuring alignment with national and international priorities.

RECOMMENDATIONS

Recommendations 1 to 5 (from conclusions 2, 3 and 5) proposes to ILO, donors, tripartite constituents and implementing partners the following to **strengthen future project planning and secure sustainable financing**. Priority: Medium / Importance: High / Resource implication: Medium.

1. **Enhance future project strategic planning** by engaging key partners early in the design phase. This includes drafting an exit strategy, integrating regular feedback and adaptive measures, and ensuring inclusive stakeholder outreach that aligns with constituents' most immediate needs and expectations. By fostering collaboration, stakeholders can collectively explore, design, and co-implement innovative multiplier strategies - such as leveraging private sector networks - at an early stage.

2. **Engage multiple donors** to ensure broad support and alignment with project goals, strengthening internal and external coherence efforts, exploring synergies for expanded funding, and seeking opportunities with the private sector - particularly through Corporate Social Responsibility (CSR) programmes (e.g., contributing to responsible value chains, the care economy, disaster risk management, green jobs, equal access to the job market for young women and men, and addressing gender, disability and human rights issues - such as child labour).

3. **Balance tripartite engagement and topics addressed during future events** to ensure active involvement of employers' organizations, business associations, and other relevant stakeholders.

4. **Integrate** robust monitoring frameworks to track behavioural and mindset changes, utilizing expert support in systemic and behaviour change management (see Section 2.3.2.3 for specific examples).

5. **Monitor gender-disaggregated data** whenever possible to better understand the impacts on women and men, enabling more targeted interventions.

Recommendations 6 to 7 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents and implementing partners to **keep the momentum** beyond the second phase of the project despite notably funding challenges. Priority: High / Importance: High / Resource implication: Low.

6. **Strengthen both national and global continuous partnerships** to provide **diverse support** and ensure **project's scalability**, considering that all stakeholders are willing to further collaborate in new projects or existing institutional settings. Based on a comprehensive mapping of key stakeholders and potential donors, involve additional stakeholders in the PAC as appropriate to diversify perspectives and expertise, and unlock untapped opportunities - based on interconnected priorities.

7. Consider **strengthening the production and use of relevant statistical data**, as well as the user-producer dialogue. This includes communicating more extensively on how statistical data can be used effectively by tripartite constituents, with the support of civil society. This recommendation could be initially addressed as an objective in a new project proposal, in collaboration with relevant actors.

Recommendations 8 to 11 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents, implementing partners to ensure **continued capacity building** beyond the second phase of the project. Priority: Medium / Importance: High / Resource implication: Medium.

8. **Ensure continued access to the ILO Academy** even in resource-constrained settings by exploring automated systems or streamlining processes for monitoring and engagement.

9. **Improve instructional design of training programmes** to better reflect stakeholder needs identified during consultations, within available resources. Incorporate creative learning methods, such as gaming, enhanced imagery, storytelling, group work, and open-ended questions. Consider follow-up sessions to reinforce learning.

10. **Conduct quarterly feedback sessions with implementing partners** to ensure the continued relevance and effectiveness of training courses and materials. Ensure that training content is applied effectively, embedded in organizational knowledge, and continuously updated to remain relevant to gender equality and decent work. This would contribute to avoiding institutional capacity risk of stagnation or regression.

11. **To maximize impact and outreach to the general public and key stakeholders in Türkiye, prioritize targeted dissemination of gender equality tools and research** through communication campaigns using a wider range of social media platforms and strategic partnerships with trade unions (actively supporting their existing awareness-raising efforts) and the private sector - including a broader range of companies, employers' organizations, and professional associations, relevant

public services, and schools - within existing budgetary constraints.

Recommendations 12 to 15 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents, implementing partners to **further advocate for C190 and other ILO convention engagement and ratification**, apply soft pressure and ensure commitment of senior levels. Priority: High / Importance: High / Resource implication: Medium.

12. Continue fostering engagement and commitment from senior political and organizational leaders to promote C190 ratification and implementation. Create space for sustained dialogue between state actors and gender equality proponents to facilitate collaboration and maintain momentum.

13. Seek or allocate resources for advocacy with high-level actors to ensure that gender equality remains a

priority on national agendas, and facilitating the introduction of compliance incentives and enforcement of measures in alignment with relevant ILO conventions.

14. Reassess the scope and objectives for a potential additional project phase, focusing on fewer thematic areas to ensure deeper impact. Develop a phased sustainability plan with clear monitoring mechanisms, roles, responsibilities, and timelines. Ensure flexibility to adapt to political and social challenges and coordinate efforts with relevant actors to advance SDGs 5 and 8.

15. Strengthen partnerships with UN agencies and development partners to amplify the impact of advocacy efforts.

1. INTRODUCTION

ILO Evaluation Office (EVAL) commissioned an independent final evaluation of the project "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II. This final evaluation is carried out by Ms. Maria Zarraga, lead international evaluator, and Ms. Aşyan Süleymanoğlu, team member consultant, and is scheduled to take place from October until December 2024. Guided by the Terms of Reference (ToR), the independent evaluation work was undertaken between end of October 2024 and December 2024, in close coordination with Ebru Özberk Anlı, Senior Programme Officer, ILO Office for Türkiye and team, and the Evaluation Manager, Mr. Tara Prasad Bakhariya.

The evaluators would like to thank all those who contributed to this evaluation. Special thanks go to the project team and to the Evaluation Manager for the much-appreciated support in the preparation and conduct of this evaluation. The evaluators hope that the findings, conclusions, and recommendations will contribute to the ongoing efforts of ILO Office for Türkiye and similar projects.

1.1. PROJECT BACKGROUND

1.1.1. Description

The project falls under ILO Programme & Budget Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects. The project has linkages to SDG 8 (Decent work and economic growth), SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities). Building on the lessons learned in Phase I, Phase II of the Project was launched in January 2019 and ended in December 2024, and was implemented in selected sectors through establishing wider partnerships with key partners.

The project was administered by ILO Office for Turkey with the support of Gender, Equality Diversity and Inclusion Branch (GEDI).

Phase II of the project aimed at increasing the number of women working under decent conditions in Türkiye, through effective implementation and monitoring of the National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment, and adoption and implementation of measures for decent working conditions for women by Turkish Employment Agency (ISKUR), Ministry of Labour and Social Security (MoLSS), social partners and by pilot enterprises. Additionally, the project promoted the adoption and enforcement of measures aimed at ensuring decent working conditions for women, thereby fostering an inclusive and gender-responsive labour market.

Conceptual Framework of the Project

As described in the Terms of Reference, Phase II of the Project has three outcomes (two in the original project period and one in the project no-cost extension) with specific outputs:

Component I: More and Better Work Opportunities for Women Job-seekers in the pilot provinces

- **Outcome I:** National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment effectively implemented and monitored.

Component II: Improving Working Conditions for Women in the piloted sectors

- **Outcome II:** Measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, work and life balance and women's leadership) adopted and implemented by the General Directorate of Labour of MoLSS, the constituents, and pilot enterprises.
- **Outcome III** (The new Outcome in Project No-Cost Extension): International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye.

Therefore, these two interrelated project components contribute to:

- (i) More and better work opportunities for women jobseekers in the piloted provinces of Türkiye, where all of the interventions implemented together with Turkish Employment Agency (İŞKUR); and
- (ii) Improving working conditions for women in the piloted sectors, where this component focuses on building the capacity of MoLSS, worker and employer organizations, pilot enterprises on gender equality and decent work conditions for women (focusing on gender pay gap, gender-based violence at workplaces, reconciling work-life balance and women's leadership) as well as on effective communication skills and coalition building to promote women's opportunities for decent work; and promotion of International Labour Standards and behaviour changes at the individual, institutional and community levels for a Zero Tolerance to Violence and Harassment culture for the actors in Türkiye.

The project envisioned that project results will be achieved through contributions from CSOs, academia, other public and local authorities in addition to collaboration with direct beneficiaries.

Institutional and management structure

The Project sits in the ILO Office for Türkiye. Project implementation was supported by the Gender, Equality, Diversity and Inclusion Branch (GEDI). The project works with an array of relevant institutions, national and international organizations. Through the Project, these various public and private institutions, at central and provincial levels, consulted one another and coordinated themselves in order to provide appropriate solutions to improve women's employment and working conditions in the pilot provinces, Ankara, Bursa, İstanbul, İzmir, Kocaeli, Konya, and Ordu.

Funding arrangements

In response to ILO's request for SEK 30,000,000 (approximately USD 3,280,481, based on the UN Operational Rates of Exchange as of October 2018), the Swedish International Development Cooperation Agency (Sida) allocated a budget of USD 3,281,992 for the project. The project document initially outlined a timeframe from January 2021 to December 2023 for implementation. However, in 2022, Sida granted a no-cost extension, revising the project's end date to December 2024.

The revised logframe introduced a new third outcome, focusing on zero tolerance to violence and harassment culture in the workplace, which was covered by the no-cost extension. With the donor's approval, certain activities originally planned under Outcome 1 were replaced by those under Outcome III. The result-based monitoring framework for NAP and LAPs on Women's Employment through social dialogue practices was drafted in collaboration with İŞKUR. However, due to the absence of formal approval, the activities under Outcome III, including the piloting of gender-responsive Active Labour Market Policies (ALMPs), were not implemented and were replaced instead.

The project continued to partner with four pilot provinces - Ankara, Bursa, İstanbul, and Konya - that were part of Phase I. These provinces remained central to Phase II due to the momentum generated in Phase I through the establishment of Gender Equality Representatives in İŞKUR's Provincial Directorates and the development of local action plans. These ongoing efforts, combined with the economic development potential and the status of women in these regions, made these provinces ideal for continued project activities. Additionally, İzmir, Kocaeli and Ordu were identified as key provinces for Phase II. Both were highly developed in terms of industrial sectors, including textiles, automotive, food, and manufacturing, with industrial zones providing excellent opportunities for women's employment and improvements in working conditions. Pilot companies in these sectors played a crucial role in the implementation of gender-responsive practices, helping to create more and better job opportunities for women. Sida continued its financial support for these activities, with the ILO ensuring the project implementation in alignment with international labour standards. İŞKUR, MoFL&S, social partners, civil society organizations (CSOs), academia, and participating companies were key players in the implementation and monitoring of activities across the provinces. Local stakeholders in each province played an essential role in ensuring the project's objectives were met.

Project implementation and key milestones of the project

Outcome 1: The project aimed to enhance İŞKUR's technical capacity through assessments, training, and results-based management approaches. It sought to develop and operationalize a results-based monitoring framework with capacity building for technical teams, experience-sharing workshops, and exhibitions of best practices. It intended to pilot gender-responsive ALMPs through analysis, best practice reports, model design, implementation, and policy briefs. Visibility was to be ensured through success stories and advocacy for sustainability. These milestones were designed to align with the overarching goal of promoting gender-responsive employment policies and practices.

Outcome 2: The project aimed to improve working conditions for women by addressing the gender pay gap, gender-based violence in the workplace, work-life balance, and women's leadership through strengthened partnerships among public institutions, social partners, and enterprises. A key milestone was enhancing the technical capacity of the Ministry of Family,

Labour, and Social Services (MoFL&S) through gender-responsive training programs, participatory gender audits, and the development of an Institutional Road Map. Another critical achievement involved strengthening workers' and employers' organizations by providing capacity-building initiatives, including targeted training on gender equality, improved social dialogue mechanisms, and the establishment of women's committees. Additionally, the project prioritized key sectors such as textiles, food, and domestic labour, ensuring that gender equality measures were integrated into these industries. Furthermore, it promoted international knowledge exchange and unionization efforts as essential steps toward establishing sustainable gender equality practices.

Outcome 3: The project aimed to promote international labour standards and drive behavioural change at individual, institutional, and community levels to foster a Zero Tolerance to Violence and Harassment culture in Türkiye's world of work. A key milestone was the adoption of policy documents addressing workplace violence and harassment in line with ILO Convention 190 by key actors such as trade unions, private sector companies, and public institutions. Another critical achievement involved integrating clauses on violence and harassment into collective agreements, ensuring stronger protections for workers. The project also supported the establishment of gender-responsive, safe, and effective workplace complaint and support mechanisms, expanding their adoption across multiple workplaces. Additionally, awareness-raising efforts were prioritized, reaching a broad audience through events and social media engagement. To further sustain these efforts, the project set key milestones to strengthen the capacity of workers' and employers' representatives through targeted training programmes, the development of a comprehensive training curriculum, and the introduction of practical tools such as guidelines and toolkits to help integrate C190 into workplace policies. Another milestone was conducting research and implementing evidence-based advocacy, with sector-specific studies designed to inform policy recommendations and campaigns that promote international labour standards on violence and harassment. These milestones were designed to ensure lasting institutional and cultural change toward safer and more equitable workplaces.

1.1.2. General context

Achieving gender equality in employment is a fundamental human right and a critical driver of economic growth, poverty reduction, and social progress. Women's economic empowerment yields benefit not only for individuals but also for households, communities, and entire nations. However, gender disparities in the labour market persist globally, with women facing lower labour force participation rates, lower wages, and limited access to decent work opportunities. Globally, as mentioned in the evaluation terms of reference and the project document, the female labour force participation rate stands at 49%, nearly 27 percentage points lower than for men. In Turkey, this gap is even more pronounced, with women comprising only 28.9% of the working population and experiencing one of the lowest participation rates among countries of similar income levels.

Women in Turkey often work under precarious conditions, including informal employment and part-time jobs, which lack social protections such as health insurance, maternity leave, or pensions. These inequalities result in reduced bargaining power, limited career advancement, and increased vulnerability to exploitation, including gender-based violence and harassment at the workplace. Social norms and expectations further exacerbate these challenges by reinforcing traditional gender roles, where men are viewed as breadwinners and women as caregivers. Women in Turkey devote a disproportionate amount of time on unpaid care work compared to men. This significantly limits their participation in paid employment.

Economic crises have amplified these gender disparities, with women disproportionately bearing the burden of job losses, increased unpaid care responsibilities, and heightened risks of labour market discrimination. For example, austerity measures often reduce public spending on social benefits, pushing more women into precarious, informal, and unregistered work. The lack of access to decent work conditions, coupled with barriers to employment, has constrained women's economic empowerment and undermined sustainable development efforts.

In this context, the International Labour Organization (ILO), in collaboration with national partners, has sought to address these challenges, emphasizing gender-sensitive policy design, promoting social dialogue, and strengthening institutional capacities to advance women's economic empowerment and contribute to sustainable development in Turkey

1.2. EVALUATION BACKGROUND

1.2.1. Scope

According to the ILO Policy Guidelines for results-based evaluation¹, all projects with a budget of USD 1-5 million and over 30 months must undergo a final independent evaluation.

¹ https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_571339.pdf

The evaluation covered the period from January 2019 to December 2024. It covered the entire duration of the programme since its inception. The evaluation encompassed the project office in Ankara and five provinces (Bursa, Istanbul, Izmir, Kocaeli, and Konya, Ordu) where the project was implemented, and adopted a participatory approach. The evaluation notably allowed the following: Identify strengths and weaknesses in the project design, strategy, and implementation at the output, outcome, and impact levels, as well as assess the sustainability of the project, its legacy, and any mitigation measures that were implemented.

The evaluation also serves the purpose of informing ILO Office for Türkiye overall strategy for the design of future intervention models by ILO in the country, based on the evaluation findings and recommendations. Additionally, the evaluation contributes to documenting management and delivery approaches.

The evaluation included all documents related to the project. This encompasses the project document, progress reports, the results of the mid-term evaluation, the implementation of its recommendations, and any publications produced as project outputs (e.g., knowledge products, policy strategies/briefs, videos, publications, training materials, etc.).

The evaluation process examined how the following cross-cutting issues were addressed (where applicable) and closely adhered to EVAL guidelines on these topics:

- Gender equality and non-discrimination;
- Promotion of International Labour Standards;
- Tripartism & Social Dialogue;
- Constituents' capacity development; and
- Just transition for environmental sustainability.

In response to ILO's Evaluation policy and strategy, the evaluators followed 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. The evaluators ensured that data was sex-disaggregated as much as possible and that women's views and perceptions were reflected in the evaluation.

The evaluation also gave specific attention to how the project intervention is relevant to ILO's strategic and national frameworks, Sustainable Development Goals, UN country programme frameworks (UNSDCF), strategic country development documents and programme and policy frameworks, including any relevant sectoral policies, programmes, and sustainable development strategies (or their equivalents) and donor related policy and strategic frameworks. Specific questions addressing these aspects across the evaluation criteria are outlined below (see section 1.3).

1.2.2. Key purpose

The independent evaluation served four main purposes:

- Project accountability;
- Promoting organizational learning;
- Planning and implementation improvement; and
- Building knowledge.

The evaluation considered the project's relevance, efficiency, effectiveness, coherence, and sustainability of outcomes, and tested underlying assumptions about contributions to broader developmental impacts. The objectives of this independent evaluation were therefore to:

- (i) Assess the relevance and coherence of the project in addressing the constitution and target groups' needs
- (ii) Assess the extent to which the project achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that led to them, including the implementation modalities chosen;
- (iii) Assess the extent to which the project's partnership arrangements (Public-Private Development Partnerships) and ILO management contributed to the achievement of the stated objective and expected results;
- (iv) Identify unexpected positive and negative results of the project;
- (v) Assess the extent to which the project outcomes were sustainable;

- (vi) Assess what and how the ILO contributed to strengthening the capacity of governments and social partners in promoting gender equality in the world of work;
- (vii) Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor, and ILO) for future similar interventions;
- (viii) Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; and
- (ix) Provide recommendations to contribute to further project development to improve labour market integration of women in Türkiye.

The primary end users of the evaluation findings are national stakeholders, ILO Office for Türkiye and the donor. Secondary parties who will make use of the evaluation results include ILO’s tripartite constituents, as well as national and international partners, and other key stakeholders. Furthermore, the findings of this final evaluation are destined for ILO’s management, overseeing the implementation of the project, the participating unit - GEDI, as well as for the project’s donor, the Swedish International Development Cooperation Agency (Sida).

The knowledge generated by this evaluation also benefit other stakeholders that may not be directly targeted by the project’s intervention such as: key government institutions, civil society organizations, donors, UN agencies, international organizations that work in relevant fields, and other units within the ILO.

1.3. CRITERIA AND QUESTIONS

The ILO adheres to the UN system of evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards.

Accordingly, project quality was assessed against the following main evaluation criteria:

- **Relevance:** The extent to which project objectives were consistent with beneficiaries’ needs.
- **Coherence:** The extent to which the intervention is compatible with other interventions in a country, sector or institution.
- **Effectiveness:** The extent to which objectives were achieved.
- **Efficiency:** How efficiently resources/inputs (e.g. funds, expertise, time) were converted into results.
- **Impact:** The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
- **Sustainability:** The likelihood of continuation of project benefits (outputs, outcomes) after the end of the project.

The evaluation addressed the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:

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. (“Is the intervention doing the right things?”)

1. To what extent did the project align with UN Country Programme frameworks (UNSDCF), strategic country development documents, relevant Sustainable Development Goals (SDGs), particularly SDG 5, SDG 8, and SDG 10, and ILO’s strategic and national policy frameworks?
2. Was there a fit between the project design and the direct beneficiaries’ and constituents’ needs?
3. What measures did the project take to address gender equality and non-discrimination, and how did its design incorporate gender considerations in objectives, outcomes, outputs, and activities?

4. Was the intervention logic coherent, and did the activities effectively support the planned outcomes? Were indicators SMART and useful to measure progress?
5. To what extent was the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries?

Coherence

► The compatibility of the intervention with other interventions in a country, sector or institution. ("How well does the intervention fit?")

1. How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?
2. What was the added value of the ILO's work in terms of its comparative advantage?

Effectiveness

► The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. ("Is the intervention achieving its objectives?")

1. To what extent were the project objectives achieved, and was the quality of the outputs satisfactory? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?
2. Were there any unintended results (positive or negative)?
3. To what extent the communication and advocacy strategy was effective in influencing the relevant target groups and audiences, and contributed to achieve the project outcomes?
4. To what extent did the project adapt its approach to respond to the COVID-19 crisis and what were the implications on the nature and degree of achievement of the project and project targets after the COVID-19 crisis? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?
5. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?

Was a monitoring and evaluation framework established at the start of the project, and was it regularly updated for accountability and learning? How effective was the monitoring mechanism, including meetings with project staff, beneficiaries, donors, and key partners? To what extent beneficiary feedback was included throughout the project?

Efficiency

► The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

- i. How efficiently were the project's resources (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Were they strategically allocated to achieve the project objectives? Did the project benefit from complementary resources at the global and country levels?
- ii. Given the project's size, complexity, and challenges, was the existing management structure and technical capacity sufficient?
- iii. How did the project adjust its work to respond to the changes in the environment due to February 2023 earthquake?
- iv. Did the project receive adequate political, technical, and administrative support from ILO HQ, the Regional Office, ILO backstopping units, and national partners?

- v. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?

Sustainability and impact potential

- The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?") ; The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")
1. Are the results achieved by the project likely to be sustainable beyond its duration? How will the implemented work be institutionalized and used by government institutions to support future progress on the project's objectives? Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
 2. To what extent have the project results contributed to advancing sustainable development objectives (as per UNSDCFs, national development plans, SDGs) and ILO's core principles (ILS, tripartism, social dialogue, gender equality, non-discrimination, and just transition)?
 3. What was the level of ownership of the project outcomes by partners and beneficiaries? How effective was the capacity building of social partners to ensure mechanisms are in place for sustaining activities after the project ends?
 4. To what extent and which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?

General

- To what extent the project addressed the mid-term evaluation recommendations?

As mentioned above, the evaluation also looked into following cross-cutting themes (see dedicated sections below in the report, namely Sections 2.6, 2.7 and 2.8):

- Gender equality and non-discrimination;
- International labour standards, tripartism and social dialogue; and
- Just transition to environmental sustainability.

1.4. METHODOLOGY

This evaluation adhered to relevant evaluation norms and standards, following ethical safeguards specified in the ILO's evaluation procedures. The ILO complied with the UN system of evaluation norms and the OECD/DAC Evaluation Quality Standards.

A combination of evaluation tools was used to ensure an evidence-based approach, integrating both qualitative and quantitative assessments, with a primary focus on qualitative analysis. Data cross-validation was carried out through triangulation, along with assessing the plausibility of the results.

The methodology included a desk review of project documents, a brief survey, and semi-structured interviews conducted either remotely (online/hybrid) or in person. The Theory of Change of the intervention was examined, with a focus on the logical connection between levels of results and their alignment with ILO's strategic objectives, global and national outcomes, as well as relevant SDGs and targets.

Gender equality was considered a cross-cutting theme throughout the evaluation, involving both men and women in consultations and evaluation analysis. The evaluation also reviewed gender-disaggregated data, when available, and

assessed how well the project improved the lives of both women and men, addressing the needs of women and people with disabilities.

The evaluation ensured a balance between organizational learning and accountability. It captured insights, lessons learned, and good practices from project implementation by engaging stakeholders such as beneficiaries and implementing partners, identifying successes and challenges. This informed future interventions and contributed to a culture of learning. Stakeholder accountability was also assessed, including the use of resources and alignment with the beneficiaries' needs.

A participatory approach was applied, maintaining evaluators' independence while seeking stakeholder views. Conclusions and recommendations were based on evaluation findings, with actionable recommendations discussed with stakeholders to gather feedback.

1.4.1. Fieldwork and Data Collection Plan

Fieldwork began with online meetings with the project team on November 18, 2024. From November 20, 2024, onward, hybrid or online interviews were conducted with stakeholders outside Ankara, based on availability. The interviews continued through December 11, 2024, covering stakeholders in Istanbul, Kocaeli, Izmir, Antalya and Bursa. Hybrid meetings were held to allow both consultants to engage with stakeholders.

Starting December 16, 2024, the focus shifted to Ankara, where in-person meetings with local stakeholders took place from December 16 to 19, 2024. These meetings were scheduled based on stakeholder availability and priority, in collaboration with the project team.

All interviewees were invited to complete an online survey between November 25 and December 3, 2024, complementing the data collection. This timing allowed for reminders to be sent and results to be prepared before the final interviews in Ankara. The survey was also extended to stakeholders who could not attend interviews due to logistical constraints.

Stakeholders were selected based on their relevance to the project. The sampling strategy aimed for a diverse representation of actors, such as government, workers' organizations, employers' organizations, CSOs, and universities, ensuring gender balance and including representatives from various sectors.

The evaluators worked freely and without interference. All stakeholders interviewed were ready to openly share their views. Information obtained during data collection was comprehensive, consistent and clear.

Information on stakeholders' views obtained through interviews is presented in this report in a way that it cannot be traced back to the specific source.

The list of stakeholders interviewed includes representatives of:

- Swedish International Development Cooperation Agency (Sida);
- ILO Office for Türkiye and project team;
- ILO offices / functional units that provided specific inputs or support to the project;
- Sectoral social partners (including employers' and workers' organizations);
- Government / Partner public institution representatives (including Turkish Employment Agency (ISKUR) and Directorate General Labour)
- Private sector companies;
- CSO / Universities;
- International Organizations;
- Trainers;
- Training participants; and
- Other key project stakeholders involved in the project implementation.

Post-Data Collection and Stakeholders' Workshop: Upon completion of the data collection and initial analysis, the evaluation team conducted a stakeholders' workshop with project key stakeholders, including ILO. The objectives of the workshop were to (i) validate information and data collected through various methods; (ii) share the preliminary findings, draft

conclusions, and recommendations with ILO and relevant stakeholders; and (iii) collect inputs from stakeholders for the evaluation. After incorporating inputs from the stakeholders’ workshop, a draft report was shared with the Evaluation Manager, who, after a methodological review, circulated it to the stakeholders for their comments and inputs.

Stakeholders	Number	Female %	Male %
Donor	1	1	0
ILO Staff (The Director of ILO Office for Türkiye, Project Team; ILO Offices / Units – project support)	6	0.83	0.17
Public sector	6	0.67	0.33
International Organizations	1	1	0
Private sector (incl. Focus groups)	28	0.37	0.63
Trade unions	10	1	0
Universities	2	0.5	0.5
Total (Number and %)	54	34 (%62,96)	20 (%37,03)

Table 1 – Stakeholders interviewed per role

1.4.2. Main limitations and risks (including mitigation strategies)

1. Even where impact was quantifiable, the evaluation was not be able to measure the net impacts of project participation. That would have required knowledge of the counterfactual i.e. the outcomes that would have occurred in the absence of the programme, which can only be measured using control groups.
2. Due to tight deadlines and the involvement of multiple stakeholders, especially during the field mission in Ankara, priority was given to the contact points identified by the project lead as the most actively engaged in the project, and based on stakeholders’ availability. Project stakeholders from other provinces, including those who could not attend the closing conference in Ankara on December 16, 2024, were interviewed online or in hybrid meetings by both the national and international consultants.
3. While the closing conference in Ankara offered a valuable opportunity for face-to-face meetings with stakeholders, the timeline for preparing the stakeholder meeting and other deliverables was compressed. The evaluation was led in close collaboration with ILO, ensuring that the work was completed within the set deadlines by effectively managing the workload, available resources, and the necessary effort to meet the required timelines.
4. To maximize stakeholder input within limited time, focus group interviews were conducted in addition to key informant interviews, with the caveat that some views may not be expressed as freely as they would in individual interviews. Triangulation was employed to mitigate this limitation.

The above-mentioned limitations do not affect the validity of the evaluation.

2. FINDINGS

This section presents the findings of the evaluation and provides an assessment of project quality against the evaluation criteria. The assessments below are formulated based on a cross-section of opinions and double-checked with the project frameworks and available data.

2.1. RELEVANCE

- › To what extent did the project align with UN Country Programme frameworks (UNSDCF), strategic country development documents, relevant Sustainable Development Goals (SDGs), particularly SDG 5, SDG 8, and SDG 10, and ILO’s strategic and national policy frameworks?
- › Was there a fit between the project design and the direct beneficiaries’ and constituents’ needs?
- › What measures did the project take to address gender equality and non-discrimination, and how did its design incorporate gender considerations in objectives, outcomes, outputs, and activities?

- Was the intervention logic coherent, and did the activities effectively support the planned outcomes? Were indicators SMART and useful to measure progress?
- To what extent was the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries?

2.1.1. Alignment with Strategic Frameworks and SDGs

The intervention adhered to ILO's strategic and national policy frameworks, advancing more and better job opportunities for women. The project strongly aligned with UN Country Programme frameworks (UNSDCF), Türkiye's 12th Development Plan, the National Employment Strategy, and the National Youth Employment Strategy, addressing gender equality, decent work, and inclusive economic growth. Globally, it supported SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 10 (Reduced Inequalities).

The project demonstrated strong alignment with global, national, and institutional priorities, reflecting its high relevance to stakeholders' and beneficiaries' needs. The project expected outcomes addressed critical issues faced by women in Türkiye's labour market:

1. The implementation of National and Local Action Plans (NAPs and LAPs) on women's employment, ensuring a targeted response to barriers in access to decent work opportunities.
2. The adoption of gender-sensitive measures for decent work conditions, particularly addressing systemic challenges such as the gender pay gap, workplace harassment, work-life balance, and women's leadership.
3. The promotion of International Labour Standards (ILS) and fostering of behavioural and cultural change to create a zero-tolerance environment for workplace violence and harassment.

The project contributed meaningfully to key outputs under the UNSDCF Türkiye 2021-2025, specifically:

- Output 1.2.2. Systemic constraints to women's economic empowerment are reduced and positive business practices are implemented to transform gender bias in the world of work.
- Output 1.2.4. Efforts are made to promote and translate into action an enabling legal and policy environment in line with international standards on violence against women and other forms of discrimination.
- Output 1.2.5. Services for the prevention and protection of VAW are improved through strengthened capacities of institutions (state, CSOs, private sector), improved data management, better coordination and empowerment of women at risk and survivors of VAW.

Outcome III facilitated the establishment of a multistakeholder coalition advocating for ILO Convention C190, which played a crucial role in raising awareness about workplace violence and harassment. This initiative demonstrated the project's relevance to address significant societal challenges while aligning with international labour standards.

2.1.2. Gender Equality and Non-Discrimination

Gender considerations were effectively integrated across all objectives, outcomes, and activities. Specific measures targeted *gender pay gap, gender-based violence at the workplace, reconciling work-life balance and women's leadership*. Activities such as capacity building and awareness campaigns, addressed systemic barriers and fostered behavioural change.

While tackling a wide range of gender-equality related issues, several stakeholders however emphasized the need to narrow the focus to fewer topics (e.g., the care economy, workplace violence and harassment, and access to the job market for women graduates) in order to enable more impactful and sustainable interventions. This approach would take into account available resources and the intensive workload associated with all planned activities.

2.1.3. Relevance to Beneficiaries and Constituents

The project was well-designed to meet the needs of its direct beneficiaries, namely the Ministry of Labour and Social Security (MoLSS), workers' and employers' organizations, and private sector enterprises. It effectively addressed critical challenges such as limited access to employment and aforementioned gender-related issues. Initial consultations with stakeholders ensured alignment with both national and global priorities. By focusing on the care economy, workplace harassment prevention (aligned with ILO C190), and wage transparency, the project addressed fundamental societal and structural challenges. One of the project's key strengths was its multifaceted approach, particularly evident in the second component: "*Improving Working Conditions for Women in the Piloted Sectors*." The design included cooperation with a wide array of stakeholders, such as relevant public institutions, social partners, professional organizations, and non-governmental organizations (NGOs).

Phase II of the project was designed using a needs matrix informed by the final evaluation of Phase I and priorities outlined by beneficiary institutions.

The survey results stress the project's strong alignment with beneficiaries' needs:

- ➔ More than 60% of survey respondents fully agreed that the project effectively addressed the needs of direct beneficiaries and incorporated their feedback throughout its implementation, and 30% partially agreed with this statement.
- ➔ More than 80% of respondents fully agreed that the project successfully addressed gender equality and non-discrimination in line with beneficiaries' needs, and incorporated gender considerations into its objectives, outcomes, results, and activities.

2.1.4. Stakeholder Engagement and Project Design

Feedback from stakeholders highlighted occasional gaps in early engagement. In particular, a more thorough situational analysis could have strengthened the project design. Based on consultations, the project might have achieved greater ownership and effectiveness through more systematic and proactive engagement with key partners during the design and early implementation phases. A comprehensive stakeholder mapping exercise could have identified all relevant actors and leveraged their influence to accelerate impact. Notably, some stakeholders only became involved after initiating contact with the ILO themselves, pointing to an opportunity for more proactive and inclusive outreach. Earlier and stronger collaboration could have enhanced alignment with the needs and expectations of all partners, particularly employers' organizations and enterprises, fostering stronger commitment and synergy.

2.1.5 Relevance and Barriers to Impact

The project design was relevant to the needs of its ultimate beneficiaries: women working in selected sectors in the pilot provinces. This was especially true for women employed in enterprises adhering to Turkey's ratification of key ILO conventions, including C87 (Freedom of Association and Protection of the Right to Organize) and C98 (Right to Organize and Collective Bargaining). However, consultations revealed barriers to impact in cases where enterprises disregarded these conventions. This limitation notably hindered stakeholders, including trade union representatives, from effectively supporting end beneficiaries. Facilitating the introduction of compliance incentives and enforcement measures could create an enabling environment - perceived in some cases as a prerequisite for the project's success - by strengthening mechanisms for monitoring enterprise adherence to ILO conventions.

2.1.6. Intervention Logic

The intervention logic was coherent, with activities supporting planned outcomes. The project did well in defining a series of outputs that link effectively with Outcomes I, II and III. Quantitative indicators effectively tracked progress, but the project would benefit from integrating qualitative indicators and behavioural change monitoring to provide a deeper understanding of its impact as mentioned below under section 2.3.2. The Mid-term evaluation and progress reports highlighted the project's relevance and adaptive responses to challenges, such as Türkiye's withdrawal from the Istanbul Convention² and the COVID-19 pandemic.

2.2. COHERENCE

- How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?
- What was the added value of the ILO's work in terms of its comparative advantage?

² The Istanbul Convention, formally known as the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence, is an international treaty aimed at preventing and combating all forms of violence against women and domestic violence. While it primarily focuses on protecting women's rights, the Convention also aligns with international labour standards, particularly in promoting safe and gender-equal workplaces. The Convention addresses issues such as harassment, violence, and gender discrimination in the workplace, which is also covered by ILO Convention C190 on eliminating violence and harassment in the world of work. Türkiye signed the Istanbul Convention in 2011, but in 2021, the Turkish government announced its decision to withdraw from the Convention.

2.2.1. Complementarity and Synergies of Interventions

The project aligned well with the interventions of relevant partners and organizations, recognizing ILO's essential role in supporting, advising, and building capacity of tripartite constituents and other stakeholders. It complemented other ILO interventions such as SCORE, the ILO Global Care Policy Portal, and other country-level interventions, such as ISKUR training and recruitment activities, educational programmes, and public services for women. More than 85% of survey respondent fully agree that project activities aligned well with the other initiatives of ILO Office in Türkiye and relevant partners, fostering strong synergies and collaboration. Based on consultations, there is however potential for further synergies at the country, international, ILO, and inter-agency levels to strengthen the project's impact and multiplier effect. For example, recruitment activities could be coordinated with pilot companies like KARSAN, in collaboration with relevant agencies.

2.2.2. ILO's Comparative Advantage and Added Value

The ILO's comparative advantage is strongly rooted in its normative role, including in promoting the ratification and/or implementation of conventions such as C190 (Violence and Harassment), C189 (Domestic Workers), C159 (Vocational Rehabilitation and Employment), and C087 (Freedom of Association). ILO's work is highly regarded for its technical expertise, Tripartite Mechanisms and Social Dialogue.

Stakeholders consistently recognized the ILO's added value in providing:

- ▶ High-quality research and essential data, which are crucial for evidence-based policymaking and programme design.
- ▶ Capacity-building and advisory services that support constituents in creating more and better jobs for women.

ILO's unique positioning as a normative and technical leader has enabled it to be a trusted partner, with its expertise respected and valued by key stakeholders across sectors. This role is pivotal in addressing persistent challenges, accelerating and scaling up initiatives for gender-sensitive and inclusive workplaces in Türkiye.

2.3. EFFECTIVENESS

- ▶ To what extent were the project objectives achieved, and was the quality of the outputs satisfactory? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?
- ▶ Were there any unintended results (positive or negative)?
- ▶ To what extent the communication and advocacy strategy was effective in influencing the relevant target groups and audiences, and contributed to achieve the project outcomes?
- ▶ To what extent did the project adapt its approach to respond to the COVID-19 crisis and what were the implications on the nature and degree of achievement of the project and project targets after the COVID-19 crisis? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?
- ▶ How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- ▶ Was a monitoring and evaluation framework established at the start of the project, and was it regularly updated for accountability and learning? How effective was the monitoring mechanism, including meetings with project staff, beneficiaries, donors, and key partners? To what extent beneficiary feedback was included throughout the project?

The *More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye* project has made notable contributions to advancing gender equality at both the policy and organizational levels.

The project achieved key objectives, including:

- ▶ Effective training and awareness campaigns
- ▶ Positive outcomes in capacity building for tripartite constituents (government, employers, and workers)
- ▶ Increased gender awareness, enhanced social dialogue, and improvements in public employment services.

The intervention proved to be successful in achieving its expected results and was very productive in doing so, despite limited human resources managing many activities and various challenges along the way, such as the COVID-19 pandemic and the earthquake. More details on project performance against expected outputs and outcomes can be found in [Annex 7](#) that also

presents overall output and outcome delivery assessments. In December 2023, based on project self-assessments, implementation of almost all (>80%) outputs and outcomes were on schedule, as envisaged in the implementation plan, and almost all (>80%) indicator milestones had been met. More than 80% of survey respondents were very satisfied with overall project results, and 63.64% mention they consider the project to have achieved 75% to 100% of expected results (in the framework of activities they participated in).

Overall, the project team and partners’ efforts resulted in the following outcomes. It should be noted that that the project did not provide gender-disaggregated data for the figures below.

- ▶ More than 30 policies and measures developed to improve gender equality int the workplace
- ▶ 41 seminars and conferences
- ▶ More than 21’000 participants
- ▶ Over 145 representatives from various institutions and organizations contributing to the development of policy recommendations.

Under the project outcomes and outputs presented below, the intervention involved the delivery of a range of comprehensive activities, including *trainings, workshops, webinars, awareness events and campaigns, stakeholder meetings, conferences, and experience-sharing events*. These initiatives contributed to fostering gender equality, enhancing collaboration, and raising awareness among key stakeholders. These efforts paved the way for transformative change in gender equality within the workplace.

As a result, the project led to positive outcomes in capacity building for tripartite constituents, fostering greater collaboration and understanding among key stakeholders. It accelerated results at the country level, notably empowering trade unions. Furthermore, the initiative enhanced social dialogue, and improved public employment services, contributing to a more gender-responsive labour market.

<p>Outcome I: National Action Plan (NAP) and Local Action Plans (LAP) on Women’s Employment effectively implemented and monitored</p> <ul style="list-style-type: none"> ▶ Output 1.1: Technical capacity of İŞKUR increased on a) gender sensitive employment services, b) advocacy skills; c) result based management approach ▶ Output 1.2: The result-based monitoring framework in place and operational for the NAP and LAPs on Women’s Employment through social dialogue practices ▶ Output 1.3: The implementation of the NAP and LAPs supported though piloting of gender sensitive ALMPs <p>Outcome II: Measures for decent work conditions of women (special focus given to gender pay gap, gender-based violence at workplace, reconciling work-life balance and women’s leadership) adopted and implemented by the Ministry of Labour and Social Security, the social partners and by pilot enterprises</p> <ul style="list-style-type: none"> ▶ Output 2.1: Strengthened technical capacity of the Ministry of Labour and Social Security on gender sensitive employment policies and coalition-building to promote improving decent work conditions for women ▶ Output 2.2: Enhanced capacity and mechanisms of worker and employer organizations for gender equality ▶ Output 2.3: Improved working conditions of women in model enterprises ▶ Output 2.4: Knowledge and experience exchange promoted among the main stakeholders in the world of work to develop appropriate interventions for improving decent working conditions of women in the pilot provinces <p>OUTCOME III: International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye</p> <ul style="list-style-type: none"> ▶ Output 1: Strengthened capacity of actors of the world of work (trade unions, privates sector companies, professional associations, chambers of industry and trade, public institutions, municipalities, universities etc) on addressing violence and harassment at work in line with ILO C190 ▶ Output 2: Development of a model for gender-responsive, safe, and effective complaint and support mechanism to address Violence and Harassment at work (both internal and external to the workplace level) ▶ Output 3: Conducting research on violence and harassment at work and organizing evidence-based advocacy campaign for promotion of ILS on V&H

Under Outcome I, the project made substantial contributions to enhancing the technical capacity of İSKUR, the Turkish Employment Agency, in delivering gender-sensitive employment services. This outcome was expected to be achieved through the three aforementioned outputs. Regarding the Result-Based Monitoring Framework of the National Action Plan on Women’s Employment, the draft Monitoring Framework was formulated together with İŞKUR. However, further activities were not implemented due to the absence of formal approval.

Delays in achieving results were notably influenced by the shift in priorities caused by the COVID-19 pandemic, particularly in response to urgent initiatives for those who lost their jobs. Despite such challenges, efforts such as the development of the “Result-Based Monitoring Framework” and “Gender-Responsive Active Labour Market Policies” have significantly contributed to İSKUR’s capacity development.

Activities under **Outcome I** in collaboration with İŞKUR were hence concluded at the end of 2022, with partial achievement of the originally planned outputs. By the end of 2023, 534 İŞKUR staff members were trained on (i) "Current Situation of Women's Employment in the World and in Türkiye" (digital), (ii) "Legislative and Structural Framework on Gender Equality" (digital), (iii) "Zero Tolerance to Violence" (digital), and (iv) "Results Based and Gender Sensitive Management and Monitoring". Overall, 70% of participants improved their knowledge on gender, and 87% rated the training as excellent or very good. Capacity building activities successfully resulted in more empathetic, gender-aware public employment services that cater to the specific needs of women in the labour market.

Under Outcome II, the project facilitated the design and implementation of measures for improving decent work conditions for women, with a particular focus on addressing the gender pay gap, gender-based violence at the workplace, work-life balance, and promoting women's leadership. Key actions taken by the Ministry of Labour and Social Security (MoLSS), social partners, and pilot enterprises under Outcome II include:

- ▶ **Strengthened Technical Capacity of MoLSS:** The Programme has enhanced the Ministry's technical capacity to develop and promote gender-sensitive employment policies. This includes supporting the Ministry's efforts to mainstream gender equality in key policy documents and legislation, and integrating gender perspectives into the National Employment Strategy, National Youth Employment Strategy, and the 12th Development Plan. These strategic documents demonstrate a commitment to improving the employment conditions of women, with specific references to gender disaggregated data and actions to empower young women and promote their future social and economic roles. Additionally, the Ministry has revised various documents, including legislation and reports, to adopt a gender-neutral language and eliminate gender-based stereotypes. The use of gender-sensitive language in documents and recruitment processes has been one of the most frequently remembered outcomes of the Programme, ensuring that future policies are more inclusive and sensitive to gender equality.
- ▶ **Enhanced Capacity of Worker and Employer Organizations:** The Programme has contributed to the capacity building of worker and employer organizations to promote gender equality in the workplace. The ILO Participatory Gender Audit (PGA) conducted at partner workers' and employers' organizations resulted in recommendations, which, when monitored, showed that gender equality measures and international labour standards were incorporated into collective agreements, union statutes, and general assembly resolutions. Additionally, women's committees within these organizations were strengthened. Worker organizations, including trade unions and confederations, have developed and adopted gender equality policy papers and roadmaps for implementation. These documents emphasize gender equality commitments and integrate principles of C190 (violence and harassment prevention) into regulations and collective bargaining activities.

Worker organizations, including DİSK, Genel-İş, Birleşik Metal İş, Gıda-İş, Sosyal-İş, Tekstil-İş, HAK-İŞ, Hizmet-İş, Öz Büro-İş, Öz Çelik-İş, Öz Gıda-İş, Öz İplik-İş, Deriteks, KOOPİŞ, TEKGIDAİŞ, TEKSİF, TEZKOOPİŞ, Türk Metal, and TÜRK-İŞ, have adopted "Gender Equality Policy Papers" and developed "Gender Equality Road Maps" to implement within their structures. Notable examples include:

- TEZ-Koop İş: Signed a "Zero Tolerance to Violence Against Women" policy and integrated Gender Equality and C190 principles into their regulations.
- TÜRK-İŞ: Views the Policy Papers and Road Maps as a promising start and is incorporating gender equality into collective bargaining activities across affiliated organizations.
- HAK-İŞ: Adapting project outputs into their existing frameworks, such as Women's Strategy Documents and Action Plans, and integrating C190 principles. They also include clauses against violence and harassment in collective bargaining.

These efforts reflect a **growing commitment to gender equality and worker protection** across organizations. While the evaluation found evidence of a promising start for these organizations in adopting gender-sensitive practices, such as incorporating clauses against violence and harassment into collective agreements and increasing the representation of women in leadership roles, additional support is still needed to ensure effective implementation. Furthermore, based on consultations, some companies show low commitment to fully implement new policies, focusing more on showcasing them to buyers rather than actualizing change. Additionally, further efforts are also required to empower trade unions to continue driving gender equality within their structures and beyond.

- ▶ **Improved Working Conditions in Pilot Enterprises:** The Programme has significantly impacted pilot enterprises, particularly in improving women's working conditions. One of the key achievements is the adoption of gender equality policies within private sector organizations, for example by KARSAN, which introduced the "KARSAN Gender Equality Policy" and the "KARSAN Zero Tolerance to Violence Policy". The latter is particularly significant, as it is fully aligned with

the ILO's Convention No. 190 on violence and harassment in the workplace. These policy documents, alongside the historic appointment of KARSAN's first female production manager, and the increased number of women in the workforce demonstrate the company's commitment to promoting gender equality in leadership and the workplace. As a result, women's representation among the blue-collar workforce rose, and women's self-confidence and work satisfaction visibly improved. These milestones highlight the potential for organizational transformation through the implementation of gender-sensitive policies. Similarly, in addition to the revised policies, the improved understanding of gender diversity has positively impacted women's visibility at ISUZU. The adoption of a gender-sensitive approach - covering aspects such as equal pay, changes in language and behaviour, and a zero-tolerance stance on violence - has extended beyond the workplace to the home, based on consultations. Inditex also worked with suppliers to review company documentation and incorporate gender-sensitive policies, contributing to greater gender equality awareness in their network of manufacturers.

- ▶ **Knowledge and Experience Exchange:** The project facilitated knowledge and experience sharing among diverse stakeholders in the world of work, helping to develop interventions that improve working conditions for women, particularly in the pilot provinces through different initiatives described below. Guided by gender analysis and a social dialogue approach, and supported by key partners, it aimed to address challenges through multi-stakeholder collaboration. Key reports and analyses focused on cross-cutting issues such as the women's empowerment in the framework of working life, gender wage gap, childcare services, domestic work challenges, women's cooperatives, and legislative recommendations for early childhood care and education (ECCE) services.

- i. One of the programme's major initiatives targeted the **gender pay gap** (2019-2020). Collaboration with **TURKSTAT**, and inclusion of the related Departments of Ministries, workers' and employers' confederations, private sector companies, CSOs and gender advocates, led to the development of Türkiye-specific data on wage disparities, including the motherhood penalty and factor-weighted pay gaps. This raised awareness across public and private sectors, equipping stakeholders with tools to better address the issue.
- ii. Between 2019 and 2021, Early Childhood Care and Education (ECCE) Services, in collaboration with the EBRD, public institutions, worker and employer organizations, UN agencies, and municipalities, contributed to the development of the **"Report on Promoting Women's Employment through Inter-Institutional Collaboration: Practices of Early Childhood Care and Education Services."**
- iii. In 2021, a **Cooperation Protocol** was signed by the ILO, EBRD, and the Union of Municipalities in Türkiye (TBB) to boost women's employment by **promoting early childhood care and education (ECCE)** services provided by municipalities. As a result, the multistakeholder coalition, initially formed in 2019, was expanded to 23 additional municipalities in 2023. A legislative recommendation paper was produced for enabling proper legal background for delivery of standard and qualified, widespread, and accessible ECCE services by municipalities.
- iv. **An awareness campaign for domestic workers** addressed the precarious working conditions of this predominantly female workforce (June 2021-June 2022). Advocacy activities, technical meetings, and materials such as brochures and videos highlighted the need for better rights and protections, emphasizing ILO Domestic Workers Convention C189. These efforts inspired a legislative proposal on coverage of the domestic workers under scope of Labour Law, workshops, and union-led action plans to improve working conditions for domestic workers.

As part of the campaign, **celebrity figures** such as Burcu Biricik, Devin Özgür Çınar, and Serdar Orçin participated in video interviews with domestic workers, which were shared to bring attention to the issue and promote broader public engagement. Between 2019-2023, totally 2,316 representatives³ of key stakeholders attended to the advocacy meetings on thematic areas of the project, and their awareness raised on gender pay gap, gender-based violence, work-life balance, and women's leadership as well as important challenges and solutions regarding women's employment.

The objective of this initiative was to raise awareness of all stakeholders on the problems of domestic workers, exchange information with partners, and ultimately develop policy recommendations for solutions through social dialogue practices. Evaluation data indicated that, despite the progress made, little has changed for end beneficiaries; domestic workers continue to face significant challenges. This highlights the need for ongoing support and targeted interventions to address their specific needs and improve their working conditions and social security.

- v. In 2022, the program launched a campaign aimed at combating **gender-based violence in the workplace**, advocating for the adoption of ILO Convention C190. Stakeholders from unions, civil society, and the private sector

³ It should be noted that the project did not provide disaggregated data for this figure.

took part in workshops, training sessions, and experience-sharing meetings. To raise public awareness and encourage organizations to implement "Zero Tolerance to Violence" policies, advocacy materials including guides, policy papers, and celebrity-endorsed videos were produced. Well-known figures such as Haluk Bilginer, Vahide Perçin, Öykü Karayel, and Yiğit Özşener appeared in short videos reinforcing the message about the importance of eliminating violence and harassment at work. Trade unions and private companies adopted Zero Tolerance to Violence policies, leading to institutional and policy-level changes.

- vi. A workshop on "Increasing Women's Participation in Working Life: Opportunities" was held in Ankara on June 26 and 27, 2024 with different and useful sessions on this topic.

Since 2019, these initiatives have numerous participants, fostering coalitions and raising awareness about aforementioned issues. By aligning stakeholders' efforts with international standards, the programme has led to tangible changes in policies and social attitudes, laying the groundwork for long-term improvements in working conditions for women in Türkiye.

Capacity building activities were, in general, very well received. Overall, participants expressed high satisfaction with the content and ILO expertise. Face-to-face, hybrid and online trainings took place, including Training of Trainers (ToT) on C190. Topics included: '*Current Situation of Women's Employment in the World and in Türkiye*', '*Legislative and Structural Framework on Gender Equality*', '*I Support Equality*', and '*Zero Tolerance to Violence*'. Attendees pointed the importance of such trainings in raising awareness on violence and harassment in their daily and working lives. Many attendees noted that the courses changed their perspectives on gender equality and workplace issues. Multiple converging statements pointed out the use of more gender-sensitive language at work, making the workplace a more welcoming place for women, while acknowledging women's valuable contributions in the world of work, notably in more male-oriented sectors and jobs, as well as to the country's economy in general.

Women's stronger representation and giving them a voice allowed for the articulation of concerns that were never raised before. Access to childcare also remains a central barrier to more and better jobs for women in Türkiye. Management also acknowledged that changing mindsets and behaviours will take time. The evaluation found evidence of strong willingness among tripartite constituents to not only expand training to a wider range of staff, suppliers, and members but also to other companies, universities, and schools. Additionally, stakeholders stressed the importance of continuously raising awareness of the general public on gender equality issues. Stakeholders, particularly end beneficiaries, expressed interest in an expanded range of training programmes, including those focused on human rights and addressing the persistent issue of child labour in the private sector.

While the capacity-building activities were generally well-received, feedback from a diverse range of stakeholders has highlighted several areas for potential improvement of ILO training. These suggestions aim to increase the long-term impact and effectiveness of the training. Feedback from stakeholders highlight the need for more impactful instructional design. Specifically, follow-up sessions are recommended to reinforce learning and ensure it is retained. Additionally, incorporating creative learning methods, such as gaming, enhanced imagery, storytelling, group work, and open-ended questions, could significantly improve engagement and effectiveness. Key stakeholders also underscore the critical role of ongoing ILO support in addressing long-term challenges and building in-country capacity, which are essential for advancing the project's overall goal.

Outcome III, launched in early 2023, was driven by the positive response from stakeholders during earlier project activities aimed at addressing violence and harassment in the workplace. A research project was conducted as a collaborative effort between Özyegin University and ILO, and the "*Perceptions and Experiences of Workplace Violence and Harassment Research Report*" was published in 2024. This report was notably shared during the closing event of the project in Ankara, on December 16, 2024. The project fostered a work environment that aligned with the basic principles of C190, which were already welcomed by some workers' organizations. As observed, these organizations demonstrated strong ownership by integrating C190 into their regulations and collective bargaining activities. These efforts led to concrete examples of progress under Outcome III.

By the end of 2023, a new focus on eliminating violence and harassment in the workplace was developed under Component II, and progress was reported under Outcome III. Advocacy efforts led to significant advancements, namely:

- ▶ **Stakeholder Engagement:** Social partners and stakeholders became advocates for workplaces free from violence and harassment, aligning with ILO Convention C190. Many trade unions integrated gender-based violence into their agendas, incorporated C190 - like provisions in collective agreements, and pushed for the convention's ratification.
- ▶ **Policy Adoption:** Organizations such as the HAKİŞ Confederation, DİSK Confederation, TEZKOOP-İŞ Union, Hizmet-İş Union, Özİplik-İş Union, Öz Gıda-İş Union, and Türkiye's Journalists' Union (TGS) signed "*Zero Tolerance to Violence*"

policies in 2022, in line with C190. HAKİŞ was the first organization to adopt the policy on Zero Tolerance to Violence. Boyner Group, a private sector actor, also adopted a similar policy in the same year.

- **Advocacy Impact:** Advocacy and awareness-raising initiatives informed hundreds of stakeholders on issues like the gender pay gap, workplace violence, and work-life balance. Since 2019, approximately 2,316 participants from various sectors have attended advocacy events, exceeding the project's targets.

Despite these successes, there remain challenges that need to be addressed for the project's full potential to be realized. One of the **ongoing barriers** is the difficulty in effectively implementing policies due to issues with **collective bargaining and policy dialogue**. The lack in some instances of meaningful and full participation from tripartite constituents - government, employers, and worker representatives - has hindered progress. For example, while some suppliers have drafted gender-sensitive policies, the intention to implement them has been lacking. Additionally, challenges have been observed in policy dialogue, with trade unions' voices being sidelined during key discussions, particularly when, based on consultations, government representatives leave meetings prematurely. While stakeholders had anticipated more robust engagement, the early departures limited opportunities for comprehensive dialogue, leaving certain perspectives, including those of trade unions, underrepresented in these discussions. Moving forward, greater coordination among tripartite constituents, and strengthened support from senior management, ensuring high-level officials representing all tripartite stakeholders and implementing organizations participate in project events, are essential to foster sustained results and overcoming these obstacles by all stakeholders.

The **COVID-19 pandemic and the February 2023 earthquake** disrupted project activities, presenting significant challenges. Nevertheless, these setbacks also spurred positive developments, including the establishment of the **Women's Safe Center**, in collaboration with the Women's Confederation for the Elimination of Gender-Based Violence. This initiative, which was supported by discussions with other UN agencies and CSOs, provided further to discussion with Sida a space for women to share their negative experiences and access support services, including referrals for further assistance. While the project faced budget limitations - especially in comparison to responses for child labour and refugees - it still made a meaningful impact, offering vital services to women and also children. During the implementation period, four women who had experienced the earthquake were recruited. Beneficiaries of the center's services could socialize again, receive support for Post-Traumatic Stress Disorders (PTSD) and gender-based violence awareness. Although the Women's Safe Center contributed significantly to the community, it will not continue due to the absence of financial support. To address the pandemic's impact on in-person activities and training sessions, the project set up the **ILO Academy**, a digital platform that ensured the continuation of training. This shift to online learning preserved engagement, broadened the reach of resources, and provided participants with the flexibility to learn and apply content effectively during the crisis. Consultations and stakeholder feedback emphasized the importance of public access to the ILO Academy and its training materials. Statements include suggestions that collaborating further with the ITC may be crucial for enhancing the project's long-term scalability and impact, and that it would be beneficial that training certificates would be issued by ITC.

The **Project Advisory Committee (PAC)** was a key mechanism to ensure the successful implementation of the project. It comprised representatives from beneficiary institutions, cooperating partners, the donor, United Nations agencies, academics, and NGOs. For example, the fourth PAC meeting took place on December 18, 2023, and was attended by diverse stakeholders, including representatives from the Ministry of Labour and Social Security (MoLSS), the General Directorate of Labour, Social Security Institution (SSI), Turkish Employment Agency (İŞKUR), labour confederations (TİSK, TÜRK-İŞ, HAK-İŞ, DİSK), various unions (Koop-İş, Öz İplik İş, Öz Çelik İş, Tez Koop İş, Türk-Metal), the Grand National Assembly of Türkiye's Commission on Equal Opportunities for Women and Men, academics, NGOs, the private sector, and the European Bank for Reconstruction and Development (EBRD), as well as the Embassy of Sweden. Project meetings allowed stakeholders to share their views notably on publications shared by the project.

The project focused on both online advocacy tools for digital platforms and printed materials to be shared with relevant stakeholders during events. **Following the ILO's global communication and advocacy strategy**, the project's visibility and advocacy efforts adopted a "human-centered" approach to promote decent work for women. All communication and advocacy activities were framed within a broader global context - aligning the programme's work with ILO's global messages and key thematic areas. Based on stakeholder feedback, there is potential **to further expand the project's reach** by broadening the messaging across additional social media platforms and launching public campaigns to engage a wider audience.

Overall, the project successfully contributed to **mainstreaming gender equality, enhancing the capacity of both public and private sector organizations, and fostering a more gender-sensitive employment landscape**. Significant efforts have been made resulting in a successful and a productive intervention. While substantial progress has been made, continued support from the ILO, along with greater involvement from senior management and tripartite stakeholders, would be crucial to addressing remaining challenges and ensuring the long-term success and sustainability of the project's impact. Feedback also identified areas for improvement, particularly in diversifying the topics and speakers, as well as ensuring more balanced

representation across and within groups of tripartite stakeholders. Notably, there is a need for a stronger presence of employers' representatives to better leverage private sector networks in-country.

2.3.1. Unintended results

While implementing gender equality and anti-violence policies, companies may experience unintended but positive results beyond their original objectives. For example, as mentioned earlier, in the case of KARSAN, the introduction of its Gender Equality and Zero Tolerance to Violence policies not only advanced gender inclusion but also resulted in the appointment of the first female production manager, marking a significant milestone in leadership diversity. The February 2023 earthquake had a significant impact on various activities, yet it also led to the emergence of new initiatives aimed at supporting affected communities. One such initiative was the establishment of the aforementioned Women's Safe Center, which provided a vital resource for survivors of gender-based violence in the aftermath of the disaster.

2.3.2. Monitoring and evaluation framework

In terms of **monitoring and evaluation**, the project developed a suitable framework that effectively tracked progress, based on quantitative indicators, particularly through pre- and post-tests of training sessions. About 85% of survey respondents fully agree that the project had a system in place from the beginning to track its progress and ensure it was on the right path. Respondents also noted that the system was regularly updated to improve accountability, manage resources effectively, and learn from experiences to make the project more successful. While further improvement to track qualitative data throughout the project could be instrumental, as mentioned in section 2.3.2. of this report, a mid-term evaluation was conducted between February and June 2022, and a Progress Monitoring Report was issued in December 2023. The latter presented the results of an independent progress monitoring study designed to concentrate on qualitative aspects of the indicators - as quantitative information has been regularly processed by the project team. Based on consultations, data collected, including the list of trainees and more detailed survey results, were not consistently shared with relevant companies and organizations. This limited the ability of stakeholders to conduct follow-up actions and assess the impact of the training in greater depth. A more systematic approach to sharing results with stakeholders would enhance their ability to take action and reinforce the gender equality practices introduced during the training. Data presented in progress reports typically includes the number of beneficiaries, participants, or representatives, but does not include gender-disaggregated data.

2.3.2.1. Measuring Training Effectiveness and Tracking Behavioural Change

The intervention logic aimed to evaluate the effectiveness of trainings using the **Kirkpatrick Model**, a four-level evaluation framework: **Reaction**, **Learning**, **Behaviour**, and **Results**. Each level offers unique insights into the training's impact, and varying challenges arise in their measurement. The following outlines the assessment of these methods.

Level 1 (Reaction): Measuring participant satisfaction is straightforward and typically achieved through surveys at the end of each session. The project effectively applied this method to gather immediate feedback. While this to be a practical and widely accepted approach for gauging initial reactions, it may not fully capture long-term engagement or deeper issues related to the training content.

Level 2 (Learning): The project implemented pre- and post-tests. Based on consultations, project stakeholders would encourage using self-assessment tools combined with open-ended questions or group activities to avoid the stress often associated with pre- and post-tests, which some participants feared might impact their work as they are often perceived as formal exams in the workplace. As a result, some participants aligned their pre- and post-test responses to meet perceived expectations. The evaluation acknowledges that this response bias may have influenced the results, making it difficult to assess true learning outcomes. While this approach was designed by the project to create a safe environment for honest feedback, further strategies and innovative approaches could be instrumental to conduct the measurements and to mitigate the aforementioned bias.

Level 3 (Behaviour): Measuring behavioural change is challenging due to the time lag needed for changes to crystallize and the reliance on unbiased data. Ideal methods include independent observations or feedback, for example, from peers and supervisors. The evaluation would encourage that the Theory of Change (ToC) includes tracking mindset shifts as a critical element of behaviour change, emphasizing both quantitative and qualitative data monitoring.

Level 4 (Results): This level evaluates long-term impacts, such as systemic change or improved organizational outcomes. However, results often materialize beyond the project's duration, requiring a more thorough follow-up post-project that could offer valuable insights into these long-term changes. While the project could not provide immediate results at this stage, planning for future evaluations and impact assessments would enhance the understanding of sustained change.

2.3.2.2. Lewin's Change Model

Behavioural change, central to Level 3, requires innovative and collaborative approaches for effective monitoring. Lewin's Change Model provides a useful lens for understanding and reinforcing change, especially in capacity-building efforts.

1. **Unfreezing:** This stage reflects the project's efforts to raise awareness and build stakeholder recognition of the importance of gender equality. It aligns with activities such as advocacy, capacity-building, and initial consultations, which help challenge existing norms and attitudes.
2. **Changing:** This reflects the progression where stakeholders actively engage in gender equality initiatives, implement insights into policies, and adjust their decision-making processes. For this project, this could include adopting gender-sensitive workplace practices, training programmes, or creating inclusive policies.
3. **Refreezing:** This final stage demonstrates institutionalizing the changes, where gender equality becomes part of the organizational culture and frameworks. It ensures sustainability through embedding practices in policies, systems, and processes, aligning well with the project's goal of achieving long-term impacts.

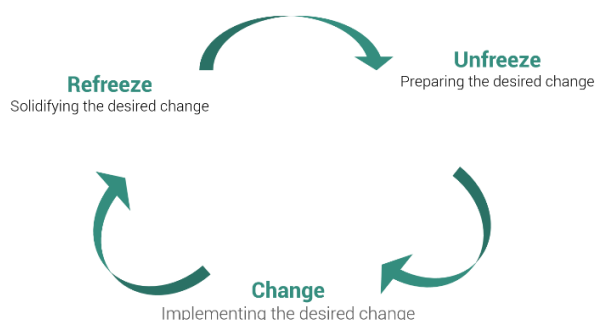


Figure 1 – Lewin's Change Mode

2.3.2.3. Structured Monitoring for Mindset Shift

The **Theory of Change (ToC)** could outline progressive stages for monitoring mindset changes, emphasizing the importance of clear roles, defined responsibilities, and coordinated activities, monitoring mindset shifts and behavioural change with the support of change management experts. The evaluation did not find any evidence of monitoring mindset changes. The evaluation proposes to study the following for improved measurement of progressive changes.

1. **Shift in Attitudes**
2. **Increased Buy-in**
3. **Mindset Shift**
4. **Continued Engagement**
5. **Sustained Mindset Change**

Below is an example of progressive stages for monitoring mindset related to building a Zero Tolerance to Violence and Harassment culture in a factory:

1. **Shift in Attitudes:** Stakeholders at the factory, including management, HR, and worker representatives, recognize the importance of integrating principles from ILO Convention C190 (Violence and Harassment) into policies and daily operations.

Examples:

- ▶ Factory managers attend trainings on "Zero Tolerance to Violence" and "I support Equality", and realize how harassment and violence at work impact productivity and morale.
- ▶ A supervisor remarks, "Addressing harassment isn't just about compliance; it's about creating a workplace where everyone feels safe and valued."

2. **Increased Buy-in:** Management and worker representatives begin to see the utility of tools such as workplace harassment surveys, grievance mechanisms, and awareness campaigns to create a safer work environment.

Examples:

- ▶ A **Zero Tolerance to Violence and Harassment Policy** is designed, clearly outlining unacceptable behaviours and consequences.
 - ▶ HR implements a **confidential workplace harassment reporting tool** and a **grievance redress mechanism** to handle complaints effectively.
3. **Mindset Shift:** Factory decision-makers actively engage in implementing anti-harassment policies and tracking their effectiveness, signalling strong support for a safer and more respectful workplace.

Examples:

- ▶ **Legal specialists are trained** and equipped to effectively support cases of gender-based violence in the workplace. A manager shares an incident during a factory meeting: “We had a case reported last month, and we took immediate action. Knowing that the system works gives all employees confidence.”
 - ▶ **Workers use the grievance mechanism**, with the assurance that their complaints are taken seriously and handled confidentially.
4. **Continued Engagement:** Management ensures regular monitoring and updates on the implementation of **Zero Tolerance to Violence and Harassment Policy** and measures, integrating findings into workplace improvement plans and allocating resources for sustained efforts.

Example:

- ▶ An **annual anti-harassment audit** is conducted, assessing policy effectiveness and compliance.
 - ▶ Results are shared transparently with employees, showing progress such as **increased worker satisfaction scores** in surveys related to safety and inclusivity.
 - ▶ The factory partners with local CSOs and labour experts to refine and expand its harassment prevention initiatives.
5. **Sustained Mindset Change:** Gender-sensitive policies, including harassment prevention and violence mitigation, are fully embedded in the factory’s operations, leading to measurable changes in employees’ lives and workplace culture.

Example:

- ▶ Factory-wide surveys show **that 90% of employees feel safer at work** compared to the baseline at the start of the program.
- ▶ **Women workers report increased willingness to take leadership roles**, citing a supportive and respectful environment.
- ▶ **The factory becomes a model for others**, with its initiatives - under the scope of ILO’s Violence and Harassment Convention – that are highlighted in local industry conferences, gaining recognition for its proactive stance on violence and harassment.
- ▶ A senior factory manager states, “This isn’t just a program anymore - it’s who we are as a workplace.”

The project did not apply the analytical framework proposed above due to its focus on more quantitative indicators. The analytical framework refers to Lewin’s Change Model and other established organizational change models and good practices (e.g., Prochaska & DiClemente’s Stages of Change Model). As proposed by the evaluation, monitoring these stages within the ToC would enhance the project’s ability to measure progressive change using SMART indicators. Key measurable outcomes include the following: (i) the **Workplace Culture Transformation** as a safe and supportive place to work; (ii) **Tangible Policy Outcomes:** Anti-harassment policies are enforced effectively, with regular audits ensuring sustainability; (iii) **Worker Empowerment:** Employees, particularly women, experience improved access to leadership roles and opportunities due to a respectful and equitable workplace; and (iv) **Community and Industry Recognition:** The factory’s commitment to C190-related principles strengthens its reputation, attracting both talent and clients.

2.4. EFFICIENCY

- ▶ How efficiently were the project’s resources (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Were they strategically allocated to achieve the project objectives? Did the project benefit from complementary resources at the global and country levels?
- ▶ Given the project’s size, complexity, and challenges, was the existing management structure and technical capacity sufficient?
- ▶ How did the project adjust its work to respond to the changes in the environment due to February 2023 earthquake?

- Did the project receive adequate political, technical, and administrative support from ILO HQ, the Regional Office, ILO backstopping units, and national partners?
- To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?

2.4.1 Resource Allocation and Focus

The project demonstrated a proactive approach in leveraging resources and partnerships, contributing to its overall efficiency. However, based on converging feedback, there is an opportunity to optimize resource allocation by focusing on fewer thematic areas while involving more higher management representatives from tripartite constituents. This would allow, for example, for a more strategic focus on addressing the most immediate needs of end beneficiaries, such as raising awareness related to the implementation of C189, and effectively addressing their long-standing distress and challenges. Prioritizing these critical areas could lead to a greater impact and more efficient use of resources, as the needs of the beneficiaries have been well-documented and understood for some time, based on consultations.

2.4.2. Management Capacity and Systemic Approach

As the project tackled multiple issues across various sectors, it became clear that the existing management structure may need additional support to handle the breadth of its scope effectively. To design and implement a more comprehensive, systemic approach, particularly if the project aimed to leverage more strategic partnerships, additional staff would be instrumental. Specifically, financial and administrative support staff could help ease the workload of the existing team, ensuring smoother operations. Likewise, additional technical experts with similar expertise in gender equality, labour rights, and social dialogue could further expand the project's impact by reinforcing ongoing efforts. Moreover, given the wide range of activities handled by the project - including policy advocacy, capacity-building, and stakeholder coordination - having more staff with the same skill sets in communication and stakeholder engagement could further strengthen visibility and outreach. Based on consultations, expanding the use of a wider range of social media channels could enhance engagement with different audiences and maximize the project's reach. Additionally, external consultants or non-staff support with expertise in systemic and behaviour change management could help design and implement strategies that foster long-term transformation in workplace cultures. Strengthening these roles would enhance communication and collaboration among all stakeholders, enabling the project to capitalize on new opportunities more effectively. Based on a cross-section of statements, **a more robust and coordinated partnership** - involving other ILO initiatives, international organizations, ISKUR, universities, schools, relevant public services (identified through a more comprehensive stakeholder mapping), and pilot companies - could further enhance access to the job market and decent work for women, thereby expanding the project's overall impact.

2.4.3. Earthquakes in Türkiye in 2023

A key initiative, the aforementioned establishment of the Women's Safe Center in collaboration with Sida, civil society organizations, and the Women's Confederation for the Elimination of Gender-Based Violence, proved highly significant during the project's implementation. This center was designed to address the urgent needs of women and girls affected by the devastating earthquakes in Türkiye in 2023. Despite a limited budget, the center became an essential space for raising awareness and offering support services to women and children affected by gender-based violence. However, as mentioned earlier, the center's continuity could not be sustained due to a lack of financial support.

2.4.4. Administrative Efficiency and Process Optimization

The project also faced challenges in terms of administrative efficiency. Lengthy administrative processes occasionally slowed the pace of implementation, hindering the ability to achieve timely results. While streamlining these processes could enhance the efficiency of future projects, it should be noted that addressing the organization's rules and regulations, which are designed to ensure accountability, falls outside the scope of the project.

2.4.5. Diversifying Donor Support

One of the most important lessons learned during the project is the importance of diversifying donor support. Relying on a single donor, as evidenced by the interruption of planned interventions due to constraints in securing funding for an additional phase, highlights the need for a more diversified funding strategy. Ensuring financial sustainability through multiple funding sources would contribute to greater project stability and allow the project to continue its positive impact without disruptions.

2.5. SUSTAINABILITY AND IMPACT POTENTIAL

- ▶ Are the results achieved by the project likely to be sustainable beyond its duration? How will the implemented work be institutionalized and used by government institutions to support future progress on the project's objectives? Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
- ▶ To what extent have the project results contributed to advancing sustainable development objectives (as per UNSDCF, national development plans, SDGs) and ILO's core principles (ILS, tripartism, social dialogue, gender equality, non-discrimination, and just transition)?
- ▶ What was the level of ownership of the project outcomes by partners and beneficiaries? How effective was the capacity building of social partners to ensure mechanisms are in place for sustaining activities after the project ends?
- ▶ To what extent and which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?

2.5.1. Sustainability of Results Beyond the Project Duration

The project has laid a strong foundation for advancing sustainable development objectives in alignment with Türkiye's UNSDCF and national development plans, as well as the ILO's core principles, including International Labour Standards (ILS), tripartism, social dialogue, gender equality, and non-discrimination. However, sustaining these results and moving further towards the project's expected impact beyond the project's duration remains a challenge, as further funding for an additional phase was not possible due to the donor's governmental decisions made in the second half of 2024. The evaluation found no evidence of a robust exit strategy, either to ensure an effective phasing-out process when the project was expected to continue with an additional phase, or to clarify the next steps after funding was discontinued. Based on cross-section of views, gaining clarity on such a strategy would be valuable for key stakeholders and project partners.

While larger companies in Türkiye have demonstrated the ability to sustain activities initiated by the project, in particular smaller entities, trade unions and suppliers require further support to institutionalize gender equality and other project objectives. Ownership by government institutions and social partners is critical for ensuring the long-term viability of these efforts. For example, advancing the ratification and implementation of key conventions such as C190 and C189 will be essential for achieving the project's objectives. Capacity-building activities, such as follow-up trainings, need to continue, as the mobility of trained personnel could risk the loss of institutional knowledge. Embedding the knowledge and skills gained into organizational practices will help mitigate this risk. Systemic challenges, such as limited timeframes, resource constraints, and incomplete cultural shifts, underscore the need for continued adaptive strategies and partnerships.

Important areas of concern persist after the project's conclusion. For example, trade unions have highlighted several critical issues, particularly regarding violence and harassment (V&H) in the workplace. Many workers are afraid to report V&H due to the fear of losing their jobs, emphasizing the urgent need for enhanced protection and empowerment. It was also stated that the government must remove barriers to unionization, allowing workers to organize and advocate for their rights freely. They also stress the need for tangible progress, as workers often face severe consequences, including arrests, loss of custody, and falling into poverty, compounded by inadequate social security. Empowering workers and ensuring their voices are heard are essential steps toward meaningful change. These concerns further emphasize the importance of maintaining the project's momentum. One of the key findings of the 'Perceptions and Experiences of Workplace Violence and Harassment Research Report' (ILO, Özyegin University, 2024) is that *'union membership provides employees with protection against workplace violence, particularly sexual violence and discrimination'*. This highlights the continued importance of supporting unionization and the implementation of relevant measures.

The project made significant contributions to Turkey's achievements under the UNSDCF Turkey 2021-2025 Gender Equality and Women's Empowerment (GEWE) Outcome. By addressing systemic constraints to women's economic empowerment, the project promoted positive business practices that challenged gender biases in the world of work. Key interventions included capacity-building efforts aimed at various stakeholders, such as trade unions, employers' associations, and employees, as well as the development of gender equality resources and providing support to women and girls. Additionally, the project worked towards strengthening the legal and policy environment by raising awareness of international conventions on gender-based violence in the workplace and providing technical support to the private sector and trade unions. The project also enhanced services for the prevention and protection of violence against women, particularly in response to the February 2023 earthquake, in collaboration with local partners. Furthermore, the establishment of a multistakeholder coalition to advocate for the elimination of violence against women and girls in the

workplace was a key achievement. These collective efforts contributed to the sustainability of gender equality initiatives, providing continued capacity building, policy advocacy, and partnerships.

2.5.2. Institutionalization, Replication of Project Approaches and Funding

Institutionalizing the project's work in Türkiye requires enhanced collaboration between all relevant ministries, national government institutions and services, tripartite constituents, and the UN Resident Coordinator's Office. Partnerships with NGOs, universities, a larger number of companies, private sector networks in key sectors, lead buyers and other stakeholders, along with strategic financial planning, are crucial for embedding the project's methodologies into broader national frameworks. The tools and resources developed, such as research papers, manuals, and progress reports, offer a solid foundation for replication. These materials can be updated and adapted to address key themes such as gender equality, just transition and the green economy within the specific national context of Türkiye, notably to attract donors in a general context of pushback on gender equality.

2.6. GENERAL

► To what extent the project addressed the mid-term evaluation recommendations?

Phase II of the project underwent a mid-term evaluation in February 2023.

- Regarding **Recommendation 1**, the ILO and its partners continued to provide support for gender equality within the context of Türkiye's decent work agenda, implementing proactive and effective interventions.
- **Recommendation 2** suggested that a potential second phase of the intervention should maintain the system-focused approach established under the current project, along with a continued focus on rights holders. While the project lost its next phase funding, the evaluation found evidence that the ILO and project partners are actively seeking to maintain and enhance this system-focused approach.
- **Recommendation 3** highlighted the need for more in-depth support for stakeholders on gender issues, as well as coalition-building and advocacy for gender equality. While the ILO continued these efforts during the project, there is still a significant need for further support, particularly for smaller stakeholders like trade unions, whose voices need greater amplification to enhance the intervention's overall impact.
- **Recommendation 4** proposed the creation of a portfolio of smaller projects involving various stakeholders, united by an overarching goal. While no specific project structure was brought to the evaluators' attention in relation to this recommendation, it should be noted that this was not emphasized as a critical need during consultations with stakeholders during the final evaluation.
- **Recommendation 5** stressed the importance of developing a robust monitoring and evaluation framework to collect timely, relevant information for project steering and assessing the longer-term effects of interventions. While the final evaluation acknowledges the relevant monitoring and evaluation framework, it also points out the opportunity to further develop such a framework, including the use of qualitative indicators to measure mindset and behaviour change.
- **Recommendation 6** called for a strong sustainability strategy that could withstand unfavourable political developments. This includes allocating resources for advocacy with high-level actors, ensuring consultations between state actors and proponents of gender equality remain open, allowing capacity development processes to take hold, maintaining a flexible approach to capitalize on opportunities and synergies with other development partners, and coordinating closely with other relevant actors in Türkiye, especially other UN agencies, to contribute to achieving SDGs 5 and 8. This recommendation has been maintained and is reflected in the sub-recommendations of this evaluation. At the final stage of the project, the evaluation found no evidence of an exit strategy being drafted. Project stakeholders frequently highlighted during consultations that such a strategy would have been instrumental - particularly in clarifying next steps, given the absence of next phase funding. The absence of an exit strategy was attributed to the expectation that the project would continue into a third phase, and there was no formal requirement from the donor to develop one. However, good practices emphasize the importance of drafting exit strategies early in the project design phase, ensuring the active involvement of key stakeholders and clear communication of transition plans. Notably, the lack of exit strategies appears to be a recurring issue across several ILO projects, as observed by the evaluation office, suggesting a need for further analysis to understand why this critical component is not systematically embedded in ILO's project management practices.

2.7. GENDER AND DISABILITY ISSUES ASSESSMENT

Gender equality has long been a central priority for the ILO, as reflected in the Director-General's Circular No. 564 (1999), which calls for the integration of gender equality across all aspects of the ILO's work. The project by nature strongly embeds gender equality issues, addressing more specifically critical issues such as the gender pay gap, gender-based violence at workplace, reconciling work-life balance and women's leadership. While the project was productive in contributing to address gender equality, there remains a notable opportunity to deepen its impact. This can be achieved by adopting more transformative strategies and innovative approaches that tackle the systemic challenges women face in Turkey - challenges that are compounded by donor pushback on gender equality and societal norms that reinforce traditional gender roles. Additionally, key issues related to the informal sector and unpaid work remain crucial areas for attention. Women in Turkey dedicate significantly more time to unpaid care work than men, which limits their participation in paid employment.

The evaluation found that the project has not addressed disability issues, which are a critical aspect of the inclusive development agenda. While the project focused on the aforementioned four areas, it did not extend its efforts to include Persons Living with Disabilities (PLWD), as disability was not prioritized in the project's scope, notably considering the already complex scope of the initiative. However, consultations revealed a strong interest among both project staff and stakeholders to integrate disability as a cross-cutting issue in future interventions. Addressing the intersectionality of gender and disability is crucial to ensuring that no one is left behind in promoting decent work and economic empowerment. Stakeholders agree that incorporating strategies to better integrate gender and disability issues will not only enhance the project's effectiveness but also contribute to the ILO's broader strategic objectives, particularly advancing the 2030 Agenda for Sustainable Development and inclusive growth. These efforts are vital to advancing the ILO's core mission of promoting social justice and equity for all workers, regardless of gender or disability status.

2.8. INTERNATIONAL LABOUR STANDARDS ISSUES ASSESSMENT

ILO's comparative advantage lies in its strong normative role, which is essential in advancing key conventions such as the International Labour Convention No. 190 (C190) on violence and harassment in the world of work, Convention No. 189 (C189) on domestic workers, Convention No. 111 (C111) on discrimination (employment and occupation), Convention No. 100 (C100) on equal remuneration and Convention No. 87 (C087) on freedom of association and protection of the right to organize. Through research, capacity building, and awareness raising on gender-sensitive issues, the project has equipped policymakers with a clearer understanding of the challenges related to key conventions, in particular C190, C189, C111, C100 and C087, while future projects could address C159 on the vocational rehabilitation and employment of disabled persons. The use of facts and figures has been instrumental in not only highlighting gender inequalities but also supporting awareness campaigns, evidence-based decision-making, and inclusive policies that promote better jobs for women, strengthened social dialogue, and the promotion of international labour standards.

2.8.1. Social Dialogue and Stakeholder Engagement

The project was proactive in engaging a wide array of stakeholders, including governments, employers, workers' organizations, and civil society groups, to drive the implementation of international labour standards, particularly around gender equality and decent work. As mentioned earlier, social dialogue was promoted at various levels, contributing to key milestones such as the development of over 30 gender-sensitive policies and frameworks. Notably, the project facilitated several consultation rounds and seminars, engaging more than 21,000 participants, including government representatives and private sector actors, in discussions on gender-based violence, workplace conditions, and the gender pay gap.

However, stakeholders highlighted the need for greater involvement of trade unions, particularly those representing domestic workers, as stakeholders felt that their voices were not sufficiently heard, with expectations that more concrete should be undertaken on issues that are already well known. Domestic workers, often in informal and vulnerable employment situations, face unique challenges that require tailored solutions and concrete implementation, critical for achieving true inclusivity in the labour market.

Additionally, greater involvement of the private sector could have further strengthened the social dialogue process and ensured more robust engagement with employers. Leveraging existing networks, particularly in the private sector, could help ensure that gender-sensitive policies are better integrated into business practices and provide more sustainable solutions for women's employment. Based on consultations, some stakeholders were not initially included in the project's design phase and only became aware of its activities at a later stage. Subsequently, they proactively sought to engage with the project and contribute to its implementation. Early and proactive engagement with the private sector, alongside tripartite constituents, would allow the project to create stronger synergies that benefit both workers and employers, advancing gender equality while ensuring business buy-in, in particular from businesses that see gender-related policies merely as a way to satisfy buyers rather than as a need for true implementation thereof.

Based on consultations, greater involvement of government across ministries could be beneficial. While relevant government actors, such as the Ministry of Family, TURKSTAT, and the Social Security Institution (SSI) were also involved in the project, deeper engagement of government across ministries (e.g., Ministry of Labour and Social Security (MoLSS), the Ministry of Family, and the Ministry of Education) could help ensure that social dialogue mechanisms include a broader range of institutional actors. Organizations supporting women's entrepreneurship, such as KOSGEB (Small and Medium Enterprises Development Organization of Turkey), institutions promoting green jobs, and the Ministry of Industry and Commerce, could enhance the integration of gender equality into broader economic development strategies. While these areas were not the focus of the project, they may serve as valuable considerations for future work. Moreover, umbrella institutions managing universities could play a critical role by contributing research-based policy recommendations and capacity-building initiatives, strengthening the understanding and implementation of international labour standards.

While significant progress was made in promoting social dialogue through consultations and collaborations with various stakeholders, there is a remaining need for more structured and inclusive participation from all sectors. Ensuring that trade unions, domestic workers, private sector actors, and government ministries are actively involved in future social dialogue processes will enhance the overall effectiveness of similar interventions. Through open and inclusive social dialogue, appropriate measures can be designed and implemented to drive labour rights reforms, increase women's labour force participation, and promote gender equality. Ultimately, this fosters inclusive growth and equitable development for all workers, particularly women.

More work is needed to notably facilitate the ratification and implementation of ILO Conventions C190 (Violence and Harassment) and C189 (Domestic Workers). Additionally, ILO Convention C087 (Freedom of Association and Protection of the Right to Organize) could be considered as a suggested focus area for future work. While C087 was not the primary focus of the project, addressing it in future interventions would contribute to strengthening workers' rights and promoting more inclusive and equitable labour conditions. At the current stage, there is a need for further advocacy and concerted efforts to raise awareness of these conventions, particularly among key stakeholders who have not yet fully embraced their provisions. This includes strengthening the capacity of tripartite partners and expanding the scope of social dialogue to include more voices and perspectives across the country through constructive communication, engagement, and listening by and of all parties concerned.

2.9. JUST TRANSITION TO ENVIRONMENTAL SUSTAINABILITY

The latest Programme and Budget (P&B) for 2022-23 (covering the ILO's biennium), in line with the ILO's Strategic Plan, continues to emphasize the importance of a just transition to environmental sustainability, although with a more pronounced focus on inclusive and equitable transitions. The 2022-23 P&B outlines the promotion of a just transition as a central element in ILO's approach to sustainable economic growth and decent work, linking it directly to the achievement of the 2030 Agenda for Sustainable Development, the Paris Agreement, and the ILO's core labour standards. The ILO's Strategic Plan for 2018–21 incorporated a just transition to environmental sustainability as a fourth cross-cutting policy driver, in addition to gender equality and non-discrimination, international labour standards, and tripartism.

While the evaluation found that the project did not specifically address the creation of more and better jobs for women within the context of a just transition for the environment, this represents a key opportunity to strengthen the project's impact moving forward. The project primarily focused on addressing the gender pay gap, gender-based violence in the workplace, work-life balance, and women's leadership but did not extend its efforts to include environmental sustainability. This was not prioritized, notably due to the already complex scope of the initiative. However, ensuring that these aspects are fully integrated in future interventions would not only support the development of inclusive and equitable policies that promote both gender equality and the green transition but also attract the attention of potential donors. For example, green economy initiatives and green jobs for youth and girls remain central, particularly in the face of increasing resistance to gender equality efforts. Incorporating just transition into future project phases could also enhance funding prospects for a potential third phase in Türkiye.

3. CONCLUSIONS

The project has made a meaningful contribution to advancing gender equality, decent work, and social dialogue in Türkiye, aligning with both national priorities and international labour standards. By fostering stakeholder collaboration, strengthening institutional frameworks, and promoting key conventions such as C190, C189, C156, C111 and C100, the initiative has built a solid foundation for sustainable progress.

However, to ensure lasting impact, future efforts must focus on deepening engagement with key stakeholders, including trade unions, domestic workers' representatives, and the private sector, while leveraging existing networks for broader outreach. Greater coherence between gender equality and emerging priorities, such as the green transition and crisis response, will also be critical to securing funding and maintaining momentum. Addressing the structural barriers that hinder the institutionalization of gender-responsive policies - through continuous capacity building, evidence-based advocacy, and stronger financial sustainability strategies - will be essential to achieving systemic and lasting change.

By building on its achievements, refining its approach, and strengthening partnerships across sectors, the project can serve as a catalyst for long-term transformation, ensuring that gender equality and decent work remain central pillars of Türkiye's labour market policies and practices.

3.1. RELEVANCE

The project demonstrated significant relevance and alignment with national and international frameworks, effectively addressing critical challenges related to gender equality, decent work, and economic empowerment for women. It made meaningful contributions toward advancing SDG 5, SDG 8, and SDG 10, while fostering collaboration among diverse stakeholders. The intervention logic and Theory of Change were coherent and aligned with project objectives, effectively connecting outputs to outcomes.

3.1.1. Stakeholder Engagement

The project successfully established initial partnerships with relevant stakeholders, ensuring alignment with national priorities and institutional frameworks. Greater systematic and proactive engagement of relevant partners, particularly during the design and early implementation phases would have been instrumental. The project could have hence fostered deeper ownership and collaboration in some instances. Expanding the scope of stakeholder involvement - particularly with employers' organizations, enterprises, and business associations - could enhance the inclusivity effectiveness and impact of future interventions.

3.1.2. Thematic areas

To maximize the impact of similar efforts, a narrower focus on a select number of thematic areas - such as the care economy, workplace violence and harassment, and access to decent jobs for women graduates - could enable deeper and more targeted interventions, leveraging available resources more effectively.

3.1.3. Key Enablers for Long-Term Success:

The achievement of lasting impact in future initiatives would likely depend on sustained funding and institutional commitment to advancing gender equality and labour rights. Equally important would be the provision of accessible and effective learning opportunities for stakeholders, enabling them to adapt to emerging challenges and maintain momentum beyond the project's lifecycle.

Overall, the project serves as a strong foundation for promoting gender equality and decent work in Türkiye. By addressing the identified gaps and focusing on key enablers, future efforts of this nature could achieve even greater systemic change, ensuring more comprehensive and sustainable outcomes for all beneficiaries.

3.2. COHERENCE

ILO's unique position as both a technical and normative leader has solidified its standing as a trusted partner. Its contributions are pivotal in addressing labour market challenges and promoting gender-sensitive, inclusive workplaces in Türkiye, offering a model for future initiatives that can further amplify their positive impact.

3.2.1. Alignment and Synergies of Interventions

The project has successfully aligned with the interventions of relevant partners and organizations, effectively supporting ILO's role in enhancing the capacity of tripartite constituents and stakeholders. By complementing other ILO initiatives such as SCORE, the ILO Global Care Policy Portal, and country-level interventions like ISKUR's training and recruitment activities, the project has contributed to a broader, integrated approach. There remains potential to leverage further synergies at multiple levels - country, international, ILO, and inter-agency - to maximize the impact and multiplier effect.

3.2.2. ILO's Comparative Advantage and Added Value

The ILO's comparative advantage lies in its strong normative role, which is integral in advancing key conventions like C190, C189, C159, C111 and C100. Its technical expertise and commitment to fostering tripartite dialogue have been recognized as essential in the development of inclusive and sustainable labour policies. Stakeholders consistently value the ILO for its high-quality research, essential data, and capacity-building services.

3.3. EFFECTIVENESS

3.3.1. Advancing Gender Equality Despite Challenges

The project was successful in achieving its expected results, despite challenges like the COVID-19 pandemic and the 2023 earthquake. Through a wide array of activities, capacity building, awareness campaigns, and policy development, the project has fostered with project partners a more gender-responsive labour market, addressing critical issues such as the gender pay gap, gender-based violence at workplace, reconciling work-life balance and women's leadership. The collaboration between key stakeholders, including representatives of government bodies, employers, workers, universities and international partners proved to be instrumental. It would have been beneficial to have more gender-disaggregated data to better understand the specific impacts on women and men, allowing for more targeted analysis.

3.3.2. Capacity Building, Awareness, and Policy Development

The project conducted comprehensive capacity-building activities, policy adoption, and advocacy initiatives. The training programmes, particularly those on gender equality and violence prevention, received positive feedback, with participants noting changes in attitudes and behaviours within their workplaces. Despite challenges, such as the COVID-19 pandemic and the earthquake, the project adapted and continued to engage stakeholders through digital platforms and initiatives like the Women's Safe Center. While substantial progress has been made, ongoing support from the ILO, stronger tripartite coordination, representation and greater involvement of senior management are vital, notably during project events, to ensuring the sustainability of the project's impact and overcoming remaining challenges.

3.3.3. Behavioural change tracking

To maximize long-term impact, continued emphasis on behavioural change tracking, stakeholder collaboration, and post-project follow-ups would be essential. These efforts solidify the project's contribution to fostering a safer, more inclusive, and gender-responsive workplace culture in Türkiye. The Kirkpatrick Model and Lewin's Change Model offer valuable frameworks for evaluating project outcomes, while also supporting the progressive monitoring of mindset and behavioural shifts, grounded in concrete and measurable results.

3.4. EFFICIENCY

3.4.1. Optimizing Resource Allocation and Management Structure

The project has made good use of resources. In order to maximize its impact, there is an opportunity to optimize resource allocation by focusing on fewer thematic areas and involving higher management representatives from tripartite constituents. Streamlining administrative processes would further empower the project team, and it could be beneficial that the project allocates resources on more targeted outcomes, such as the implementation of C189, addressing the long-standing challenges faced by end beneficiaries. Strengthening the management structure through additional staffing and fostering strategic partnerships could facilitate a more systemic approach and broaden the project's overall reach.

3.4.2. Funding strategy

Key lessons learned include the importance of diversifying donor support to ensure financial sustainability and continuity, as well as the need to maintain the momentum of initiatives, such as the Women's Safe Center, by securing sustained funding. By addressing these areas for improvement, key stakeholders can continue to drive meaningful, long-term change, empowering women in the workplace and reinforcing gender equality efforts across Türkiye.

3.5. SUSTAINABILITY AND IMPACT POTENTIAL

3.5.1 The Imperative of Sustained Efforts

Sustainability is not merely an extension of the project's lifespan but a prerequisite for achieving its envisioned impact. Without continued efforts, the foundational progress in gender equality and institutional capacity risk stagnation or regression. Ensuring long-term results demands a strategic focus on integrating project principles into Türkiye's institutional frameworks and financial planning, aligning with both national priorities and international standards.

3.5.2 Institutionalization as a Strategic Priority

Effective institutionalization is key to maintaining the project's momentum. This requires embedding its methodologies into national policies, supported by robust partnerships among tripartite constituents, and beyond. The presence of tools and resources, such as training manuals and research findings, provides a scalable model, but these assets must be continuously updated to remain relevant. Further dissemination of ILO relevant tools and knowledge products will be instrumental to strengthen the project's impact and sustainability. The project's research, advocacy, and tools remain useful for evidence-based policy and practice. A clear exit strategy will be useful to ensure all stakeholders are on the same page. Exit strategies are crucial when phasing out of a project, as they help prepare for the next phase. They ensure that the progress achieved during the initial phase is maintained, and that sustainability is prioritized as the project transitions.

3.5.3 The Role of Partnerships and Adaptive Strategies

Strategic partnerships enhance the project's replicability and impact. Collaboration with NGOs, universities, schools, private sector actors, and the UN Resident Coordinator's Office offers opportunities to expand the reach of project objectives. These partnerships must also be adaptive, addressing systemic challenges such as cultural barriers, resource constraints, and political shifts. Adaptive strategies should prioritize addressing the gaps in stakeholder capacity and ensuring that progress continues even amidst uncertainties.

3.5.4 A Vision for Long-Term Impact

The project's success lies not only in its immediate outcomes but also in its potential to catalyse broader systemic change in Türkiye. Advancing the ratification and implementation of conventions such as C190 and C189, alongside sustained capacity-building initiatives, is essential for institutionalizing these changes. By building on existing momentum and addressing persistent challenges, stakeholders can establish a durable framework that promotes gender equality, labour rights, and social dialogue over the long term.

Financial sustainability is crucial for reinforcing institutionalization efforts. Diversifying funding sources and actively engaging new donors, including the private sector, will play a key role in ensuring continuity. Consultations have highlighted untapped opportunities within the private sector to support project activities, which warrant further exploration. Maintaining the momentum of project activities during this transition period is essential. Regular and expanded engagement of the Project Advisory Committee through meetings several times a year could ensure strategic alignment, foster collaboration, and maintain continuity.

To secure funding and address gender equality-related issues effectively, a proactive approach is required to identify all key stakeholders. By leveraging the multiplier effect of enhanced coherence - particularly through the increased involvement of private sector representatives, employer organizations, and companies - the project can significantly amplify its impact and expand funding opportunities. This approach should be based on innovative approaches, and participatory methodologies that harness collective intelligence and shared objectives. Aligning these efforts with current donor priorities - such as crisis response and the green economy - is critical in light of diminished interest and pushback on gender equality.

The care economy remains a cornerstone of crisis response strategies, and green jobs (addressing the green skills deficit and advancing a just transition) - particularly for youth and girls - align closely with donor priorities. Continued support for all tripartite constituents, key project partners, and end beneficiaries is essential, including targeted efforts for domestic workers, as evaluation findings reveal the need for greater impact in their lives. By addressing these interconnected priorities, the project can sustain its achievements and contribute meaningfully to systemic progress in Türkiye.

4. LESSON LEARNED & EMERGING GOOD PRACTICE

4.1. LESSON LEARNED

4.1.1. Securing Multiple Sources of Funding

A key lesson learned is the importance of securing funding from multiple donors while strategically leveraging both planned and emerging funding opportunities throughout the project's design and implementation. This approach enhances the project's financial sustainability and flexibility.

4.1.2. Comprehensive Mapping of Key Stakeholders – Leveraging Funding Opportunities

A comprehensive mapping of key stakeholders is essential to identify and discuss potential funding opportunities. This involves engaging a diverse range of stakeholders, ensuring balanced representation from tripartite constituents, including employers' organizations and confederations, private sector associations, relevant ministries (such as MOLSS, MoFSS, MoNE, and others), and other key representatives. By involving all relevant actors early on, opportunities can be fully explored and developed.

4.1.3. Strengthened Coherence – Leveraging Funding Opportunities

Strengthening coherence with other ILO projects or programs, as well as interventions from relevant organizations, public services, and lead buyers' CSR programs, can be pivotal in securing additional funding. Coordinating efforts and aligning with broader national or international development initiatives may increase the likelihood of accessing new financial resources.

4.2. EMERGING GOOD PRACTICE

4.2.1. Systemic Approach and ILO Comparative Advantage

The project adopted a systemic approach in its design and implementation phases, demonstrating its relevance and effectiveness in addressing women's employment as a multi-dimensional issue. By advancing sustainability, promoting human rights, and fostering social responsibility among tripartite constituents, project partners, and beneficiaries, the project leveraged ILO's comparative advantage, particularly its tripartite mechanisms, to ensure effective collaboration with key stakeholders and alignment with national and international priorities. This approach effectively set the stage for fostering a shift toward creating more and better job opportunities. For example, pilot companies demonstrated the positive impact of improved social performance on businesses, highlighting how such initiatives can benefit companies while enabling suppliers to become active participants in responsible supply chains.

4.2.2. Implementing the ILO Participatory Gender Audit (PGA) in a Tripartite Structure: Advancing Organizational Learning and Gender Equality

The ILO Participatory Gender Audit (PGA) served as a key tool and methodology to promote organizational learning and the practical mainstreaming of gender equality at various levels, including individuals, work units, and organizations. As noted in the mid-term evaluation, this was the first time the PGA was implemented in a tripartite structure globally, involving workers' and employers' organizations alongside public institutions. Its use, coupled with a range of capacity-building interventions, successfully fostered mindset and behaviour change. This progress was further reinforced through various events and meetings, particularly those of the Project Advisory Committee. These efforts collectively set the stage for advancing gender equality and promoting decent work for women.

5. RECOMMENDATIONS

Recommendations 1 to 5 (from conclusions 2, 3 and 5) proposes to ILO, donors, tripartite constituents and implementing partners the following to **strengthen future project planning and secure sustainable financing**. Priority: Medium / Importance: High / Resource implication: Medium.

1. **Enhance future project strategic planning** by engaging key partners early in the design phase. This includes drafting an exit strategy, integrating regular feedback and adaptive measures, and ensuring inclusive stakeholder outreach that aligns with constituents' most immediate needs and expectations. By fostering collaboration, stakeholders can collectively explore, design, and co-implement innovative multiplier strategies - such as leveraging private sector networks - at an early stage.

2. **Engage multiple donors** to ensure broad support and alignment with project goals, strengthening internal and external coherence efforts, exploring synergies for expanded funding, and seeking opportunities with the private sector - particularly through Corporate Social Responsibility (CSR) programmes (e.g., contributing to responsible value chains, the care economy, disaster risk management, green jobs, equal access to the job market for young women and men, and addressing gender, disability and human rights issues - such as child labour).

3. **Balance tripartite engagement and topics addressed during future events** to ensure active involvement of employers' organizations, business associations, and other relevant stakeholders.

4. **Integrate** robust monitoring frameworks to track behavioural and mindset changes, utilizing expert support in systemic and behaviour change management (see Section 2.3.2.3 for specific examples).

5. **Monitor gender-disaggregated data** whenever possible to better understand the impacts on women and men, enabling more targeted interventions.

Recommendations 6 to 7 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents and implementing partners to **keep the momentum** beyond the second phase of the project despite notably funding challenges. Priority: High / Importance: High / Resource implication: Low.

6. **Strengthen both national and global continuous partnerships** to provide **diverse support** and ensure **project's scalability**, considering that all stakeholders are willing to further collaborate in new projects or existing institutional settings. Based on a comprehensive mapping of key stakeholders and potential donors, involve additional stakeholders in the PAC as appropriate to diversify perspectives and expertise, such as:

- ▶ The Ministry of National Education (MoNE)
- ▶ A wider range of social partners, such as employers' organizations, trade unions, and other civil society actors that play a crucial role in shaping policies and initiatives related to the project. This includes stronger partnership with employers' confederations, lead buyers, companies and relevant existing public services and employment agencies.
- ▶ The Higher Education Council (YÖK - Yükseköğretim Kurulu) serves as the umbrella institution for managing universities, while KOSGEB / Küçük ve Orta Ölçekli İşletmeleri Geliştirme ve Destekleme İdaresi Başkanlığı supports women's entrepreneurship
- ▶ Additionally, the Ministry of Industry and Technology (MoIT) / Sanayi ve Teknoloji Bakanlığı focuses on promoting green jobs and sustainable industry practices.

These institutions collectively contribute to advancing gender equality and sustainable development in Turkey and can unlock untapped opportunities - based on interconnected priorities.

7. Consider **strengthening the production and use of relevant statistical data**, as well as the user-producer dialogue. This includes communicating more extensively on how statistical data can be used effectively by tripartite constituents, with the support of civil society. This recommendation could be initially addressed as an objective in a new project proposal, in collaboration with relevant actors.

Recommendations 8 to 11 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents, implementing partners to ensure **continued capacity building** beyond the second phase of the project. Priority: Medium / Importance: High / Resource implication: Medium.

8. **Ensure continued access to the ILO Academy** even in resource-constrained settings by exploring automated systems or streamlining processes for monitoring and engagement.

9. **Improve instructional design of training programmes** to better reflect stakeholder needs identified during consultations, within available resources. Incorporate creative learning methods, such as gaming, enhanced imagery, storytelling, group work, and open-ended questions. Consider follow-up sessions to reinforce learning.

10. **Conduct quarterly feedback sessions with implementing partners** to ensure the continued relevance and effectiveness of training courses and materials. Ensure that training content is applied effectively, embedded in organizational

knowledge, and continuously updated to remain relevant to gender equality and decent work. This would contribute to avoiding institutional capacity risk of stagnation or regression.

11. To maximize impact and outreach to the general public and key stakeholders in Türkiye, prioritize targeted dissemination of gender equality tools and research through communication campaigns using a wider range of social media platforms and strategic partnerships with trade unions (actively supporting their existing awareness-raising efforts) and the private sector - including a broader range of companies, employers' organizations, and professional associations, relevant public services, and schools - within existing budgetary constraints.

Recommendations 12 to 15 (from conclusions 2, 3, 4 and 5) proposes to ILO, tripartite constituents, implementing partners to further advocate for C190 and other ILO convention engagement and ratification, apply soft pressure and ensure commitment of senior levels. Priority: High / Importance: High / Resource implication: Medium.

12. Continue fostering engagement and commitment from senior political and organizational leaders to promote C190 ratification and implementation. Create space for sustained dialogue between state actors and gender equality proponents to facilitate collaboration and maintain momentum.

13. Seek or allocate resources for advocacy with high-level actors to ensure that gender equality remains a priority on national agendas, and facilitating the introduction of compliance incentives and enforcement of measures in alignment with relevant ILO conventions.

14. Reassess the scope and objectives for a potential additional project phase, focusing on fewer thematic areas to ensure deeper impact. Develop a phased sustainability plan with clear monitoring mechanisms, roles, responsibilities, and timelines. Ensure flexibility to adapt to political and social challenges and coordinate efforts with relevant actors to advance SDGs 5 and 8.

15. Strengthen partnerships with UN agencies and development partners to amplify the impact of advocacy efforts.



ANNEXES

Annex 1	Terms of Reference (See below)
Annex 2	List of stakeholders (survey and interviews)
Annex 3	Bibliography
Annex 4	Data collection instruments – Interview protocol and survey
Annex 5	Evaluation schedule
Annex 6	SWOT analysis
Annex 7	Project performance
Annex 8	Country context
Annex 9	Emerging Lesson Learned
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ANNEX 1

TERMS OF REFERENCE

Final independent evaluation of the Project "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye") Phase II

1. Key facts

Title of project being evaluated	"More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II
Project DC Code	TUR/18/03/SWE
Project start and end date	January 2019 – December 2024 (with no-cost extension)
Type of evaluation	Independent
Timing of evaluation	Final
Donor	Swedish International Development Cooperation Agency (SIDA)
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	GEDI
P&B outcome (s) under evaluation	Outcome 1 More and better jobs for inclusive growth and improved youth employment prospects
SDG(s) under evaluation	SDG 08: Decent work and economic growth
Project Budget	\$ 3,281,992

2. Background information

At present, compared to other upper middle-income countries, Türkiye has a low female labour participation rate. Based on the ILOSTAT 2023, female labour force participation rate is 35.8%. Although there have been significant increases in women's labour participation rate since the early 2000s due to the impact of implemented policies and work carried out, this rate is below the average of among countries with similar income levels. In addition to this issue, according to the 2023 ILOSTAT data, 34.4% women work informally. An important result of informal employment is the lack of social protection which is a core element of decent working conditions. Another issue around female labour force participation in Türkiye is a gender pay gap. In fact, equal pay for work of equal value between men and women is guaranteed in labour legislation, but according to the joint study by the ILO Office for Türkiye and TURKSTAT, the gender wage gap is 15.6% in Türkiye, where gender wage widens as age increases and educational level decreases.

These findings reveal that women's working conditions in Türkiye need to be improved in terms of compliance with the four basic principles of the ILO's definition of decent work: standards and fundamental rights in working life, social dialogue, social security for all and productive employment.

Background of the Project

Important outcomes were achieved in Phase I (2013-2018) of the Project which was implemented by the ILO-Ankara at the policy level as well as in terms of ensuring access for women to decent work opportunities and raising awareness on gender equality and working conditions in order to support the strengthening of women's employment in Türkiye.

Building on the lessons learned in Phase I, Phase II of the Project was launched in January 2019 and will end in December 2024. Phase II of the project aims at increasing the number of women working under decent conditions in Türkiye through effective implementation and monitoring of the National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment, and adoption and implementation of measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, reconciling work-life balance and women's leadership) by Turkish Employment Agency (ISKUR), Ministry of Labour and Social Security (MoLSS), social partners and by pilot enterprises.

Phase II of the Project has three outcomes (two in original project period and one in project no-cost extension) with specific outputs:

Component I: More and Better Work Opportunities for Women Job-seekers in the pilot provinces.

Outcome I: National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment effectively implemented and monitored.

Component II: Improving Working Conditions for Women in the piloted sectors.

► Outcome II: Measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, work and life balance and women's leadership) adopted and implemented by General Directorate of Labour of MoLSS, the constituents, and pilot enterprises.

► Outcome III (The new Outcome in Project No-Cost Extension): International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye.

Therefore, these two interrelated project components contribute to: (i) more and better work opportunities for women jobseekers in the piloted provinces of Türkiye, where all of the interventions implemented together with Turkish Employment Agency (İŞKUR) and (ii) improving working conditions for women in the piloted sectors, where this component focuses on building the capacity of MoLSS, worker and employer organizations, pilot enterprises on gender equality and decent work conditions for women (focusing on gender pay gap, gender-based violence at workplaces, reconciling work-life balance and women's leadership) as well as on effective communication skills and coalition building to promote women's opportunities for decent work; and promotion of International Labour Standards and behaviour changes at the individual, institutional and community levels for a Zero Tolerance to Violence and Harassment culture for the actors in Türkiye.

The project envisioned that the result will be achieved through contributions from CSOs, academia, other public and local authorities in addition to collaboration with direct beneficiaries.

Project Strategies

The Project has been implemented in partnership with an array of relevant institutions, national and international organisations. Through the Project, these various public and private institutions, at central and provincial levels, expect to consult one another and coordinate themselves in order to provide appropriate solutions through five individual projects to improve women's employment and working conditions in the pilot provinces, Ankara, Bursa, Istanbul, Izmir, Kocaeli, Konya, and Ordu.

Project alignment with the DWCP, P&B, CPO & SDG

The Project is anchored in the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) adopted in 2015. Achieving gender equality and empowerment of women is integral to each of 17 goals. The Project contributed particularly to the achievement of Sustainable Development Goal 5 (Gender Equality) and Goal 8 (Decent Work and Economic Growth) as well as Goal 10 (Reduced Inequalities). Moreover, the Project was also aligned with and contributed to the United Nations Development Cooperation Strategy for Türkiye (UNDCS) Result 2: "By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender-responsive quality services (e.g. health, education, decent employment, and social protection systems)" and Result 5: "Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020". The Project was also designed in line with the policy documents of ILO titled "Programme and Budget for the Biennium (2018-2019)" and "Strategic Plan (2018-2022)" in which gender equality and non-discrimination are a cross-cutting issue and all policy outcomes contain at least one gender-specific criterion for success.

The Project also aligned with the National Frameworks such as the Tenth (2014-2018) and Eleventh (2019- 2023) Development Plans of Türkiye, National Employment Strategy and Action Plan (2014-2023), ISKUR Strategic Plan (2018-2022), National Strategy and Action Plan for development of Small and Medium-sized Enterprises (2015-2018), National Entrepreneurship Strategy and Action Plan (2015-2018) and Strategy Document and Action Plan of Women's Empowerment (2018-2023).

Project Management

ILO Office for Türkiye establishes a project management team composed of seven staff members who will work under the supervision of the Director of ILO Office for Türkiye. The team is comprised of a Senior Programme Officer, as well as two National Officers, one Communications and Advocacy Officer, an Administrative Assistant and a Finance and Procurement Assistant, all of whom are working full-time on the Project. Additionally, a senior finance assistant has been assigned for twelve months of the project period.

Main Recommendations and Follow Up Actions of Mid-Term Evaluation⁴

Phase II of the project underwent a mid-term evaluation in February 2023 and the recommendations are:

Recommendation 1: ILO and its partners should continue its support to gender equality in the context of its decent work agenda in Türkiye.

Recommendation 2: A potential second phase of the intervention should maintain the system-focused approach taken under the current project, i.e. working with duty bearers (for example İŞKUR, employers) and rights holders (for example women in the labour market and their representations, for example, trade unions and workers' organizations).

Recommendation 3: ILO should support more in-depth interventions that strengthen the capacity of stakeholders on (1) gender issues and (2) coalition building and advocacy for gender equality.

Recommendation 4: Reflecting on lessons learned from this project (in particular the delays in implementation due to a breaking down partnership between the main stakeholders of the project), ILO should deliberately create a portfolio of several interventions (i.e. smaller projects) with various stakeholders and formats that are united by the overarching goal – gender equality.

This will also support the necessary flexibility in view of the political developments.

Recommendation 5: ILO needs to develop a robust monitoring and evaluation framework that would enable the project team to collect information relevant for monitoring of results and project steering timely and so that it would be able to ascertain the longer-term effects of its interventions.

⁴ <https://webapps.ilo.org/ievaldiscovery/#b5r2q12>

Recommendation 6: ILO should design a strong sustainability strategy that can, to the extent possible, withstand unfavourable political developments. This means (1) allocating resources for advocacy with high-level actors, (2) allocating resources for keeping spaces for consultations between state actors and proponents of gender equality open and functional, (3) allowing time for capacity development processes to take hold; (4) maintaining flexible approach that enables to capitalize on windows of opportunities and synergies with other developmental partners, (5) pursuing as close as possible coordination with other relevant actors in Türkiye, who contribute to the achievement of Sustainable Development Goals 5 and 8, especially with other UN agencies.

3. Purpose, objectives, and scope of the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Therefore, the evaluation will be planned and implemented in accordance with the ILO Evaluation Policy² and the ILO Results Based Evaluation Strategy³, using the ILO policy guidelines for evaluation⁴: Principles, rationale, planning and managing for evaluations. The evaluation will also comply with the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

The Purpose and Objectives of the Evaluation

The evaluation in the ILO is for accountability, learning, planning, implementation improvement, and building knowledge. Therefore, this independent final evaluation will indicate to the ILO, the Sida, and its partners the extent to which the project has achieved its aims and objectives. The evaluation will ensure accountability to the beneficiary, donor, and key stakeholders, and promote organizational learning within ILO and among key stakeholders.

The evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned, good practices, and recommendations. It will also touch upon cross-cutting issues such as gender equality, disability, social dialogue, environmental sustainability, and international standards, in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO⁵.

The learning and recommendations generated by the evaluation will be shared to project stakeholders. It will also provide the basis for the design of future intervention models in the country and contribute to documenting management and delivery approaches.

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. The objectives of this independent evaluation are therefore to:

- i. Assess the relevance and coherence of the project to address constitution and target groups' needs.
- ii. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen;
- iii. Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) and ILO management contributed to the achievement of the stated objective and expected results;
- iv. Identify unexpected positive and negative results of the project;
- v. Assess the extent to which the project outcomes will be sustainable;
- vi. Assess what and how the ILO contributed to strengthening the capacity of governments and social partners in promoting gender equality in the world of work.
- vii. Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor and ILO) for future similar interventions;
- viii. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; and
- ix. Provide recommendations to contribute to further project development to improve labour market integration of women in Türkiye.

Scope of Evaluation

The evaluation will cover the entire duration of the programme since its inception i.e. January 2019 – December 2024. It will consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g. knowledge products, policy strategies/briefs, IEC materials, etc)

The evaluation will cover project office in Ankara and five provinces (Bursa, Istanbul, Izmir, Kocaeli and Konya) where the project implementation took place. The evaluation will integrate gender equality, inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue, as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on cross-cutting issues to ensure stakeholder participation in the evaluation process.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

- The evaluation will apply the key criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential and apply international approaches for international development assistance established by OECD/DAC Evaluation Quality Standard and in line with the United Nations Evaluation Group (UNEG). In particular,
- The evaluation should address the evaluation criteria related to relevance, coherence, project progress/ achievements and effectiveness, efficiency in the use of resources, impact, and sustainability of the project interventions as defined in the [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 will observe confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure 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 and just transition on environment should be considered in this evaluation, throughout the methodology, deliverables, and final report of the evaluation. It should be noted that gender is the core dimension of the project. Therefore, evaluation should also include how the activities and budget contributed to promoting gender equality whether they were "Specific" or "Supportive" or "Neutral" or "Transformative".
- The evaluation will also focus on the effects of the COVID-19 pandemic on the project, assessing whether, how and to what extent unexpected factors affected project implementation and whether the project effectively addressed these unexpected factors, including those linked to the Covid-19 pandemic.
- It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO Evaluation Manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluators will indicate and/or modify (in consultation with the Evaluation Manager), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

- Project's fit with the context:
 - To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals – especially SDG 5, SDG 8, and SDG 10, with particular focus on 5.2, 5.4, 5.5, 8.5, 8.8 and 10.3?
 - Was there a fit between the project design and the direct beneficiaries' needs?
 - Were the project approach and activities relevant to the needs of the constituents and the stated objectives?
 - In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to gender equality and non- discrimination?
- Appropriateness of the project design:
 - Was the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
 - Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?
 - To what extent was the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries?
 - Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

- How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?
- Were the activities and outputs of the project consistent with their overall objectives of the project?
- What was the added value of the ILO work in terms of comparative advantage?

Effectiveness

- To what extent were the project objectives achieved? What were the results noted so far? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?
- Were there any unintended results (positive or negative)?
- To what extent the communication and advocacy strategy contributed to achieve the project outcomes?
- To what extent did the project adapt its approach to respond to the COVID-19 crisis and what were the implications on the nature and degree of achievement of the project and project targets after the COVID-19 crisis? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?
- How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Were the activities and outputs of the project consistent with the overall objectives of the project? Was the quality of outputs satisfactory?
- How effective was the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Was there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?
- What mechanisms were in place to ensure the inclusion of beneficiary feedback in the design and implementation process?

Efficiency

- How efficiently were the resources of the project (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve the project objectives? Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?
- Given the size of the project, its complexity and challenges, were the existing management structure and technical capacity sufficient and adequate?
- How did the project adjust its work to respond to the changes in the environment due to February 2023 earthquake?
- Did the project receive adequate political, technical and administrative support from the ILO HQ and Regional Office and its national partners? If not, why?
- To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?
- How effective was the communication and advocacy strategy in influencing the relevant target groups and audiences?
- Did the project receive adequate technical and administrative support/response from the ILO backstopping units?

Sustainability and impact potential

- Are the results achieved by the project so far likely to be sustainable and last beyond the project? How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCF, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCF, similar UN programming frameworks, national sustainable development plans, and SDGs), as well on the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)?
- What was the level of ownership of the project outcomes by partners and beneficiaries?
- To what extent and to which adequate capacity building of social partners was taken place to ensure mechanisms are in place to sustain activities and whether the existing results likely to be maintained beyond project completion? What are their incentives and capacity to keep performing their role that contribute to addressing livelihood challenges faced by the target group?
- To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?

General

- To what extent the project addressed the mid-term evaluation recommendations?

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

5. 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 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 and external factors/assumptions. Particular attention will be given to the logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as national strategic frameworks with the relevant SDGs and related targets, and other relevant external factors .

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

The evaluation would apply a mixed-method approach. Both qualitative and quantitative evaluation approaches should be considered for this evaluation. First of all, the evaluator(s) will make a desk review of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, project briefs, news/articles and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the Evaluator(s) will collect relevant data for the evaluation. Individual or group interviews will be conducted with the main stakeholders 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 and/or focus group discussions 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. 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 gender and other relevant categories, during the collection, presentation and analysis of data.

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](#).

More specifically, in accordance with ILO Guidance note 3.1: "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 the lives of women and men. Data shall be disaggregated by sex where possible and appropriate during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

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

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

Planning Consultations: The evaluator(s) will have a consultation meeting (online) with the Evaluation Manager and Project Team. 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: 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.

Field Visits: The evaluator(s) is proposed to visit Ankara and three provinces out of five targeted provinces. Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

Post-Data Collection and Stakeholders' Workshop: Upon completion of the data collection and analysis, the evaluator(s) will conduct a stakeholders' workshop with the stakeholders including ILO to share the preliminary findings, conclusions, and recommendations. After incorporating inputs from the stakeholders' workshop, the evaluator(s) will share the draft report with the Evaluation Manager who, after a methodological review, 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 and the comments log.

Debriefing/Presentation: Upon completing the report, the evaluator will provide a debriefing to the ILO Team on the evaluation findings, conclusions and recommendations. The final draft of the report will be shared by the evaluator with the Evaluation Manager, who will approve the report and then will share it with the focal point at the Evaluation Office of ILO Regional Office for Europe and Central Asia. Upon approval from the responsible officer in the evaluation office of the region, the office will share the report with EVAL for their comments, inputs and final approval. The evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

6. Main deliverables

Inception Report: To be submitted to the Evaluation Manager within 5 days of the receiving of all programme documents and may be circulated among key stakeholders.

This report will propose the methods, sources and procedures to be used for data collection and analysis. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator 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](#).⁶

Workshop: To present the preliminary results to the stakeholders for their feedback

Draft Report: To be submitted to the Evaluation Manager within 10 working days of completion of the data collection and after the stakeholders' workshop).

The draft report will be approx. 30 pages plus executive summary and appendices. The draft report will be disseminated to all key project stakeholders to seek their comments and suggestions.

Final Evaluation Report: To be submitted to the Evaluation Manager within 5 days of receipt of the draft final report with comments. 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.) Once the final report is completed and reviewed by the Evaluation Manager, it will be shared with the Regional Evaluation Office (REO), and finally with EVAL for final approval and requests the management response to the ILO responsible officer. Then the report will be available for wider dissemination to all stakeholders.

An evaluation summary: using the ILO Summary template.⁷

Suggested Report Format: The final version of the report shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports⁸ and be no more than 30 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)

All deliverables must be written in English. All deliverables will be submitted in electronic format in Word. The process of the finalization of the Evaluation reports:

- The Evaluation Manager will provide methodological comments to the draft final report, which will be also shared with all the stakeholders to receive their comments.
- After consideration of the comments of stakeholders on the report, the draft final report will be subject to approval by the evaluation manager and Regional evaluation office focal point for review and then for submission to the ILO Evaluation Office for final approval. The final report shall be delivered no later than 5 days after receiving the comments on the draft report.

7. Management arrangements and work plan (including timeframe)

The evaluation team will be comprised of an independent consultant(s) working under the supervision of the ILO Evaluation Manager. The evaluation will be managed by Mr Tara Prasad Bakhariya, ILO officer based in Nepal and with no relationship with the project.

- **Evaluation Manager:** The Evaluation Manager will supervise, coordinate, and guide the assignment. He will give the final decision and feedbacks on all the outcomes of the assignment.
- **Independent Evaluator(s):** The independent evaluator, together with an evaluation team and/or national consultant, will conduct this evaluation.

The responsibilities of the lead evaluator are as follows:

- Responsible for supervising the team member in Türkiye
- Ensure quality control and adherence to ethical guidelines.
- Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, drafting reports and drafting and presenting a final report
- Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology, and formatting requirements and adhering to evaluation report quality standards as referred to above
- Liaising with the evaluation manager
- Conduct meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop)
- Be flexible on the evaluation timeline if it takes longer time due to difficulties encountered from remote interviews, be responsible for completing consultations with all key stakeholders, and try their best to complete the interviews/data collection
- Contributing to the report dissemination and communication (if any) by participating in webinars and supporting or providing inputs to evaluation communication products

The responsibilities of the evaluation team member are as follows:

- Provide context-specific and technical and methodological advice necessary to the lead evaluator.
- Support the lead evaluator throughout the evaluation process (inception, data collection, data analysis, and report writing)
- Represent the evaluation team in meetings/interviews/focus group discussions with stakeholders upon request of the lead evaluator
- Taking note and interpreting between English-local languages for the lead evaluator, when needed
- Contribute to the report drafting, dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products

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

Project Coordinator and Project Team: Coordinator (Senior Programme Officer), will lead the project support to the process and will ensure that the planned activities are realized in a timely manner to deliver the expected results.

The team will ensure that all relevant documentation is up to date and easily accessible in electronic form by the evaluator from the first day of the contract. It includes the necessary documentation, information, and lists of contacts/stakeholders / constituents / beneficiaries and provides technical support to the consultant within the scope of the assignment when necessary.

Schedule of payment

The project will cover the cost of the evaluation as follows: -

- i. Professional fee: Proposed professional fee's terms of payment.
 - 20% upon the approval of the inception report.
 - 30% upon approval of the draft evaluation report.
 - 50% upon the approval of the final evaluation report by ILO Evaluation Office.
- ii. Travel and DSA where relevant and applicable

Timeframe

The timeframe for the assessment will be 3 months starting in September and completed by the end of November 2024. The following is a tentative schedule of tasks and the anticipated duration of each task:

Timeframe

The timeframe for the assessment will be 3 months starting in September and completed by the end of November 2024. The following is a tentative schedule of tasks and the anticipated duration of each task:

Tasks	Team Leader - Number of working days	Evaluation Team member - Number of working days	Deliverables and Deadlines
i. Desk review of project related documents; Online briefing with Evaluation Manager and project team. ii. Prepare inception report including interview questions and questionnaires for project stakeholders iii. Review and approval of Inception Report by the Evaluation Manager	5	2	Submission of draft Inception Report (11 October 2024) and final version of the report (18 October 2024)
i. Conduct interviews, and surveys with relevant project staff, stakeholders, and beneficiaries ii. Presentation of preliminary results to the stakeholders in a workshop.	13	11	21 October- 08 November 2024
i. Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; draft report ii. Methodological review by the Evaluation Manager iii. Circulation of draft report by the Evaluation Manager with the stakeholders	5	2	Submission of Draft Evaluation Report (15 November 2024)
Revise and finalize the report addressing stakeholders' comments	2	0	Submission of Final Evaluation Report (06 December 2024)
Approval of the report by EVAL	0	0	15 December 2024
Total	25 workdays	15 workdays	

8. Profile of the evaluation team

The independent final evaluation will be conducted by a lead international evaluator, who will work with an evaluation team member or a national consultant.

The independent lead evaluator will have the following profile:

- University degree in social development, economics, or a related subject at the master's level or equivalent.
- Seven years of international experience in project/program evaluation, including a theory of change-based approaches, and desirable in Labour Market and Employment;
- Knowledge of the ILO's mandate and Decent Work agenda
- Substantial knowledge of gender issues and familiarity with the issues of women employment and work life balance; and labour market in Türkiye or similar contexts.
- Good knowledge of the political situation, labour market and employment issues in Türkiye is an asset.
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professional associations, UNEG, and ILO/EVAL
- Excellent analytical and report-writing skills in English
- Qualitative and quantitative research skills
- Demonstrated excellence in facilitating workshops.

- Full command of English is mandatory. Turkish spoken and written would be an asset
- Certificate indicating completion of the ILO EVAL's online Self-induction programme (Desirable).

The team member consultant will have the following profile:

- Education: University degree in social science, development studies/public administration/Statistics or another related field
- Five years' experience in the evaluation of central/local development projects. Knowledge of research methodologies and data analysis would be preferred.
- Experience and exposure to engagement in labour market and employment related projects and programme will be an asset.
- Experience in the targeted localities is an asset
- Experience in facilitating workshops for evaluation findings and participating in field questionnaires
- Extensive knowledge of and experience in applying qualitative and quantitative research methodologies
- Hands-on experience in using participatory tools and methods for data collection and analysis.
- Fluency in spoken and written Turkish and relevant local languages, and English
- Experience in the UN system or similar international development experience is desirable

The final selection of the evaluator(s) will be done by the EVAL/ILO.

9. Legal and ethical matters

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(s) will be sensitive to beliefs, manners, and customs, and 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.

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All deliverables will be paid for on satisfactory completion and certification by the ILO evaluation manager and in line with the ILO Evaluation report checklist.

ANNEX 2: LIST OF STAKEHOLDERS

List of 54 stakeholders (37.03% male and 62.96% female) invited to participate in a survey and interviewed

	Title	Name	Position and/or organization
1	Mr.	Yasser Hassas	Director, ILO Türkiye Office
2	Ms.	Ebru Özberk Anlı	Project Coordinator, ILO Türkiye Office
3	Ms.	Ayşe Emel Akalın	Gender Analyst, ILO Türkiye Office
4	Ms.	İzgi Güngör	Communication and Advocacy Officer, ILO Türkiye Office
5	Ms.	Nergis Calbay	Gender and Social Dialogue Officer, ILO Türkiye Office
6	Ms.	Emanuela Pozzan	Senior Gender Equality and Non-Discrimination Specialist, ILO HQ
7	Ms.	Zeliha Ünalı	Deputy Country Director, UN Women Türkiye Office (International Organization)
8	Ms.	Ceylan Arık Çiftçi	Labour Expert, DEP, MoLSS (Governmental Agency)
9	Ms.	Güldane Karslıoğlu Yeni	Expert, TÜRK-İŞ (Union)
10	Ms.	Fatma Zengin	Deputy Secretary General, HAK-İŞ (Union)
11	Ms.	Deniz Beyazbulut	Expert, DİSK (Union)
12	Ms.	Özgecan Zengin	Industrial Relations, Project Coordinator, TİSK (Union)
13	Ms.	Selin Yaşamış	National Programme Officer, SIDA (Donor)
14	Mr.	Emre Yıldız	Employment Expert, İŞKUR, Turkish Employment Agency
15	Ms.	Özgün Millioğulları Kaya	Director of Research Dept. Genel İş (Union)
16	Ms.	Nuran Gülenç	Expert, Birleşik Metal İş (Union)
17	Ms.	Olca Özak	President, GIDA-İŞ (Union)
18	Ms.	Dilek Yüksel	Expert of Union Organization, DİSK Tekstil İş (Union)
19	Ms.	Gülhan Benli	President, EVIDSEN (Union)
20	Ms.	Minire İnal	President, İMECE (Union)
21	Ms.	Serap Gozel	Head of International Relations, TUIK (Governmental Organization)
22	Ms.	Fusun Şener	Expert, TUIK (Governmental Organization)
23	Ms.	Necla Aral Ergüç	Expert, TUIK(Governmental Organization)
24	Mr.	Hüseyin Tuncer Kale	Manager, TUIK(Governmental Organization)
25	Mr.	Mehmet Özveren	Sustainability Department, Inditex (Private Sector)
26	Mr.	Osman Gönülveren	Training Expert, Inditex (Private Sector)
27	Ms.	Sevgi Erişen Aydın	HR Expert, Inditex (Private Sector)
28	Ms.	Müge Tuna	Network Representative, AMFORI (Private Sector)
30	Ms.	Canan Sümer	Dean, Özyeğin University (Academia)
31	Mr.	Ceyhan Guler	Lecturer, Dokuz Eylül University (Academia)
32	Ms.	Zeynep Aydın	Training Responsible, KARSAN Private Sector
33	Mr.	Ahmet Dutkuner	Training Manager, KARSAN Private Sector
34	Ms.	Gökte Ay Özdemir	HR, KARSAN, Private Sector
35	Mr.	İkbal İlhan	HR, KARSAN, Private Sector
36	Mr.	Serdan Türksöy	Worker, KARSAN, Private Sector
37	Mr.	Tayfun Tümen	Worker, KARSAN, Private Sector
38	Mr.	Hüseyin Bayrak	Worker, KARSAN, Private Sector
39	Mr.	Kadir Esen	Worker, KARSAN, Private Sector
40	Ms.	Belgin Bikler	Worker, KARSAN, Private Sector
41	Ms.	Melis İldağ	Human Resources Manager, ISUZU, Private Sector

42	Ms.	Asena Sözcü	Human Resources Manager's Assistant, ISUZU, Private Sector
42	Ms.	Zilan Akagündüz	Worker, ISUZU, Private Sector
43	Mr.	Mert Aydoğdu	Worker, ISUZU, Private Sector
44	Mr.	Turgut Özal Ceyhan	Worker, ISUZU, Private Sector
45	Mr.	Vehap Memek	Worker, ISUZU, Private Sector
46	Mr.	Aytaç Atakan	Worker, ISUZU, Private Sector
47	Mr.	Onur Irmak	Worker, ISUZU, Private Sector
48	Mr.	Ersin Yıldırım	Worker, ISUZU, Private Sector
49	Mr.	İhsan Bilgen	Worker, ISUZU, Private Sector
50	Mr.	Çağrı Kuram	Worker, ISUZU, Private Sector
51	Ms.	Fatima Akkaraman	Worker, ISUZU, Private Sector
52	Ms.	Zakire Kalyoncu	Worker, ISUZU, Private Sector
53	Ms.	Bahar Sezen	Worker, ISUZU, Private Sector
54	Ms.	Elif Taşalan	Worker, ISUZU, Private Sector

Table 2 – List of interviewees

34 SURVEY RESPONDENTS (23.5% male and 76.5 % female)

Group of stakeholders	Number of participants	Participation rate (%)	Female	Male
Donor	1	2.94%	1	0
ILO Project Team	1	2.94 %	1	0
Worker's Organization	14	41.18%	10	4
Employer's Organization	1	2.94 %	1	0
Civil Society Organization	1	2.94%	1	0
Academia (University)	2	5.88%	1	1
Government Institution	2	5.88%	1	1
Private Sector	8	23.53%	6	2
International Organization	2	5.88%	2	0
Trainer	2	5.88%	1	1
Other	1	2.94 %	1	0
TOTAL	34	100%	26	8

Table 3 – Number of survey participants per group of stakeholders

ANNEX 3: BIBLIOGRAPHY

Project Document

1. Original PRODOC signed in 2018;
2. Original logical framework (2018);
3. Revision done in the output 2.3 in 2021;
4. Revised logical framework at the no-cost extension in 2022;
5. Mid-term evaluation report;
6. 1st Progress report (2019);
7. 2nd Progress report (2020);
8. 3rd Progress report (2021);
9. 4th Progress report (2022);
10. 5th Progress report (2023);
11. 6th progress report (2024);
12. 7th progress report (2024);
13. 2024 Work plan and monitoring table.

Project publications such as reports, policy briefs, guidelines and brochures

1. International Labour Organization. (2024). Consultant handbook: ILO's model for promoting gender equality in companies.
2. International Labour Organization & Özyeğin University. (2024). Perceptions and experiences of workplace violence and harassment. <https://www.ilo.org/publications/perceptions-and-experiences-workplace-violence-and-harassment>
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4. International Labour Organization. (2024). Analysis of the relationship between flexible working arrangements, women's employment, and decent work. <https://www.ilo.org/tr/publications/esnek-calisma-bicimleri-ile-kadin-istihdami-ve-insana-yakisir-is-arasindaki>
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6. International Labour Organization. (2022). Violence and harassment in the world of work: A practical guide for employers. <https://www.ilo.org/publications/violence-and-harassment-work-practical-guide-employers>
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12. International Labour Organization. (2021). Violence and harassment in the world of work: A guide to Convention No. 190 and Recommendation No. 206. <https://www.ilo.org/topics-and-sectors/violence-and-harassment-world-work>
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14. International Labour Organization. (2021). Women in the world of work: Global and Turkish perspectives.
15. International Labour Organization. Supporting women's employment through institutional collaboration on early childhood care and education.
16. International Labour Organization. Home bounded-global outreach: Home-based workers in Türkiye. <https://www.ilo.org/publications/home-bounded-global-outreach-home-based-workers-turkey>
17. International Labour Organization. Measuring the gender pay gap. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/publication/wcms_756660.pdf
18. International Labour Organization. Advocacy training material and online training manual.

Communication Products

1. International Labour Organization. (n.d.). 4 Celebrities-4 Messages: Let's ratify ILO Convention-Video.
2. International Labour Organization. (n.d.). Collage video on decent work for domestic workers: 3 domestic workers-3 celebrities.
3. International Labour Organization. (2020). Videos: 16 days of activism against gender-based violence (25 November-10 December 2020).
4. International Labour Organization. (2019). Digital stories for 5 persons subject to violence and harassment at work.

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1. International Labour Organization. (2020–2023). ILO brief: Care economy and policy works on domestic workers.
2. International Labour Organization. Useful information for domestic workers: Brochure.
3. International Labour Organization. ILO Convention No. 189 concerning decent work for domestic workers: Brochure.
4. International Labour Organization. Useful information for employers who employ domestic workers: Brochure.

Additional References

1. ILO Four Pillars Policy Framework to Address the Socio-Economic Impacts of COVID-19, ILO (May 2020)
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4. Code of Conduct Form (to be signed by the evaluator), ILO
5. Checklist 4.8: Writing the Inception Report, ILO
6. Checklist 4.2: Preparing the Evaluation Report, ILO
7. Checklist 5: Preparation of Evaluation Report, ILO

8. Checklist 6: Evaluation Report Quality Assessment, ILO
9. Template for Lessons Learned and Emerging Good Practices, ILO
10. Guidance Note 7 Stakeholder Participation in the ILO Evaluation
11. Guidance Note 3.1: Integrating gender equality into project monitoring and evaluation, ILO
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ANNEX 4: DATA COLLECTION INSTRUMENTS – INTERVIEW PROTOCOL & SURVEY

EVALUATION CRITERIA AND QUESTIONS:

The evaluation addresses the following ILO evaluation criteria (based on the OECD-DAC evaluation criteria) as defined in the ILO Policy Guidelines for results-based evaluation, 2020. A complete set of questions by each criterion is outlined below, as per ToR:

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. ("Is the intervention doing the right things?")

1. To what extent did the project align with UN Country Programme frameworks (UNSDCF), strategic country development documents, relevant Sustainable Development Goals (SDGs), particularly SDG 5, SDG 8, and SDG 10, and ILO's strategic and national policy frameworks?
2. Was there a fit between the project design and the direct beneficiaries' and constituents' needs?
3. What measures did the project take to address gender equality and non-discrimination, and how did its design incorporate gender considerations in objectives, outcomes, outputs, and activities?
4. Was the intervention logic coherent, and did the activities effectively support the planned outcomes? Were indicators SMART and useful to measure progress?
5. To what extent was the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries?

Coherence

The compatibility of the intervention with other interventions in a country, sector or institution. ("How well does the intervention fit?")

1. How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?
2. What was the added value of the ILO's work in terms of its comparative advantage?

Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. ("Is the intervention achieving its objectives?")

1. To what extent were the project objectives achieved, and was the quality of the outputs satisfactory? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?
2. Were there any unintended results (positive or negative)?
3. To what extent the communication and advocacy strategy was effective in influencing the relevant target groups and audiences, and contributed to achieve the project outcomes?
4. To what extent did the project adapt its approach to respond to the COVID-19 crisis and what were the implications on the nature and degree of achievement of the project and project targets after the COVID-19 crisis? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?

5. How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
6. Was a monitoring and evaluation framework established at the start of the project, and was it regularly updated for accountability and learning? How effective was the monitoring mechanism, including meetings with project staff, beneficiaries, donors, and key partners? To what extent beneficiary feedback was included throughout the project?

Efficiency

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. ("How well are resources being used?")

1. How efficiently were the project's resources (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Were they strategically allocated to achieve the project objectives? Did the project benefit from complementary resources at the global and country levels?
2. Given the project's size, complexity, and challenges, was the existing management structure and technical capacity sufficient?
3. How did the project adjust its work to respond to the changes in the environment due to February 2023 earthquake?
4. Did the project receive adequate political, technical, and administrative support from ILO HQ, the Regional Office, ILO backstopping units, and national partners?
5. To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?

Sustainability and impact potential

The extent to which the net benefits of the intervention continue or are likely to continue. ("Will the benefits last?") ; The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects. ("What difference does the intervention make?")

1. Are the results achieved by the project likely to be sustainable beyond its duration? How will the implemented work be institutionalized and used by government institutions to support future progress on the project's objectives? Can the project's approach or parts of it, and results be replicated or amplified by the ILO and national partners or other actors considering institutional and financial dimensions?
2. To what extent have the project results contributed to advancing sustainable development objectives (as per UNSDCFs, national development plans, SDGs) and ILO's core principles (ILS, tripartism, social dialogue, gender equality, non-discrimination, and just transition)?
3. What was the level of ownership of the project outcomes by partners and beneficiaries? How effective was the capacity building of social partners to ensure mechanisms are in place for sustaining activities after the project ends?
4. To what extent and which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?

General

1. To what extent the project addressed the mid-term evaluation recommendations?



Figure 2 – OECD/DAC Evaluation Criteria

Description of data collection instruments: The main data collection instruments used in this evaluation are following: project data, semi-structured questionnaires, key informant interviews and focus group discussions. The evaluation also included a short online survey including a SWOT analysis that was distributed to interviewees.

INTERVIEW PROTOCOL

Key questions for:

A. ILO Staff / Project team - B. Partner organizations, other relevant stakeholders and donor* - C. Beneficiaries - D. Others

code	Interview / Protocol Questions	Group protocol
REL1	How well is the project aligned with ILO's strategic and national policy frameworks? To what extent did the project align with the UN Country Programme frameworks (UNSDCF), strategic country development documents, and relevant SDGs (particularly SDG 5, 8, and 10)?	A-B*-C-D
REL2	How well did the project design address the needs of direct beneficiaries and constituents?	A-B-C
REL3	How effectively does the project address gender equality and non-discrimination in line with the target population's needs and relevant frameworks? To what extent are gender considerations integrated into the project's objectives, outcomes, outputs, and activities?	A-B-C
REL4	Was the intervention logic coherent? Did the activities effectively support the planned outcomes? Were indicators SMART (Specific, Measurable, Achievable, Relevant, Time-bound) and useful to measure progress?	A-B
REL5	Did the project consult with beneficiaries and align with ILO constituents' needs at the global and national levels? If yes, please provide examples of successes. If barriers were encountered, what solutions and adaptations were attempted?	A-B*
C1	How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?	A-B*
C2	What was the added value of the ILO's work in terms of its comparative advantage?	A-B*
EFF1	To what extent were the project objectives achieved, and was the quality of the outputs satisfactory? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?	A-B*-C-D
EFF2	Were there any unintended results (positive or negative)?	A-B-C
EFF3	To what extent the communication and advocacy strategy was effective in influencing the relevant target groups and audiences, and contributed to achieve the project outcomes?	A-B-C
EFF4	How effectively did the project adapt its approach to respond to the COVID-19 crisis? What were the implications for achieving project targets? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?	A-B-C-D
EFF5	How well were gender considerations mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?	A-B*-C

EFF6	<p>Was there a suitable monitoring and evaluation framework in place at the start of the project, and was it regularly updated for accountability, management, and learning?</p> <p>How effective was the monitoring mechanism, including regular meetings with project staff, beneficiaries, donors, and key partners?</p> <p>What measures ensured the inclusion of beneficiary feedback throughout the project?</p>	A-B*
EFFIC1	<p>How efficiently were the project's resources (time, expertise, funds, knowledge and know-how) used to produce outputs and results?</p> <p>To what extent were they strategically allocated to achieve the project objectives?</p> <p>Did the project benefit from complementary resources at the global and country levels?</p>	A-B*-C-D
EFFIC2	Given the project's size, complexity, and challenges, was the existing management structure and technical capacity sufficient?	A
EFFIC3	How well did the project adapt its approach in response to external changes, such as the February 2023 earthquake?	A-B*-C
EFFIC4	Did the project receive adequate political, technical, and administrative support from ILO HQ, the Regional Office, ILO backstopping units, and national partners?	A-B
EFFIC5	To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?	A-B
SI1	<p>Are the project results likely to be sustained beyond its duration?</p> <p>How will government institutions or other partners institutionalize and use this work to continue supporting the project's objectives?</p>	A-B-C-D
SI2	To what extent have the project results contributed to advancing sustainable development objectives (as per UNSDCFs, national development plans, SDGs) and ILO's core principles (ILS, tripartism, social dialogue, gender equality, non-discrimination, and just transition)?	A-B*-D
SI3	<p>To what extent have partners and beneficiaries taken ownership of the project outcomes? How effective was the capacity building of social partners to ensure mechanisms are in place for sustaining activities after the project ends?</p> <p>What are their incentives and capacity to keep performing their role that contribute to addressing livelihood challenges faced by the target group?</p>	A-B-C
SI4	To what extent and which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?	A-B-C-D
Gen	To what extent the project did the project address the mid-term evaluation recommendations?	A-B*-C
SWOT1	What went well and further will?	A-B*-C-D
SWOT2	What went ill and can change / further will (if issue not tackled)?	A-B*-C-D

Table 4 – Interview / protocol questions

SURVEY ⁵

More and Better Jobs for Women Project Phase II- Evaluation Survey Kadınlar için Daha Çok ve Daha İyi İşler- Faz II- Değerlendirme Anketi

<https://tr.surveymonkey.com/r/Y9HLM7>

* 1. Hangi paydaş grubunu/gruplarını temsil ediyorsunuz? Cevabınızı bir çarpı işaretiyle işaretleyiniz. **Which stakeholder group(s) do you represent? Mark your answer(s) with a cross.**

- ☐ Donör/Donor
- ☐ ILO Proje Ekibi / **ILO Project Team**
- ☐ Proje için özel katkılar veya destek sağlayan ILO ofisi / işlevsel birimi / **ILO office / functional unit that provided specific inputs or support to the project**
- ☐ İşçi Sendikası /**Workers' organization**
- ☐ İşveren Sendikası /**Employers' organization**
- ☐ Sivil Toplum Örgütü/ **Civil Society Organization**
- ☐ Üniversite / **University**
- ☐ Devlet/ Kamu Kuruluşu /Government / **Partner public institution**
- ☐ Özel sektör / **Private sector company**
- ☐ Uluslararası Kuruluş / **International Organization**
- ☐ Eğitmen/ **Trainer**
- ☐ Eğitim Katılımcısı / **Training Participant**
- ☐ Diğer / **Other** (Lütfen yorumlarda belirtiniz / **Please specify in the comments**)

Yorumlar / **Comments** - Lütfen katıldığınız faaliyetleri kısaca açıklayınız / **Please briefly describe activities in which you participated**)

* 2. Cinsiyet / **Gender**

- ☐ Kadın / **Female**
- ☐ Erkek / **Male**
- ☐ Diğer / **Other**

* 3. Proje sonuçlarından genel olarak ne kadar memnunsunuz? (Lütfen cevabınızı bir çarpı işaretiyle işaretleyiniz.) / **How satisfied are you overall with the project results? (Please mark your answer with a cross.)**

- ☐ 4= Çok memnunum - **Very satisfied**
- ☐ 3=Biraz Memnunum - **Somewhat satisfied**
- ☐ 2 = Biraz Memnuniyetsizim - **Somewhat dissatisfied**
- ☐ 1 = Çok Memnuniyetsizim - **Very dissatisfied**
- ☐ Diğer / **Other** (Lütfen belirtin / **Please specify**)

Yorumlar / **Comments**

⁵ The survey is based on a standard method of qualitative analysis, which provides an overview of some key questions addressed in the TOR and allows triangulation with other data sources. (The survey is not meant to replace monitoring work).

* 4. Katıldığınız faaliyetler çerçevesinde, projenin beklenen sonuçlarına ne ölçüde ulaştığını düşünüyorsunuz? / **To what extent do you consider the project has achieved its expected results (in the framework of activities you participated in)?**

- ☐ 76-100 %
- ☐ 51-75%
- ☐ 26-50 %
- ☐ 0-25 %
- ☐ Bilmiyorum / **I do not know**

Yorumlar / **Comments**

* 5. Proje, doğrudan yararlanıcıların ihtiyaçlarını etkili bir şekilde karşılamakta ve uygulama süreci boyunca geri bildirimlerini entegre etmektedir. / **The project effectively addresses the needs of direct beneficiaries and incorporates their feedback throughout its implementation.**

- ☐ 4= Tamamen katılıyorum / **Fully agree**
- ☐ 3= Kısmen katılıyorum / **Partially agree**
- ☐ 2= Kısmen katılmıyorum / **Partially disagree**
- ☐ 1=Hiç katılmıyorum / **Strongly disagree**
- ☐ Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

* 6. Proje, yararlanıcıların ihtiyaçlarına uygun olarak toplumsal cinsiyet eşitliği ve ayrımcılık yapmama ilkelerini başarılı bir şekilde ele almış ve toplumsal cinsiyet hususlarını hedeflerine, sonuçlarına, çıktılara ve faaliyetlerine dahil etmiştir. / **The project successfully addressed gender equality and non-discrimination in line with beneficiaries' needs, and incorporated gender considerations into its objectives, outcomes, results, and activities.**

- ☐ 4= Tamamen katılıyorum / **Fully agree**
- ☐ 3= Kısmen katılıyorum / **Partially agree**
- ☐ 2= Kısmen katılmıyorum / **Partially disagree**
- ☐ 1=Hiç katılmıyorum / **Strongly disagree**
- ☐ Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

7. Proje faaliyetleri, ILO Türkiye ofisinin ve ilgili ortakların diğer girişimleriyle iyi bir şekilde uyum sağlamış, güçlü sinerji ve iş birliği ortamı oluşturmuştur. Lütfen yorumlar bölümünde belirtiniz. / **The project activities aligned well with the other initiatives of the ILO office in Turkey and relevant partners, fostering strong synergies and collaboration. Please specify in the comments section.**

- ☐ 4= Tamamen katılıyorum / **Fully agree**
- ☐ 3= Kısmen katılıyorum / **Partially agree**
- ☐ 2= Kısmen katılmıyorum / **Partially disagree**
- ☐ 1=Hiç katılmıyorum / **Strongly disagree**
- ☐ Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

* 8. Proje, başlangıçtan itibaren ilerlemesini izlemek ve doğru yolda olduğundan emin olmak için bir sistem oluşturmuştur. Bu sistem, hesap verebilirliği artırmak, kaynakları etkin bir şekilde yönetmek ve deneyimlerden öğrenerek projeyi daha başarılı hale getirmek için düzenli olarak güncellenmiştir. / **The project had a system in place from the beginning to track its progress and ensure it was on the right path. This system was regularly updated to improve accountability, manage resources effectively, and learn from experiences to make the project more successful.**

- 4= Tamamen katılıyorum / **Fully agree**
- 3= Kısmen katılıyorum / **Partially agree**
- 2= Kısmen katılmıyorum / **Partially disagree**
- 1=Hiç katılmıyorum / **Strongly disagree**
- Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

* 9. Proje, başlangıçtan itibaren gerekli kaynaklara (zaman, uzmanlık, fonlar, bilgi ve beceriler) sahipti ve bu kaynaklar istenen sonuçlara ulaşmak için akıllıca ve verimli bir şekilde kullanıldı. Eğer ek kaynaklar sağlandıysa lütfen yorumlar bölümünde detaylı bilgi verin ve bu kaynakların nasıl kullanıldığını açıklayın. / **The project had the necessary resources (time, expertise, funds, knowledge, and skills) from the beginning, and these resources were used wisely and efficiently to achieve the desired results. Please provide further details in the comments if additional resources were provided, and explain how they were used.**

- 4= Tamamen katılıyorum / **Fully agree**
- 3= Kısmen katılıyorum / **Partially agree**
- 2= Kısmen katılmıyorum / **Partially disagree**
- 1=Hiç katılmıyorum / **Strongly disagree**
- Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

* 10. Proje, COVID-19 krizinin getirdiği zorluklara hızla uyum sağlayarak yaklaşımını revize etmiş ve pandeminin acil etkilerini yönetmek için sendikalar ve diğer paydaşlar gibi önemli tarafları aktif olarak tartışmalara dahil etmiştir. / **The project quickly adjusted its approach to address the challenges of the COVID-19 crisis, actively involving key stakeholders, such as trade unions and other partners, in discussions to help manage the immediate impacts of the pandemic.**

- 4= Tamamen katılıyorum / **Fully agree**
- 3= Kısmen katılıyorum / **Partially agree**
- 2= Kısmen katılmıyorum / **Partially disagree**
- 1=Hiç katılmıyorum / **Strongly disagree**
- Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

* 11. Ortaklar ve yararlanıcılar, projenin sonuçları için önemli sorumluluklar üstlenmiş ve sosyal ortaklara sağlanan eğitim ve destek, müdahalenin faydalarının proje sona erdikten sonra da sürdürülebilmesini sağlamaya yardımcı olacaktır. / **Partners and beneficiaries have taken significant responsibility for the project's results, and the training and support provided to social partners will help ensure that the intervention's benefits are sustained even after the project ends.**

- 4= Tamamen katılıyorum / **Fully agree**
- 3= Kısmen katılıyorum / **Partially agree**
- 2= Kısmen katılmıyorum / **Partially disagree**
- 1=Hiç katılmıyorum / **Strongly disagree**
- Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

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* 12. Proje, uzun vadeli etkisini sürdürmek için net bir strateji geliştirmiştir. Bu strateji, siyasi değişiklikler gibi potansiyel zorlukları ele almakta ve paydaşlar için kilit eylemleri belirlemektedir. Bu strateji, gelecekteki zorluklara rağmen ilerlemenin ve istikrarın devam etmesini sağlayacaktır. / **The project has developed a clear strategy to sustain its long-term impact. It addresses potential challenges, such as political changes, and outlines key actions for stakeholders. This strategy will ensure continued progress and stability, even in the face of future challenges.**

- 4= Tamamen katılıyorum / **Fully agree**
- 3= Kısmen katılıyorum / **Partially agree**
- 2= Kısmen katılmıyorum / **Partially disagree**
- 1=Hiç katılmıyorum / **Strongly disagree**
- Bilmiyorum / **I do not know.**

Yorumlar / **Comments**

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13. Lütfen aşağıdaki SWOT tablosuna göre projeye ilişkin yorumlarınızı paylaşınız. / **Please provide any additional comment in the SWOT table below:**

GÜÇLÜ YÖNLER (G) - STRENGTHS (S)

ZAYIFLIKLAR (Z) - WEAKNESSES (W)

OLANAKLAR (O) - OPPORTUNITIES (O)
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TEHTİTLER (T) - THREATS (T)

*Katılımınız için teşekkür ederiz! / **Thank you for your participation!***

ANNEX 5: EVALUATION SCHEDULE

	Phase	Task	Deliverables and deadlines
I	Inception phase	<ol style="list-style-type: none"> 1. Desk review of project related documents; Online briefing with Evaluation Manager and project team. 2. Prepare inception report including interview questions and questionnaires for project stakeholders 3. Review and approval of Inception Report by the Evaluation Manager 	<p>Submission of draft Inception Report (11 October 2024)</p> <p>Final version of the report (21 November 2024)</p>
II	Fieldwork phase	<ol style="list-style-type: none"> 1. Conduct online interviews with the project team, survey and online/hybrid interviews with relevant project staff, stakeholders, and beneficiaries not based in Ankara. This includes hybrid interviews with representatives of: DİSK, INDITEX KARSAN (in Bursa), ISUZU (in Kocaeli) and INDITEX (in Istanbul). The interview with Dokuz Eylül University can be online. 2. Conduct in-person interviews with relevant stakeholders and beneficiaries (Workshop in Ankara) 3. Presentation of preliminary results during the stakeholder workshop in Ankara. 	<p>18 November – 11 December</p> <p>Survey data collection: 25 November – 3 December (tentative dates)</p> <p>16-19 December 2024</p> <p>19 December 2024</p>
III	Data analysis and reporting phase	<ol style="list-style-type: none"> 1. Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; Draft report 2. Methodological review by the Evaluation Manager 3. Circulation of draft report by the Evaluation Manager with the stakeholders 	<p>Submission of Draft Evaluation Report (10 January 2025)</p>
		Revise and finalize the report addressing stakeholders' comments	Submission of Final Evaluation Report (24 January 2025)
IV	Approval	Approval of the report by EVAL	31 January 2025

Table 5 – Evaluation schedule

ANNEX 6: SWOT ANALYSIS

STRENGTHS (S)	OPPORTUNITIES (O)
<ul style="list-style-type: none"> • Capacity building led to mindset and behaviour change • Increased awareness at project level • Advocacy and policy integration • Strong foundation for sustainable change • Effective collaboration with existing stakeholders • Social dialogue; Ownership • ILO's local expertise, normative work and tripartite mandate. 	<ul style="list-style-type: none"> • Stronger internal and external coherence; convergence activities • Multiple funding opportunities (incl. business associations; private companies; public services) • Partnerships with NGOs and the private sector • Increased awareness ; dissemination • Scaling up: Expanding outreach to larger target groups and strengthening gender equality policies. • Replication potential in other job-rich sectors based on a robust strategy • Digitalization for ToT and public access to training; instructional design • Monitoring change and impact • International standards expanding project impact.
WEAKNESSES (W)	THREATS (T)
<ul style="list-style-type: none"> • One single funding source • Diversity and balance; impact and sustainability • Legal infrastructure challenges and sustainability concerns. • Resistance from senior management in some sectors. 	<ul style="list-style-type: none"> • Economic instability • Pushback on gender equality • Donors' interest – Funding shift • Other challenges like COVID-19. • Political and cultural barriers, including resistance to C190 ratification. • Risk of project discontinuation leading to a loss of momentum.

Table 6 – SWOT analysis

ANNEX 7: PROJECT PERFORMANCE

SUMMARY OUTPUT

OUTPUT DELIVERY ⁶			
Output		Output status	Output summary
Outcome 1: National Action Plan (NAP) and Local Action Plans (LAP) on Women's Employment effectively implemented and monitored			
1.1	Technical capacity of İŞKUR increased on a) gender sensitive employment services, b) advocacy skills; c) result based management approach	Delay: behind schedule	<p>Brief Overview of the Output</p> <p>This output aims to contribute effective implementation and monitoring of the NAP/LAP through improving technical capacity of İŞKUR on a) gender sensitive employment services, b) advocacy skills; c) result based management approach.</p> <ol style="list-style-type: none">1. Targets2. +1.050 İŞKUR staff trained.3. 75% of participants rate the training as excellent or very good.4. 75% of participants have improved knowledge on gender sensitive employment services, advocacy skills; and result based management approach.5. 75% of participants report to have acquired relevant skills and knowledge and to use them in their works <p>Progress against the Targets:</p> <p>The Outcome I was closed at the end of 2022 in line with the original project plan and the balance fund of the Outcome I was re-programmed as a new Outcome for promotion of the ILO C190. Therefore, no new progress was made under the Outcome I in 2023.</p> <p>The latest results:</p> <p>Between 2019-2022, 534 İŞKUR staff was trained in total.</p> <ol style="list-style-type: none">1. 70% of trainees have improved knowledge on gender and women's employment.2. 87% of the trainees evaluated the digital trainings as generally good or very good.
1.2	The result-based monitoring framework in place and operational for the NAP and LAPs on Women's Employment through social dialogue practices	Delay: behind schedule	<p>Brief Overview of the Output</p> <p>This output aims to contribute to the effective implementation and monitoring of the NAP/LAP through development of a result-based monitoring framework for the action plans. In this way, the changes in time could be tracked properly.</p> <p>Targets</p> <ol style="list-style-type: none">1. Formulation of the result-based monitoring framework for the NAP and LAPs

⁶ Based on the Implementation Plan

			<p>2. Preparation of annual monitoring reports in line with result-based monitoring framework</p> <p>3. Draft Regulation defining implementation and monitoring mechanism of NAP in place in</p> <p>Progress against the Targets:</p> <p>The latest results:</p> <p>The draft of "Monitoring Framework for Action Plan on Women's Employment" was formulated by the Core Team of İŞKUR with project's technical support - Completed through five online workshops.</p>
1.3	The implementation of the NAP and LAPs supported through piloting of gender sensitive Active Labour Market Programmes (ALMPs)	Delay: behind schedule	<p>Brief Overview of the Output</p> <p>This output aims to contribute to the effective implementation and monitoring of the NAP/LAP through development and piloting model ALMPs that improve women jobseekers' access to the labour market. New model(s) will be based on a continuous and systematic review of all current ALMPs from gender equality perspective as well as best practices from other countries.</p> <p>Targets</p> <ol style="list-style-type: none"> 1. Existence of at least 3 piloted model gender sensitive ALMPs 2. +600 women utilized piloted model ALMPs. 3. 75% of beneficiaries rate the model ALMP as excellent or very good. 4. 75% of beneficiaries have improved knowledge. 5. 75% of participants report to have acquired relevant skills and knowledge and to use them in their works <p>Progress against the Target:</p> <p>Since the RBM Framework of the NAP on Women's Employment has not been finalized and adopted by İŞKUR, the Programme has provided limited support under this output.</p> <p>The latest results:</p> <p>The research on "Good Practices of Public Employment Services (PES) Supporting Women Employment, with a Focus on Active Labour Market Policies (ALMPs)" was conducted by Assoc. Prof. Dr. Nergis Dama and finalized with the integration of comments of İŞKUR. The report was shared with public through ILO Türkiye web pages and its digital version was distributed to related partners in 2022.</p>
<p>Outcome 2: Measures for decent work conditions of women (special focus given to gender pay gap, gender-based violence at workplace, reconciling work-life balance and women's leadership) adopted and implemented by the Ministry of Family, Labour and Social Services, by the social partners and by pilot enterprises</p>			
2.1	Strengthened technical capacity of the Ministry of Labour and Social Security ⁷ on gender sensitive employment policies and coalition-	On schedule	<p>Brief Overview of the Output</p> <p>This output aims to contribute adoption and implementation of measures for decent work conditions of women through enhancing technical capacity of the Ministry on gender sensitive employment policies and coalition-building.</p>

⁷ The Ministry of Family, Labour and Social services was separated into two ministries in 2021 as the Ministry of Labour and Social Security and the Ministry of Family and Social Policies. Our line ministry is the Ministry of Labour and Social Security.

	building to promote improving decent work conditions for women		<p>Targets</p> <ol style="list-style-type: none"> 1. Existence of a Road Map for gender mainstreaming 2. 50 staff of the Ministry completed the training programme. 3. 75% of participants rate the training as excellent or very good. 4. 75% of participants have improved knowledge on gender <p>Progress against the Target:</p> <p>The Institutional Road Map of the Department of Employment Policies (DEP) for gender mainstreaming is in place.</p> <p>Relying on the Institutional Road Map, below trainings were developed and have been delivered to staff of the Department of Employment Policies:</p> <p>(a) "Current Situation of Women's Employment in the World and in Türkiye"</p> <p>(b) "Legislative and Structural Framework on Gender Equality"</p> <p>(c) "Advocacy Skills"</p> <p>Their training textbooks are at the distance learning management system (LMS) of ILO Türkiye, namely ILOAKADEMI (www.iloakademi.org).</p> <p>In addition to these trainings some of MoLSS representatives also completed "Zero Tolerance to Violence", "I Support Equality" and "Social Dialogue" digital trainings in 2023.</p> <p>According to the monitoring report of the digital trainings mentioned above, 36 trainees attended and completed the digital training in 2023. The monitoring report of trainings indicates that 58.33% of trainees improved their knowledge and 94.44% of the trainees evaluated the training as generally good or very good. Additionally, their evaluation about the training is summarized in the below:</p> <ol style="list-style-type: none"> 1. 94.44% of trainees stated that the training content was understandable/very understandable. 2. 91.66% of trainees stated that the training period(time) was sufficient/very sufficient. 3. 88.88% of the trainees stated that training gives them new knowledge and skills that they can apply in their institutions. <p>Between 2019-2023, the total number of participants from the DG of Labour to the digital trainings is 76 which is above the target of the Output 2.1. According to the training evaluation, 51.64% of them improved their knowledge; and 80.18% of them evaluated the trainings as generally good or very good. (The details are explained under the chapter 6).</p>
2.2	Enhanced capacity and mechanisms of worker and employer organizations for gender equality	On schedule	<p>Brief Overview of the Output</p> <p>This comprehensive outputs which addresses both worker and employer organizations in the selected sectors (textile, food, general services, metal, commerce and office) aims to contribute to the adoption and implementation of measures for decent work conditions of women by means of enhancing their technical capacity on gender mainstreaming into their policies and also supporting their stand-alone mechanisms (women's committees/office/branch/working groups) for gender mainstreaming in their organizations, policies and programmes.</p> <p>Targets (revised in May 2021)</p>

			<ol style="list-style-type: none"> 1. 300 representatives of worker and employer organizations completed the ILO's gender equality trainings (revised based on findings of PGA reports) 2. 75% of participants rate the training as excellent or very good. 3. 75% of participants have improved knowledge on gender. 4. Training manual will be in place. 5. 21 organizational road maps will be developed and at least 10 recommendations will be implemented (revised based on findings of PGA reports) <p>Progress against the Target:</p> <p>Following of conduction of the Participatory Gender Audit (PGA) for analysing policies, programmes and actions of the workers' and employers' organizations at 23 worker and employer organizations, their Institutional Roadmaps for gender Mainstreaming are in place.</p> <p>Since most of the Road Maps include measures related with capacity development on gender equality, development of training programmes has been prioritized.</p> <p>According to the findings of the Participatory Gender Audit, below trainings are identified as capacity development needs of the targeted workers' and employers' organizations:</p> <ol style="list-style-type: none"> (a) "Current Situation of Women's Employment in the World and in Türkiye" (b) "Legislative and Structural Framework on Gender Equality" (c) "Social Dialogue and Gender Equality" (d) "Advocacy Skills" <p>The digital training packages and their training textbooks of "Current Situation of Women's Employment in the World and in Türkiye", "Legislative and Structural Framework on Gender Equality", "Advocacy Skills" and "Social Dialogue and Gender Equality" were developed and uploaded to ILOAKADEMI in 2022.</p> <p>Regarding the training manual, the training textbooks of "Current Situation of Women's Employment in the World and in Türkiye", "Legislative and Structural Framework on Gender Equality", "Social Dialogue and Gender Equality", "Advocacy Skills" and "Training of Trainers" were completed in 2021. The textbooks are also uploaded to ILO Academy as resources of the trainings.</p> <p>Regarding M&E of the trainings, for each of trainings, pre-post tests to measure improvement of knowledge and evaluation questionnaire for identifying reflections of participants are prepared and applied as a part of digital training packages. ILO ACADEMY provides to receive regular reports of trainings.</p> <p>In 2023, 29 representatives from 10 different workers' and employers' organizations completed trainings. %64 of them improved their knowledge on gender and women's employment. 100% of them evaluated the trainings as good/very good.</p> <p>Between 2019-2022,170 representatives from 19 different workers' and employers' organizations completed trainings.</p>
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			<p>Overall, 199 representatives from 29 different workers' and employers' organizations received ILO trainings on gender equality and International Labour Standards.</p> <p>(The details are explained under the chapter 6).</p>
2.3	Improved working conditions of women in model enterprises	On schedule	<p>Brief Overview of the Output</p> <p>This output aims to contribute adoption and implementation of measures for decent work conditions of women through implementing gender mainstreaming practice at enterprise level and development of good practices at workplace.</p> <p>Targets (revised in May 2021)</p> <ol style="list-style-type: none"> 6 enterprises implemented ILO's Supply Chain Gender Equality Model (revised in 2021 and 2022) Availability of the Manual of the ILO Gender Equality Model at Enterprise (New) Existence of Digital trainings on "Zero Tolerance to Violence" and "I support Equality" (revised in 2021) 3600 participants received the digital trainings (Revised in 2021) 75% of participants rate the training as excellent or very good 75% of participants have improved knowledge on gender 6 initiatives that are scored with respect to effectiveness as good or very good (4 or 5 out of 5 points scale) (revised in 2021) <p>Progress against the Target:</p> <p>The ILO Model for Gender Equality Model at Enterprises which was developed in the Programme, has been implemented and finalised at 4 SMEs and 1 big scale factory, namely KARSAN Automotive. Totally, 5 enterprises have been cooperated for gender mainstreaming.</p> <p>The Manual of the ILO Gender Equality Model at Enterprise was drafted in 2023. It will be finalized after the last implementation of the Model in 2024.</p> <p>In terms of the digital training targeting private sector, "Zero Tolerance to Violence" and "I support Equality" were developed and uploaded to the ILO Academy.</p> <p>According to the monitoring of the digital trainings mentioned above, 2296 trainees attended and completed the training in 2023. The report indicates that 42.68% of trainees improved their knowledge and 88.02% of the trainees evaluated the training as generally good or very good. Additionally, their evaluation about the training is summarized in the below:</p> <ol style="list-style-type: none"> 87.76% of trainees stated that the training content was understandable/very understandable. 88.76% of trainees stated that the training period(time) was sufficient/very sufficient. 85.80% of the trainees stated that training gives them new knowledge and skills that they can apply in their institutions. <p>(The details are explained under the chapter 6).</p>

2.4	Knowledge and experience exchange promoted among the main stakeholders in the world of work to develop appropriate interventions for improving decent working conditions of women in the pilot provinces	On schedule	<p>1. Brief Overview of the Output</p> <p>This output aims to contribute to the adoption and implementation of measures for decent work conditions of women through promoting sectorial and/or cross-sectorial evidence-based advocacy initiatives with social dialogue mechanism. With this aim, gender analysis on gender pay gap, gender-based violence at workplaces, reconciling work-life balance and women's leadership, etc. will be conducted for generating up-dated data and information. Moreover, awareness raising and capacity building of the stakeholders on above issues will be conducted. These advocacy initiatives will be target oriented and inclusive.</p> <p>Targets</p> <ol style="list-style-type: none"> At least 7 gender analysis At least 6 advocacy initiatives At least 2.000 representative of key stakeholders who attended to the sectorial meetings (revised in 2022) 70 % of key stakeholders scored its inclusiveness and quality as 4 out of 5 points <p>5. Progress against the Targets</p> <p>Regarding gender analysis, 7 gender analysis has been completed and the target was reached. Below is the list:</p> <ol style="list-style-type: none"> "The Mapping of International and National Legislation on Gender Equality and Women's Empowerment in the Framework of Working Life" (2019) "Report on Measuring the Gender Wage Gap: Case of Türkiye" (2020). "Analysis of Child Care Services during Covid 19 (2020) "Report on Promoting Women's Employment through Inter-Institutional Collaboration: Practices of Early Childhood Care and Education Services" (2021) "Report on Outlook of Domestic Work in Türkiye: Scope, Dimensions and Challenges" (2021) The report "Empowering Women through Cooperatives in Türkiye: Legal and Structural Strategies" (2022) "A legislative recommendation paper for scaling-up early childhood care and education services delivered by the municipalities" (2022) <p>In terms of advocacy initiatives, 6 advocacy initiatives have been developed.</p> <p><u>INITIATIVE I:</u> Measuring Gender Pay Gap in Türkiye (2019-2020) with partnership of TURKSTAT, the related Departments of Ministries, workers and employers confederations and gender advocates.</p> <p><u>INITIATIVE II:</u> Early Childhood Care and Education (ECCE) Services (2019-2021) with partnership of EBRD, public institutions, worker and employer organizations, UN agencies, municipalities contributed development of "Report on Promoting Women's Employment through Inter-Institutional Collaboration: Practices of Early Childhood Care and Education Services"</p>
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			<p>INITIATIVE III: ILO, EBRD and the Union of Municipalities in Türkiye (TBB) signed Cooperation Protocol to increase women's employment through promoting delivery of the early childhood care services by municipalities on 24 June 2021. The protocol aims to strengthen policies and legislations of municipalities to provide ECCE services. The multistakeholder coalition for scaling-up early childhood care and education services delivered by the municipalities has been continued in 2022 for preparation of a draft legislative recommendation paper.</p> <p>INITIATIVE IV: Awareness-Raising Campaign for Decent Work for Domestic Workers (June 2021-June 2022). The awareness raising campaign on working and living conditions of domestic workers with a special focus on the ILO Domestic Workers Convention (C189)⁸ was conducted between June 2021-June 2022 on occasion of the centenary of the C189. The objective of this initiative is to raise awareness of all stakeholders on the problems of domestic workers, exchange information with partners, and ultimately develop policy recommendations for solutions through social dialogue practices.</p> <p>INITIATIVE V: The "ILO Violence and Harassment Convention (C190) Policy and Advocacy Initiative" which is a multi-stakeholder coalition was carried out between March-December 2022 with the aim of elimination of gender-based violence in world of work in Türkiye in the light of C190 with the participation of the trade union confederations, trade unions, CSO's, private sector companies, other UN Agencies and academy.</p> <p>INITIATIVE VI: "Women's Representation and Leadership at Workers and Employers' Organizations" which has been carried out since May 2023. Increasing the number of the women leaders in the world of work will contribute to reducing the barriers against women's participation to the labour market. Increasing women's representation in the workers and employers' organisations will have positive effects on women's employment. Especially, women's working conditions will take more place on the social dialogue agenda and decisions on more equalitarian working life can be taken with increasing women's representation especially in the decision-making mechanisms of the social partners. An initiative for identification of the risks and opportunities, and for designing the possible multiple actions for increasing the number of women' leaders at the social partners was established under the More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye Programme. A guide was prepared and shared with Employers' and Workers' Organisations in October 2024. Social Partners underlined the importance of Women Leadership Trainings and a workshop for preparation of a Joint Statement on the Inclusion and Empowerment of Women in Decision-Making Bodies at Social Partners.</p> <p>Regarding the target 3, namely "At least 2.000 representatives of key stakeholders who attended to the sectorial meetings", hundreds of representatives of stakeholders were reached since the beginning of the project.</p> <p>2019: 448 beneficiaries of the project from different sectors were informed about gender pay gap, ending gender-based violence at workplace, inadequate childcare services as a main challenge of women's access to employment</p> <p>2020: 549 beneficiaries gained knowledge and raised awareness on the burning issues related to women's employment, such as gender pay gap, motherhood penalty as well as challenges facing domestic workers especially during the COVID-19 pandemic.</p>
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⁸ On June 16, 2011, ILO members – governments, trade unions, and employers' associations – voted overwhelmingly to adopt the ILO Convention Concerning Decent Work for Domestic Workers (Domestic Workers Convention, No. 189). This treaty establishes the first global standards for domestic workers.

			<p>2021: 474 beneficiaries gained knowledge about home-based work, the ways to close gender pay gap at institutional level as well as about poor working conditions of home-based workers and domestic workers such as lack of social protection, legal deficits related to working hours, low wages etc.</p> <p>2022: 661 beneficiaries gained knowledge about challenges facing domestic workers such as lack of social protection, legal deficits related to working hours, low wages; and studies related to cooperatives.</p> <p>2023: 184 beneficiaries gained knowledge about challenges facing domestic workers, Women's Leadership and C190.</p> <p>Between 2019-2023, totally 2.316 representatives of key stakeholders attended to the advocacy meetings on thematic areas of the Programme, and their awareness raised on gender pay gap, gender-based violence, work-life balance, and women's leadership as well as important challenges and solutions regarding women's employment.</p> <p>(The details are explained under the chapter 6).</p>
Outcome 3 (New Outcome): International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye			
3.1	Strengthened capacity of actors of the world of work (trade unions, privates sector companies, professional associations, chambers of industry and trade, public institutions, municipalities, universities etc) on addressing violence and harassment at work in line with ILO C190.	On schedule	<p>Brief Overview of the Output</p> <p>This output aims to improve the capacity of the partners especially the social partners to prevent and combat violence and harassment in the workplace in accordance with International Labor Organization Convention 190.</p> <p>Targets</p> <ol style="list-style-type: none"> 1. +200 until the end of 2024 2. 75% of participants rate the training as excellent or very good 3. Training programme will be in place 4. Existence of a guide for preparation of workplace policy on "Zero Tolerance to Violence" 5. Existence of a tool kit to reflect C190 into trade union's all-policy processes <p>Progress against the Target:</p> <p>Target 1:</p> <p>In 2023, the capacities of 105 participants from the world of work were developed to prevent and combat violence and harassment in the workplace in accordance with C 190 through four trainings.</p> <ol style="list-style-type: none"> 1. Training to the Middle East Technical University Alumni Association which has members working in a wide range of workplaces with a large variety of contracts and is a workplace

			<p>itself was held on the 1st of April 2023 with the participation of 25 participants.</p> <p>2. Training to Koop-İş Trade Union which is organised in office and commerce sector and affiliated member of the TÜRK-İŞ Confederation was held on the 2nd and the 3rd of October 2023 with the participation of 25 participants.</p> <p>3. Training to Türk Metal Trade Union which is organised in metal sector and affiliated member of the TÜRK-İŞ Confederation was held on the 5th and the 6th of October 2023 with the participation of 22 participants.</p> <p>4. Training to Öz Çelik-İş Trade Union which is organised in metal sector and affiliated member of the HAK-İŞ Confederation was held on the 15th and the 16th of November 2023 with the participation of 33 participants.</p> <p>Target 2:</p> <p>Overall assessment shows that all participants from KOOP-İŞ, TÜRKMETAL and KOOP-İŞ Unions have rated the training as excellent or very good. The same rating was reported from 80% of METU Alumni Association' participants.</p> <p>Target 3:</p> <p>The training programme on prevention and combatting violence and harassment in the workplace in accordance with the C190 was in place in April 2023. The prepared programme first deals with the ILO standards on gender equality. Then C190's path breaking scope is discussed in detail with a special focus on its social, historical and legislative background. Then the national legislation on violence and harassment is elaborated regarding C190. After establishment of the basic capacity, the zero tolerance to violence policy documents including institutional commitments and procedures are prepared by an interactive and participatory manner in the training.</p> <p>The training programme is delivered by a team of trainers, including gender activists, legal experts, and industrial relations experts, which was established in March 2023. The collaborated gender activist and the legal expert are the representatives of the Federation of Women's Associations of Türkiye (TKDF), which is the reputable women's CSO with long-term experience in the field of combating gender-based violence, and the industrial relations experts are the members of the academy with noteworthy academic experiences in women's employment, international labour standards, and workplace practices.</p> <p>Target 4:</p> <p>"Guide for Workplace Policy on Zero Tolerance to Violence" which is a practical tool for development of the concrete steps was finalised in 2023.</p> <p>Besides, "Violence and harassment at work: a practical guide for employers" which was published on 7 December 2022 by the ILO HQ with the aim of guiding employers on how to address, prevent and respond to violence and harassment in the world of work was translated into Turkish and disseminated to the partners.</p> <p>Target 5:</p> <p>The tool kit to reflect C190 into trade union's all-policy processes was drafted. The zero tolerance to violence trade union policy document guide was finalised. The specific sections including the template on collective labour</p>
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			<p>agreement clauses on workplace violence and harassment will be finalised in 2024.</p> <p>(The details are explained under the chapter 6).</p>
3.2	<p>Development of a model for gender-responsive, safe, and effective complaint and support mechanism to address Violence and Harassment at work (both internal and external to the workplace level)</p>	On schedule	<p>Brief Overview of the Output</p> <p>This output aims to develop a model of complaint and support mechanism to address violence and harassment at workplace in accordance with International Labor Organization Convention 190.</p> <p>Targets</p> <ol style="list-style-type: none"> 1. A model of a gender-responsive, safe, and effective complaint and support mechanism to address Violence and Harassment at work in place. 2. 4 kinds of communication materials (such as guide, posters, brochures, etc). 3. (a)At least 500 communication materials distributed. 1. At least 15 social media messages posted. <p>Progress against the Target:</p> <p>Following the guidelines set by C190, a study has been carried out to develop a model for safe, gender-sensitive, and effective ways to report and get support for violence and harassment in collaboration with international and national consultants. Firstly, the existing national and international legislation and practices were analyzed, and the conceptual framework for violence and harassment complaints and support mechanisms was prepared. The international good practices for complaints and support mechanisms to address violence and harassment at work (both internal and external to the workplace level) were compiled. The model complaint and support mechanism to address violence and harassment at work is going to be developed based on this analysis including findings of a verification meeting with participation of the related stakeholders in 2024. After the devastating earthquake in February 2023 an implementation agreement was signed between ILO and the Federation of Women Associations of Turkey (TKDF) for establishment and running THE WOMEN AND CHILDREN SAFE SPACE (WCSS) in June 2023. WCSS which is established in Hatay, is a safe entry point to GBV case management, multi-sectoral specialized services and information, and referrals to medical, legal, and other GBV services. WCSS supports empowerment of women and children through basic needs services and psychosocial support and facilitate access to information. WCSS is going to serve as an entry point for women to access/re-access into labour force by discovering their and the labour market's possibilities.</p> <p>(The details are explained under the chapter 6).</p>
3.3	<p>Conducting research on violence and harassment at work and organizing evidence-based advocacy campaign for promotion of ILS on V&H</p>	On schedule	<p>Brief Overview of the Output</p> <p>This output is focused on undertaking research on violence and harassment at work and organizing evidence-based advocacy campaigns to promote International Labour Standards on Violence and Harassment (C190).</p> <p>Targets</p> <ol style="list-style-type: none"> 1. 1. A new research report on workplace violence and harassment in selected sectors.

			<p>2. An evidence-based advocacy campaign for promotion of ILS on V&H conducted.</p> <p>3. An evidence-based policy paper, including recommendations, developed through social dialogue.</p> <p>Progress against the Target:</p> <p>For conducting research on violence and harassment at the workplace, an inclusive consultation process was first undertaken to design the research. With this aim, a stakeholder meeting was held to mark the details of the research scheme, with the participation of 15 participants representing the workers and employers' organizations and the public institutions. The ILO HQ departments also provided support for designing the research. As a result of the consultation, it was decided that the research would be conducted in cooperation with academic institutions. The selection process of the implementation partner has been almost completed as of 2023. The household survey, meant to be representative of the Turkish national working population living in Istanbul, is going to be conducted, analysed, and reported in 2024. It is expected to reveal the situation, experiences, attitudes, and current referral mechanisms regarding violence and harassment at workplaces.</p>
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Table 7 – Output delivery

OUTPUTS: Overall delivery assessment ⁹	
<input checked="" type="checkbox"/> Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input type="checkbox"/> Satisfactory Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met.
<input type="checkbox"/> Unsatisfactory Some (40-60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40-60%) indicator milestones have been met.	<input type="checkbox"/> Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

Table 8 – Output overall delivery assessment

⁹ This is a self-assessment by the project. (Ref. ILO_DC_TUR_18_03_SWE_6th_progress_report)

SUMMARY OUTCOMES

OUTCOME ACHIEVEMENT ¹⁰				
Indicator	Baseline (before project start)	Indicator Milestone (Compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: National Action Plan (NAP) and Local Action Plans (LAPs) on Women Employment effectively implemented and monitored				
OC 1.a. Incorporation of “SMART” targets and indicators into the NAP and LAPs on Women’s Employment	OC 1.a No SMART target or indicator in the NAP/LAPs	The draft was formulated but not adopted yet.	OC 1. Adoption of the upgraded NAP and LAPs on Women’s Employment including “SMART” targets and indicators by Q2 of 2020.	Not on track: milestones missed
OC 1.b. Achievement ratio of each target in the NAP and LAPs including strengthened women entrepreneurs	OC 1.b. N/A	No progress against target due to postponement of adoption of upgraded NAP/LAP.	OC 1.b. At least 75% achievement of each target in the NAP and LAPs by the end of 2022	
OC 1.c Number of İŞKUR’s Annual Activity Reports including the result-based monitoring reports of NAP	OC 1.c. 0	0	OC 1.c At least 2	
Outcome 2: Measures for decent work conditions of women (special focus given to gender pay gap, gender-based violence at workplace, reconciling work-life balance and women’s leadership) adopted and implemented by the Ministry of Family, Labour and Social Services, the social partners and by pilot enterprises				
Indicator	Baseline (Before project start)	Indicator Milestone (Compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
OC2. Number of measures adopted (50% of indicator) and implemented (50% of indicator) 2a.i) by MoLSS 2a.ii) by employers’ and workers organizations 2a.iii) by pilot enterprises	a.i) 3 measures (in 10 th Development Plan, National Employment Strategy (2014-2023) and The National Strategy Paper and Action Plan on Women’s Empowerment (2018 – 2023) (as of 2019) a.ii) 9 measures taken by worker’s organizations (as of 2019) 2 a.iii) 0	On progress	OC2.a.i) at least 2 adopted and 1 implemented OC2a.ii) at least 4 adopted and 2 implemented OC2a.iii) at least 6 adopted and 3 implemented	On track: most milestones met

Table 9 – Outcome delivery

¹⁰ Based on the M&E plan

ACHIEVEMENT OF THE PROJECT OUTCOMES

IMMEDIATE OBJECTIVE ACHIEVEMENT CLASSIFICATION ¹¹

<input checked="" type="checkbox"/>	<p>Highly probable</p> <p>Almost all (>80%) reporting period milestones have been met. Based on the indicators, it is highly probable all immediate objectives will be achieved by the end of the project.</p>	<input type="checkbox"/>	<p>Probable</p> <p>The majority (60-80%) of reporting period milestones have been met. Based on the indicators, it is probable the majority of immediate objectives will be achieved.</p>
<input type="checkbox"/>	<p>Low probability</p> <p>Some (40-60%) reporting period milestones have been. Progress is being made on the immediate objectives but based on the indicators only some immediate objectives will be achieved.</p>	<input type="checkbox"/>	<p>Improbable</p> <p>Few (<40%) reporting period milestones have been met. Limited progress is being made on the immediate objectives and based on the indicators only a few immediate objectives will be achieved.</p>

Table 10 – Outcome overall delivery assessment

¹¹ This is a self-assessment by the project. (Ref. ILO_DC_TUR_18_03_SWE_6th_progress_report)

ANNEX 8 – COUNTRY CONTEXT

Türkiye has experienced significant political, social, and economic transformations in recent years, which have had a considerable impact on gender equality and women's empowerment. The government has shown a commitment to improving women's participation in the workforce through national policy frameworks such as the National Action Plan on Women's Employment. These policies align with international standards, including relevant International Labour Organization (ILO) conventions, and reflect a desire to advance women's rights in the country.

However, the implementation of these policies remains a challenge, especially at the local level. Political polarization and shifting government priorities sometimes hinder the long-term consistency of strategies aimed at enhancing gender equality. This has been evident, for example, in the withdrawal from the Istanbul Convention in 2021, a decision that raised concerns from civil society, women's rights groups, and international actors regarding the protection of women's rights and the fight against gender-based violence. While this decision has been met with criticism, it has also spurred discussions on how to improve alternative mechanisms for safeguarding women's rights and combatting violence.

The ongoing economic crisis has further exacerbated gender inequalities, as inflation, currency devaluation, and rising unemployment have disproportionately affected women, especially those in informal and low-paid sectors. Economic instability has deepened financial insecurity, limiting women's access to quality jobs and stable income sources. Nevertheless, ongoing efforts to tackle these challenges, including the introduction of Gender-Responsive Active Labour Market Policies (ALMPs) and training programs, continue to make incremental progress.

Women in Türkiye still face significant occupational segregation and wage disparities, and while improvements are being made, progress remains gradual. Informal employment, which affects many women, leaves them vulnerable due to a lack of social protection and job security. The COVID-19 pandemic further exposed these vulnerabilities, with many women experiencing increased domestic responsibilities, loss of employment, and exposure to workplace violence and harassment. Despite these setbacks, there remains strong potential for policy development to improve women's access to secure employment and reduce inequality.

Societal expectations, cultural norms, and the unequal distribution of care responsibilities continue to act as structural barriers to women's full participation in the workforce. One of the ongoing challenges is the inadequacy or unaffordability of childcare services, which limits many women's ability to pursue professional opportunities. These are areas where targeted efforts could yield substantial improvements in women's labour force participation and economic independence.

ANNEX 9 – EMERGING LESSON LEARNED

Evaluation Title: "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II Name of evaluators: Maria Zarraga; Asiyan Süleymanoglu	Project TC/SYMBOL: TUR/18/03/SWE Date: January 10, 2025
The following Lesson Learned has been identified during the course of the evaluation. Further text can be found in the conclusions of the full evaluation report.	

LL Element	Text
Brief summary of lesson learned (link to project goal or specific deliverable)	A key lesson learned is the importance of securing funding from multiple donors, leveraging both planned and emerging funding opportunities throughout the project's design and implementation. This approach not only enhances the project's financial sustainability and flexibility but also ensures the project's alignment with broader development initiatives, improving its long-term viability.
Context and any related preconditions	The approach is most effective in environments where initial buy-in from key stakeholders is achieved, and there is an existing willingness to collaborate with various actors, such as governments, donors, and private sector organizations. Additionally, a strong tripartite framework and open social dialogue channels are essential for successful engagement and identifying funding opportunities.
Targeted users / Beneficiaries	Targeted users and beneficiaries include the project's tripartite constituents and civil society organizations. By involving these stakeholders early on, the project not only secures funding but also ensures that all parties are aligned, and can contribute to securing financial sustainability.
Challenges / negative lessons – Causal factors	One of the challenges identified was the difficulty or omission in securing diverse funding sources early on, particularly in complex or evolving political and economic environments, based on comprehensive stakeholder mapping allowing to identify diverse sources of funding.
Success / positive issues – Causal factors	Early and comprehensive stakeholder mapping and engagement can uncover emerging opportunities and support the development of a more robust funding strategy. By actively seeking coordination with other ILO projects, relevant organizations, and public sector stakeholders, the project can strengthen its financial sustainability and reduce the risks associated with over-reliance on a single funding stream. This approach enhances flexibility and ensures continued support for the project's long-term success.
ILO administrative issues (staff, resources, design, implementation)	Coordinating multiple funding streams can present administrative challenges, requiring sufficient staffing, flexibility, and resources to effectively monitor and manage interventions funded by different donors.
Other relevant comments	

Table 11 – Emerging Lesson Learned

ANNEX 10 – EMERGING GOOD PRACTICE

Evaluation Title: "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II	Project TC/SYMBOL: TUR/18/03/SWE
Name of evaluators: Maria Zarraga; Asiyan Süleymanoglu	Date: January 10.2025
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.)	<p>The project adopted a systemic approach in its design and implementation phases, effectively addressing women's employment as a multi-dimensional issue. This practice aligns directly with the project's goal of promoting more and better jobs for women by advancing sustainability, human rights, and social responsibility. Leveraging the ILO's unique tripartite mechanisms, the project fostered collaboration among key stakeholders - including public institutions, employers, workers, and civil society - ensuring alignment with national and international priorities.</p> <p>Pilot companies have demonstrated the ability to sustain some activities, showcasing the tangible benefits of improved social performance on business outcomes, while enabling suppliers to actively participate in responsible supply chains. Notably, the ILO Participatory Gender Audit (PGA) methodology was introduced in a tripartite context for the first time globally, fostering mindset and behaviour change among stakeholders. Capacity-building interventions and enhanced social dialogue were critical to achieving these outcomes.</p>
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>This approach is most effective in environments with strong tripartite mechanisms and where stakeholders demonstrate openness to collaboration. Initial buy-in from key stakeholders is essential to align the approach with national and organizational priorities.</p> <p>However, applicability may be limited in contexts with weaker social dialogue structures, insufficient capacity, or limited funding to sustain long-term engagement. Early stakeholder engagement, comprehensive mapping of key actors and funding sources, and alignment with national strategies are critical to replicating this approach successfully.</p>
Establish a clear cause-effect relationship	<p>The systemic approach provided a robust foundation for addressing women's employment challenges through tripartite collaboration. Capacity-building interventions, gender audits, and social dialogue catalyzed behavioural change and enhanced cooperation among stakeholders. Pilot models clearly demonstrated the link between improved social performance and business benefits, motivating replication across other sectors and regions.</p>
Indicate measurable impact and targeted beneficiaries	<p>Measurable impacts include increased awareness and capacity among stakeholders to address gender inequality in the workplace, alongside strengthened collaboration among employers, workers' organizations, and public institutions through enhanced social dialogue mechanisms.</p> <p>Targeted beneficiaries encompass tripartite constituents, women workers, and men workers, all of whom gained improved tools and practices to promote gender equality in their workplaces.</p>
Potential for replication and by whom	<p>This approach has strong replication potential, particularly in contexts with existing social dialogue frameworks and collaborative tripartite mechanisms. Early engagement with</p>

	stakeholders, thorough mapping of actors, and alignment with national strategies are essential to ensure successful adaptation and scalability. Early stakeholder engagement and thorough mapping of stakeholders, funding sources, and national strategies are critical to replicating this approach effectively.
Upward links to higher ILO Goals (DWCPs Country Programme Outcomes or ILO's Strategic Programme Framework)	This emerging good practice links to the relevant ILO Programme & Budget (2022-2023) outcomes, namely Outcome A: Improved knowledge and influence for promoting decent work and Outcome 6: Gender equality and equal opportunities and treatment in the world of work.

Table 12 – Emerging Good Practice