



International
Labour
Organization

► Evaluation Office



i-eval Discovery



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

QUICK FACTS

Countries: Türkiye

Evaluation date: 27 December 2024

Evaluation type: Project

Evaluation timing: Final

Administrative Office: ILO Office for Türkiye

Technical Office: ILO Office for Türkiye (Supported by GEDI)

Evaluation manager: Tara Prasad Bakhariya

Evaluation consultant(s): Maria Zarraga and Asiyan Süleymanoglu

DC Symbol: TUR/18/03/SWE

Donor(s) & budget: Swedish International Development Cooperation Agency (Sida), USD 3'281'992

Key Words: Gender Equality; Decent Work; Equal Opportunities and Treatment; Women Empowerment; Gender-Sensitive Policy Design; Collaboration for Better Gender-Sensitive Data; Gender Disaggregation; Capacity Building; Awareness and Advocacy; Social Dialogue; Social Protection; Gender Pay Gap; Gender-Based Violence at the Workplace; Reconciling Work-Life Balance; Women's Leadership.

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.

Present situation of the project

The project began in January 2019 and was initially set to end in December 2023. The project was then extended to December 2024. Following a successful first phase, the ILO and the Swedish International Development Cooperation Agency (Sida) partnership entered a second phase. It was planned to pursue the intervention with a third phase.

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.

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

The evaluation used a combination of tools for a comprehensive assessment, including a desk review, semi-structured interviews, and a short survey. Data from various sources and methods were cross-validated through triangulation to ensure reliability. Findings were disaggregated by gender and other available factors, with conclusions and recommendations based on the evaluation's results. The major limitations of the evaluation were following:

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.

MAIN FINDINGS & CONCLUSIONS

The project has made important progress in advancing gender equality and decent work in Türkiye by addressing key barriers such as the gender pay gap, gender-based violence in the workplace, work-life balance, and women's leadership. Notable accomplishments include the development of over 30 gender-sensitive policies, capacity-building for tripartite constituents, and the adoption of gender equality measures by pilot companies like KARSAN. Despite challenges, including the COVID-19 pandemic and the 2023 earthquake, the project achieved more than 80% of its expected outcomes, contributing to the development of

gender-sensitive labour market policies and enhancing the capacity of ISKUR.

Moving forward, there is strong potential to deepen synergies with key stakeholders, particularly in the private sector, and further integrate gender equality into policies and practices. These efforts will be crucial to ensuring that the impact of the project is sustained and that women's lives are positively transformed in a lasting and meaningful way. Continued support, resource optimization, and securing diverse funding will be essential for the long-term success of the project. The lessons learned will inform future interventions, advancing gender equality and decent work in Türkiye and beyond.

RECOMMENDATIONS, LESSONS LEARNED AND GOOD PRACTICES

Recommendations

***Recommendations 1 to 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. Early Strategic Planning: Engage key partners early in the design phase, draft an exit strategy, gather regular feedback, and ensure inclusive stakeholder outreach that aligns with immediate needs. Encourage collaboration to co-implement innovative strategies, including leveraging private sector networks.

2. Diversify Donor Support: Engage multiple donors to strengthen alignment with project goals, explore synergies for expanded funding, and seek private sector opportunities, particularly through CSR initiatives addressing gender, disability, and human rights issues.

3. Balance Tripartite Engagement: Ensure balanced involvement of employers' organizations, business associations, and other relevant stakeholders in future events.

4. Monitoring Frameworks: Integrate monitoring systems to track behaviour and mindset changes, with expert support in systemic change management.

5. Gender-Disaggregated Data: Track gender-disaggregated data to better understand impacts and enable more targeted interventions.

Recommendations 6 to 7 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 Partnerships: Build national and global partnerships to ensure scalability, considering stakeholders' willingness to collaborate on new or existing projects. Use comprehensive stakeholder and donor mapping to diversify perspectives and unlock untapped opportunities based on shared priorities.

7. Enhance Statistical Data Use: Strengthen the production and use of relevant statistical data, fostering a user-producer dialogue. Communicate how data can be used effectively by tripartite constituents and civil society, potentially addressing this in a new project proposal.

Recommendations 8 to 11 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 Access to ILO Academy: Explore automated systems or streamline processes to maintain access to the ILO Academy, even in resource-constrained settings.

9. Enhance Training Design: Improve instructional design by reflecting stakeholder needs, incorporating creative learning methods (e.g., gaming, storytelling), and considering follow-up sessions to reinforce learning.

10. Quarterly Feedback Sessions: Conduct regular feedback sessions with implementing partners to ensure training remains relevant and effective, and content is embedded in organizational knowledge.

11. Maximize Outreach: Prioritize targeted dissemination of gender equality tools and research through social media, trade unions, and strategic partnerships with the private sector, employers' organizations, public services, and schools within budget constraints.

Recommendations 12 to 15 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.

| | |
|---|--|
| | <p>12. Engage Senior Leaders: Foster commitment from senior political and organizational leaders to support C190 ratification and implementation, creating spaces for dialogue to maintain momentum.</p> <p>13. Advocate for Gender Equality: Allocate resources to advocate with high-level actors, ensuring gender equality remains a priority and compliance measures are enforced in line with ILO conventions.</p> <p>14. Reevaluate the scope and objectives of a potential new project phase: focus on fewer thematic areas for deeper impact, and create a sustainability plan with clear monitoring and timelines.</p> <p>15. Strengthen Partnerships: Build stronger partnerships with UN agencies and development partners to enhance advocacy efforts.</p> |
| <p>Main lessons learned and good practices</p> | <p>Main Lessons Learned</p> <p>1. Securing Multiple Sources of Funding: A key lesson is the importance of securing funding from multiple donors while strategically leveraging both planned and emerging funding opportunities to enhance financial sustainability and flexibility.</p> <p>2. Comprehensive Mapping of Key Stakeholders: Mapping key stakeholders, including tripartite constituents and relevant ministries, ensures balanced representation and the exploration of funding opportunities early on.</p> <p>3. Strengthened Coherence – Leveraging Funding Opportunities: Aligning with other ILO programs, public services, and lead buyers' CSR initiatives can increase the likelihood of accessing new funding by strengthening coherence and coordination.</p> <p>Good Practices</p> <p>1. Systemic Approach and ILO's Comparative Advantage: The project adopted a systemic approach, addressing women's employment as a multi-dimensional issue and leveraging ILO's tripartite mechanisms. This helped companies improve social performance and enabled suppliers to become active participants in responsible supply chains.</p> <p>2. Implementing the ILO Participatory Gender Audit (PGA): The PGA was implemented in a tripartite structure for the first time globally, promoting organizational learning and advancing gender equality through capacity-building interventions and mindset change.</p> |