



International Labour Organization

iTrack

Evaluation

# ILO EVALUATION

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

MID-TERM EVALUATION – KEY INFORMATION				
<b>Project Title</b>	INT/17/03/UNW: “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project			
<b>Contracting Organization</b>	International Labour Organization (ILO)			
<b>ILO Responsible Office</b>	ILO ANKARA, TURKEY			
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<b>Project Duration</b>	20 months, 26/04/2018 - 31/12/2019			
<b>Type of Evaluation</b>	Mid-Term Evaluation as per the <b>Terms of Reference (ToR)</b> given in Annex 1			
<b>Name of the Evaluator</b>	Hülya Günaydın			
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**Disclaimer**

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

## List of Acronyms

<b>3RP</b>	Regional Refugee and Resilience Plan
<b>ASAM</b>	Association for Solidarity with Asylum-Seekers and Migrants (SGDD-ASAM)
<b>CAB</b>	Country Advisory Board
<b>DGMM</b>	Directorate General of Migration Management of the Ministry of Interior
<b>EC</b>	European Commission
<b>ESSN</b>	Emergency Social Safety Net Programme
<b>EU</b>	European Union
<b>EUTF</b>	European Union Trust Fund
<b>EVAL</b>	ILO Evaluation Office
<b>KEDV</b>	Foundation for the Support of Women’s Work
<b>GESOB</b>	Gaziantep Chambers of Artisans and Craftsmen
<b>GMM</b>	Gaziantep Metropolitan Municipality
<b>GoT</b>	Government of the Republic of Turkey
<b>HC</b>	Host Community
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>ILS</b>	International Labour Standards
<b>İŞKUR</b>	Turkish Employment Agency
<b>KOSGEB</b>	Presidency of Administration of Small and Medium-sized Industrial Enterprises
<b>MoFLSS DGILF</b>	Ministry of Family Labour and Social Services Directorate General of International Labour Force
<b>MoNE DGLLL</b>	Ministry of National Education, Directorate General of Life Long Learning
<b>NA</b>	Needs Assessment
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PEC</b>	Public Education Centre
<b>PMT</b>	Project Management Team
<b>RF</b>	Results Framework
<b>RMRP</b>	Regional Refugee and Migration Response Plan of the UN
<b>SIDA</b>	Swedish International Development Cooperation Agency
<b>SSI</b>	Social Security Institution
<b>ToR</b>	Terms of Reference
<b>UN</b>	United Nations
<b>UNDCS</b>	United Nations Development and Cooperation Strategy
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women

## Executive Summary

### Background and Context

Seven years of civil war in Syria, since 2011, have resulted in human losses of about a quarter of a million people together with 13.5 million displaced, around half of them being internally, while more than five million took refuge in the neighboring countries. The total number of Syrian refugees in Turkey has reached 3,644,342, with 46 percent being women. The pilot location (Gaziantep) of the project subject to this mid-term evaluation, is hosting 426,383 Syrian refugees, about 46 percent of which is women. Since its inception in 2015, the Regional Refugee and Resilience Plan (3RP) is being implemented in the region, and the Chapter on Turkey is under the responsibility of the Government of Turkey (GoT) in collaboration with the UN Country Team. The EU Regional Trust Fund (EUTF), in response to Syrian Crisis, targets to reduce the pressure on countries hosting refugees. Despite the support of the Emergency Social Safety Net (ESSN) programme, Syrian refugee women continue to be the most vulnerable group along with the vulnerable women of host communities in terms of access to labour market and earning livelihood.

### Project Purpose and Scope

**“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project** is implemented by the International Labour Organization (ILO) in Turkey, upon the conclusion of the UN to UN Agreement with UN Women on 26/04/2018, as a part of the overall programme being implemented by United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), ILO and the Association for Solidarity with Asylum-Seekers and Migrants (ASAM), in partnership with the Gaziantep Metropolitan Municipality (GMM). The **overall objective** of the project is to ensure that **“women, girls and their communities are resilient to conflict, displacement and other crises”**. Specific purpose of the project implemented by ILO refers to the **“Output 1.2: Women are empowered and have access to long-term employment opportunities”**, to increase and promote the employability of women refugees. The **target groups and the beneficiaries** of the project are the *most vulnerable Syrian refugee women and the HC women* specifically living in the province of Gaziantep in Turkey. The implementation of the activities have started on 01/06/2018 and will continue for 21 months until 31/12/2019. ILO, as the implementing partner, has been conducting several courses, vocational trainings and seminars mainly at SADA Women-Only Center and also at Gaziantep Chambers of Artisans and Craftsmen (GESOB) training center. The vocational trainings are delivered in cooperation with Ezogelin Public Education Center (PEC) affiliated to the Ministry of National Education Directorate General of Life Long Learning (MoNE DGLLL). This is a follow up of the former project implemented by the same partnership between June 2017 and June 2018.

### Evaluation Purpose; Scope and Methodology

The purpose of this evaluation is to assess the results of the work done in order to properly report on the results as well as define the precautions for proper and better implementation of the remaining part of the project. The scope of the evaluation encompasses all activities and components of the project implemented by the ILO for the period from April 2018 to the end of December 2019. In line with the ILO Policy Guidelines for results-based evaluation, 2017, this mid-term evaluation addresses the 29 questions stated in the Terms of Reference (ToR) with respect to the key OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact potentials. The overall evaluation has taken place between 21/01/2019 and 25/03/2019.

The overall methodological approach adopted by this evaluation is basically formative while including some summative elements. The evaluation is forward looking to identify elements to improve the project performance, while also ascertains if progress to date has been in line with the project objectives. The methodology includes mixed and complementary qualitative and quantitative data collection from the main stakeholders and the target groups, including the Syrian refugee women and HC women. In addition to data collection in Ankara, two field visits were made to Gaziantep.

The main data collection tasks included: (1) review and analysis of project documents; (2) In-depth Interviews and Focus Group Meetings, the number of those realised as 45 and 5, respectively; (3) Case studies mainly through observations and interviews during trainings; and (4) analysis of data collected, formulation of findings and conclusions. The interviews and focus group discussions conducted during the field phase of four weeks covered a wide variety of key informants, including implementing institutions (ILO, UN Women and ASAM), public institutions, civil organisations and the final beneficiaries. The total number of persons interviewed was realized as 48, while the number of Syrian and HC women participants to the focus group meetings was 30. As a total 78 persons were in-depth interviewed in Gaziantep and Ankara. Additionally, 8 different training classes with a total participant number of 221 were observed in Gaziantep for case studies. The main limitations related to the availability of time. Some limitations on data collection have been mitigated, while due to the additional visit to Gaziantep, the duration of the evaluation has been extended with two weeks.

## Main Evaluation Findings

### 1. Relevance:

***Overall the relevance of the project is very high as (i) the project is fully coherent with the policy documents of the UN particularly those of ILO, in response to the Syrian crisis, as well as those of the EU and national policy and strategy documents, (ii) the intervention logic, which is based on a comprehensive needs analysis, addresses the real needs of the Syrian and host community women, and (iii) the Logical Framework of the project is consistent and balanced, and includes clear objectives, outcomes, and outputs, while having some flexibility in the activities.***

The project objectives are highly coherent with (1) United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020) under Priorities 3 and 4; (2) the Goals 5 and 8 of the 2030 Agenda for Sustainable Development Goals (SDG); and (3) EUTF's key priority set forth in Response to the Syrian Crisis. The project is fully coherent with the Regional 3RP and the Chapter on Turkey, as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021 particularly under the second and third pillars related to improving skills and competences in line with labour market needs, and supporting formal job creation and entrepreneurship opportunities. Since 2015, ILO has been implementing five complementary projects within its Response Programme ensuring synergies among them. The project benefits from the former project "Gaziantep Women-Only Centre: Providing Livelihood Support" implemented by the same partnership, through which the SADA Women-Only Center has started to serve as a special and safe location for the vulnerable Syrian and host community (HC) women. The outstanding expertise and experience of the implementing partners fully ensure the achievement of project objectives and results. This strength is coupled with the involvement and cooperation with the national and local partners, mainly the Ministry of Family, Labour and Social Service, Directorate General of International Labour Force (MoFLSS DGILF) at central level, and in Gaziantep GMM, GESOB, Ezogelin PEC, Local Directorates of Social Security Institution (SSI) and Turkish Employment Agency (İŞKUR) related to the rights of the Syrian refugees and opportunities provided for

decent work, at the local. Strong communication and coordination between these partners ensure the relevance, efficiency and effectiveness of the project results.

Furthermore, the project design entirely fits the needs of the direct beneficiaries based on a comprehensive Needs Assessment (NA) of Syrian Women and Girls under Temporary Protection conducted in 2017 by UN Women in partnership with ASAM. The Logical Framework of the project is consistent and balanced, and includes clear objectives, outcomes, and outputs. The project's intervention logic is grounded on capacity building to promote employability of women and their access to jobs, at a pilot location of Gaziantep. The six group of activities are not elaborated in a very detailed manner, which, however, provides flexibility to address the emerging needs during project implementation. The project indicators included in the Logical Framework are specific and measurable at output level, yet quite ambitious at outcome level considering the limited time frame of the project coupled with other obstacles in the labour market, such as dominance of the informal sector, high unemployment rate and difficulties in obtaining work permits. Overall 70/30 percent Syrian women/HC women ratio is targeted to ensure social resilience.

## 2. Effectiveness:

***Overall, the effectiveness of the project is assessed to be outstanding despite the difficulties faced, while the outputs are in the process of being delivered successfully.***

The project aims at contributing to the achievement of the outcome for Turkey: *“Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities (Outcome 1)”*. The mid-term evaluation reveals that the project has been highly successful within the past 11 months in delivering its outputs under the six groups of activities demonstrating that the targeted indicator for each of the activity is likely to be achieved by the end of the project, provided that ILO continues to mitigate the obstacles hindering project effectiveness.

At the time of the mid-term evaluation, the total number of project beneficiaries participating in the six groups of activities has reached 1797 in total (1266 women participants to the training courses and 531 women participants to the seminars) since the beginning of June 2018. It is likely that 1350 (750 women participants to the training courses and 600 women participants to the seminars) participants will benefit by the end of the project period in December 2019. Currently, the Syrian women with respect to the total accounts for 70 - 80 percent, due to limited demand on the host community side.

Under **Activity 1.2.1**, the target is that 800 women are trained on Turkish language and Computer operating, while to date, a total of 560 women have already graduated realising 52 percent of the target. The number of beneficiaries of Turkish courses has reached to 415. Turkish conversation courses will be held to overcome the communication difficulties of the beneficiaries. Under **Activity 1.2.2**, the target is that 560 women receive vocational and technical training on the subjects identified by the NA, while to date, total of 404 women have already graduated, already fulfilling 72 percent of the target. Yet, the mid-term evaluation reveals that there is a need to diversify the subjects considering the local needs in Gaziantep and avoiding accumulation on the same subjects, as is the case for hair dressing. Under **Activity 1.2.3**, entrepreneurship courses are provided for those women who are willing to start up their own business models. 44 women have already received the trainings and one-to-one mentorship, and the target of 80 is likely to be achieved by project end. Difficulties in registering to KOSGEB will be overcome through this activity. The updated “Guide for Women Entrepreneurs” is of satisfactory quality, which needs to be disseminated widely. Under **Activity 1.2.4**,



role models have been facilitating the empowerment of women through real cases and lessons learned, as an innovative practice, while 496 have attended the seminars. The outputs are smoothly delivered under **Activity 1.2.5** related to income generating activities. About 207 beneficiaries have attended these courses, which already exceeds the indicator targets. On the other hand, developing capacity to initiate a “women cooperative” will constitute an innovative area of focus within the second half of implementation period. The seminars successfully delivered to 503 women under **Activity 1.2.6** ensure awareness raising on decent work conditions such as minimum legal wage, social security, gender equality, occupational health and safety at work. A new topic on men engagement will enhance the effectiveness.

Consequently, the project’s Outcome 1 indicator “*Number of women refugees and HC nationals receiving support from this project, actively seeking livelihood opportunities*” with a target of 320 is likely to be achieved, as 154 women beneficiaries have already been registered to İŞKUR. This presents a significant achievement, due to the challenges caused by the prevalent informal economy and the difficulties in obtaining work permits. The main factors contributing to the effectiveness include protected locations specific only for women, interpretation and childcare services, outreach services for vulnerable women, daily cash assistance, MoNE certified trainings and trainers, optimum class size and ages, participative approaches. On the other hand, main factors hindering the project progress include diverse intentions of women in attending the courses, unwillingness of HC women to attend the livelihood courses, procedural difficulties related to establishment of cooperatives, entrepreneurship incentives and work permits.

### **3. Efficiency**

***Initial weaknesses with the allocation of human resources and high turnover of the project management team members coupled with challenges in management of the activities have substantially been recovered through the concerted efforts spent by the project management team both at central and local levels. The project funds are well managed with a cost-effective approach.***

The activities have started timely at the beginning of June 2018 after a two-month preparation and mobilisation period. At initial stages, significant difficulties in allocation of human resources and their continuity as well as management of the heavy work schedule to be implemented through external consultants/collaborators have been experienced, particularly in Gaziantep. Through the improvements realised for the management structures along with the newly hired project team members, the difficulties have been recovered within the past months. Special attention is paid to timely implementation of the activities and procurement of services, equipment and consumables for the purpose of trainings, workshops, visibility and other supporting activities.

The project is mainly funded by the EU, consisting of 80 percent. The rest of the funding is raised by the UN Women. The ILO Contract Amount of €1,259,054.02 through the UN to UN Contract is assessed to be adequate along with the savings realised during the implementation period. Overall, the allocation of the budget and the design of this project present value for money from the project interventions across all the project result areas. It is reported by the PMT that no difficulty has been experienced in managing the budget with a special attention on cost-effectiveness.

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

***The prospects for impact is high, bringing a significant positive change in the lives of the vulnerable Syrian refugee and HC women. Sustainability of the project results is likely to be ensured by GMM having high ownership and institutional capacity to enable continuity of the outputs and outcomes.***

Sustainability of the project results is contingent on the ownership of the national partners at local level which will provide institutional facilities for capacity building and awareness raising of the vulnerable Syrian and HC women. Currently, the institutional sustainability is likely to be ensured mainly by the local partner GMM exhibiting a high level of ownership. GMM is willing to extend its protocol with Ezogelin PEC or with another PEC affiliated to the MoNE DGLL, to ensure continuity of the courses offering certification of MoNE, after the project ends. However, financial sustainability is likely to be a burden on the national partners and the NGOs, particularly on the SADA Women-Only Center at local level, unless otherwise continuity of the outputs are funded by other donors.

On the other hand, the significant and innovative aspects of this project are that it envisages the idea of increasing the employability of the Syrian refugee women and the HC women through women cooperatives. For this purpose, capacity building through a number of seminars and consultancies have been initiated to establish and maintain cooperatives by these target groups. The institutionally accumulated international experience and know-how of the ILO, as well as that of the experienced national NGOs, are being transferred to the Syrian refugee women and HC women and the selected leaders, as well as the FWC. Another significance of the project to empower the target groups is the capacity building of selected beneficiaries on entrepreneurship in small scale income generating activities. Good practices realised to date through the activities of this project are likely to be replicated in other locations where Syrian refugees are densely located. However, on the demand side, there is need to match the supply side offered by the Syrian refugee and HC women with the employers at the demand side. The private sector needs to develop awareness on employability of the Syrian and HC women to ensure their entry into the active labour market in the long run.

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

The project is a gender-sensitive intervention and a gender-responsive and a right-based humanitarian response to the Syrian crisis as emphasized in the 3RP for 2018-2019 and the ILO Response to Syrian Crisis. Gender equality and women's empowerment are vital and intrinsic parts of the overall project, while being strongly mainstreamed throughout the project cycle. All the activities under the six groups serve to mainstream gender equality and empowerment of women to become available to enter the active labour market. A rights-based approach along with the decent work principles of ILO have been emphasized for protection of the vulnerable women. Regarding the ILS, a strong aspect of ILO is that it is the only UN agency having a structure to promote social dialogue among tripartite constituents. It has been very successful in utilising the social media, particularly its own web-site, on a timely basis to promote all the activities implemented, the outputs produced and the outcomes achieved. The outputs are documented in the new Section of the ILO Ankara web site.

## **Conclusions:**

Overall the relevance of the project is very high as (i) the project is fully coherent with the policy documents of the UN particularly those of ILO, in response to the Syrian crisis, as well as those of the EU and national policy and strategy documents, (ii) the intervention logic, which is based on a comprehensive needs analysis, addresses the real needs of the Syrian and host community women, and (iii) the Logical Framework of the project is consistent and balanced, and includes clear objectives, outcomes, and outputs, while having some flexibility in the activities. Overall, the effectiveness of the project is assessed to be outstanding despite the difficulties faced, while the outputs are in the process of being delivered successfully. Regarding the efficiency of the project, the initial weaknesses with the allocation of human resources and high turnover of the project management team members coupled with challenges in management of the activities have substantially been recovered through the

concerted efforts spent by the project management team both at central and local levels. The project funds are well managed with a cost-effective approach. The prospects for impact is high, bringing a significant positive change in the lives of the vulnerable Syrian refugee and HC women. Sustainability of the project results is likely to be ensured by GMM having high ownership and institutional capacity to enable continuity of the outputs and outcomes. The project design has outstanding significance in addressing gender equality to meet the needs of the most vulnerable Syrian refugee and HC women. This is further supported by providing women-specific empowerment “through increased longer term social and economic recovery and livelihood opportunities” together with “access to long term employment opportunities”. The project activities have been specifically contributing to the promotion of the International Labour Standards (ILS) and decent work principles of ILO.

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

Strong implementing partner/s (ILO, UN Women and ASAM) having strong expertise in their fields ensure the successful implementation of the project and achievement of its objectives. Furthermore, strong communication and coordination between the implementing partners and the national and local partners ensure the relevance, efficiency and effectiveness of the project and the sustainability of the project results. Unique composition of the partnership of UN agencies together with the specialised NGOs and the local partners each having specific and complementary structure, expertise and know-how will present as a “good practice”.

- A comprehensive needs analysis of the vulnerable Syrian refugee women provides the strong basis for project design providing the conditions for the vulnerable Syrian women and HC will facilitate their involvement in the project. The NA on vulnerable Syrian refugee women prepared by UN Women and ASAM is assessed as a good practice. The project activities and other conditions like child care support are successfully designed based on the NA.
- The project design should avoid overlapping issues, instead should seek for synergies with other interventions for a holistic approach in the sector. The ILO’s comprehensive programme as a response to Syrian crisis implemented since 2015 including five complementary projects ensuring synergies among them will present as a good practice for other similar organisations.
- Capacity building on cooperatives and entrepreneurship is an innovative idea for improving the employability of the Syrian women refugees. This innovative capacity building is likely to become a good practice by the end of the project, which could be replicated in the future.
- Uncontrollable external conditions like informal economy and increasing unemployment hinder the conditions for registered and Decent Work. Such external factors need to be considered for future interventions.

### **Main Recommendations:**

ILO to consider:

1. diversifying the training topics; identifying the content of the Turkish Conversation courses; repeating Role Model seminars; dissemination of the training outputs such as the Guide for Women Entrepreneurs; reinforcing the capacity building on “Cooperatives” through several means such as real case examples, consultancies, cooperation with the Tomorrow’s Women Committee; reviewing the design, duration and content of the trainings and seminars (given the limitations) along with the assessments; holding an additional Q&A sessions at the seminars; improving the quality of the interpretations;

2. further strengthening the communication and cooperation with the relevant central and local public institutions to contribute to the awareness raising activities to disseminate the results;
3. improving further internal capacity of the PMT and other project staff;
4. improving the content of the semi-annual reports;

UN Women to consider:

1. together with ASAM updating the NA to ensure it to be beneficial for other interventions targeting Syrian refugee women and girls;
2. further cooperating with ILO and ASAM in joint activities to create multipliers effect and for capacity building, awareness raising and visibility on the project results.

ASAM to consider:

1. together with UN Women updating the NA to ensure it to be beneficial for other interventions targeting Syrian refugee women and girls;
2. overcoming difficulties to ensure the 70/30 percent ratio between the Syrian refugee and HC women; continuing with the careful selection process of the Syrian and HC women to avoid diverse intensions of some applicants; cooperating with the PMT on facilitating a women cooperative; cooperating with ILO and UN Women in joint activities for awareness raising and to create multipliers effect; identifying means for contributing to the sustainability of the SADA Women-Only Center.

## Section 1 Project Background

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

The serious conflicts in Syria and Iraq continue to influence the neighbouring countries and destabilise the whole region within the past decade. Seven years of civil war in Syria since 2011 have resulted in human losses of about a quarter of a million people and 13.5 million displaced, around half of which being internally, while around five million took refuge in neighbouring countries. Across the region, refugee women and children are vulnerable, at risk of exclusion, discrimination, economic and sexual exploitation, child labour, and child marriage. Since its inception in 2015, the Regional 3RP has been at the forefront of responding to the impact of the Syria crisis in five neighbouring refugee-hosting countries<sup>1</sup>. USD12 billion has been channelled through the 3RP's 270 humanitarian and development partners since 2015, to contribute addressing the challenges facing refugee and vulnerable host communities. Under the regional 3RP for 2019-2020, a budget of USD5.5 billion is foreseen to support national efforts in the region to deal with the continued impact of the Syria crisis.

GoT maintains an "open-door" policy to the Syrian refugees and has identified the status for Syrians under Temporary Protection (SuTP)<sup>2</sup> under the Temporary Protection Regulation as per Article 91 of Law No. 6458 on Foreigners and International Protection. GoT leads the overall response to the crisis, and the UN Country Team (UNCT) supports GoT within the framework of the Regional 3RPs since December 2014. One of the main priorities of the Turkey Chapter of the 3RP 2018-2019<sup>3</sup> is "providing training (for example language, vocational, skills) which are to be defined with a clear objective and include monitoring and follow up to ensure impact (access to job market, access to higher education, social engagement and participation)". Similarly, under its 3<sup>rd</sup> Priority for Resilience and Local Development of the Results Framework for 2018-2019<sup>4</sup>, the EUTF in response to Syrian Crisis targets to reduce the pressure on countries hosting refugees by investing in livelihoods and social cohesion as well as supporting them in providing access to jobs and education that will be beneficial for both the refugees and host communities. UN Agencies have also targeted cooperation with the EU Delegation to Turkey (EUD) to ensure complementarities under the framework of the EUTF.

The total number of SuTPs in Turkey is 3,644,342 with 46 percent being women according to the data provided by the Directorate General of Migration Management (DGMM)<sup>5</sup> as of 07 February 2019. Gaziantep is hosting 426,383 Syrian refugees, about 46 percent of which is women (approximately 196,140) corresponding to the 11.7% of the Syrian refugee women in Turkey.

**Table 1: Gender Disaggregated Distribution of SuTP Population in Turkey**

Age	Men	Women	Total
0-4	252,618	235,764	488,382
5-9	260,887	245,186	506,073
10-14	202,904	188,072	390,976
15-18	149,356	123,695	273,051
19-24	321,032	229,901	550,933
25-29	209,538	148,373	357,911
30-34	173,594	126,713	300,307
35-39	123,113	96,492	219,605

<sup>1</sup> 3RP Regional Strategic Overview 2019-2020: Summary of the 3RP Regional Strategy Overview 2019-2020, <http://www.3rpsyriacrisis.org/>

<sup>2</sup> A specific status of the Syrians under temporary protection in Turkey is identified under Article 91 of the Law No. 6458 on Foreigners and International Protection; DGMM; [http://www.goc.gov.tr/files/files/03052014\\_6883.pdf](http://www.goc.gov.tr/files/files/03052014_6883.pdf)

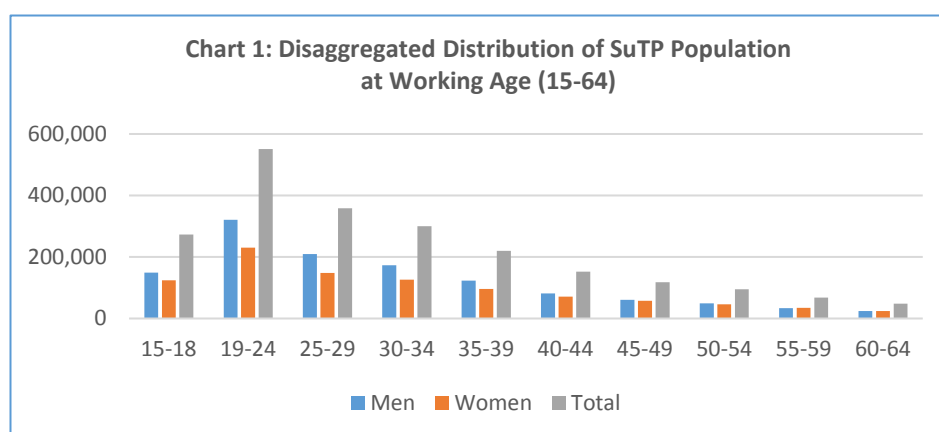
<sup>3</sup> Turkey, Regional Refugee and Resilience Plan 2018-2019 (3RP); <https://data2.unhcr.org/en/documents/download/63168>

<sup>4</sup> EUTF Results Framework: 2018-2019, [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20171221-eutf\\_madad\\_results\\_framework.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20171221-eutf_madad_results_framework.pdf)

<sup>5</sup> DGMM; [http://www.goc.gov.tr/icerik6/gecici-koruma\\_363\\_378\\_4713\\_icerik](http://www.goc.gov.tr/icerik6/gecici-koruma_363_378_4713_icerik), visited on 25/02/2019

40-44	81,370	71,406	152,776
45-49	60,291	57,298	117,589
50-54	48,949	46,521	95,470
55-59	34,135	34,267	68,402
60-64	24,006	24,505	48,511
65-69	15,934	16,390	32,324
70-74	9,056	9,649	18,705
75-79	5,098	6,289	11,387
80-84	2,838	3,544	6,382
85-89	1,585	2,057	3,642
90+	846	1,070	1,916
<b>Total</b>	<b>1,977,150</b>	<b>1,667,192</b>	<b>3,644,342</b>

The number of Syrians living in the camps has decreased to 142.676 Syrians (less than 5 per cent) along with the reduction of camps from 26 to 13 in 8 provinces of Turkey in 2018. Thus, the majority of the Syrians are living together with the host communities (HC). According to the DGMM statistics, women account for some 45.7 percent of the Syrian refugees with a population of 1,667,192 million in Turkey. The number of Syrian children has exceeded 1.65 million in February 2019, of which 976 thousand are at the schooling age. Regarding the distribution with respect to the age of Syrians, the share of 0-14 age group among the total Syrian population in Turkey is 38 percent, while the share of 15-64 age group is 60 percent and of 65 and over is 1.9 percent. These figures indicate that there are 2,184,555 Syrians at working age and 44 percent of them are women.



The majority of SuTPs (approximately 3.5 million) live outside of camps mostly in urban areas and concentrated in the South-eastern provinces<sup>6</sup>. Through the Emergency Social Safety Net (ESSN) program<sup>7</sup>, which reaches 1.26 million beneficiaries country-wide, where some families receive cash assistance to be able to afford their daily needs where over half of their income, on average, is spent on rental cost and utilities. Despite the support being provided to refugees, the SuTP living in urban settings have to sustain their needs through their own means and are in need of access to the labour

<sup>6</sup> DGMM; [http://www.goc.gov.tr/icerik6/gecici-koruma\\_363\\_378\\_4713\\_icerik](http://www.goc.gov.tr/icerik6/gecici-koruma_363_378_4713_icerik) visited on 25/02/2019

<sup>7</sup> World Food Programme, 2018 - Turkey - The Emergency Social Safety Net (ESSN) and the Grand Bargain, [https://docs.wfp.org/api/documents/WFP-0000021046/download/?\\_ga=2.199994862.1189490529.1551693490-1838387594.1551693490](https://docs.wfp.org/api/documents/WFP-0000021046/download/?_ga=2.199994862.1189490529.1551693490-1838387594.1551693490)

market. However, providing sufficient economic opportunities poses a challenge particularly in the South-eastern provinces of Turkey, with limited social and economic opportunities to absorb high numbers of refugees. Syrian women continue to be the most vulnerable groups in terms of access to labour market and earning livelihood. Child labour is also rather prevalent, though there have been extensive efforts spent to ensure that refugee children attend public schools in Turkey<sup>8</sup>. Given the fact that language poses a barrier for access to active labour market, Non-formal adult training on Turkish language and vocational competences is provided by the PECs affiliated to the MoNE-DGLLL<sup>9</sup>.

**Table 2: The number of SuTP who received Turkish Language Training within 2014-2018**

Turkish Language Level	Men	Women	Total
Adults A1	73,940	107,497	181,437
Adults A2	15,011	24,667	39,678
Adults B1	1,357	2,250	3,607

Source: MoNE DGLLL as of 07/02/2019<sup>10</sup>

Access to jobs for Syrian women in Turkey is difficult, which was also only 13.3 percent before the crisis in 2010 in Syria<sup>11</sup>. In Turkey, women employment rate (15-64 ages) is currently as low as 32.9 percent, and in 2017, this rate was 19.01 percent in South-eastern Turkey and 21.0 percent in the region covering Gaziantep, Adiyaman, Kilis-TRC1 in 2018<sup>12</sup>. Conservative social norms and gender roles result in the engagement of many women in unpaid family labour, social isolation and gender-based violence while discrimination poses a risk for Syrian women hindering participation in active labour market.

The regulation on **Provision of Work Permits for People under Temporary Protection** enacted by the GoT in January 2016, has enabled SuTPs to obtain work permits. Despite a number of on-going challenges, this regulation is assessed as a progressive step towards integrating the Syrian population into Turkish economy offering opportunities for increasing the self-reliance of women. According to the labour statistics published by the MoFLSS, the total number of work permits given to Syrians in 2017 is 20,966, while only 1,641 of them are for women (7.8 percent)<sup>13</sup>. The number of Syrians who received work permits in 2018 is 16,783. It is reported that the total number of work permits have reached to 38,000 in 2018, while 3,400 are given to women with a percentage of 8.9. The number of work permits given to SuTPs in Gaziantep is reported to be about 4,200, while only around 300 are given to women. Several Syrians work unregistered which makes them vulnerable also in the labour market.

## 1.2 Project Scope and Purpose

The programme entitled **“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”** funded under the EUTF has officially started in February 2018, based on the agreement between UN Women and EC/EUD to be implemented by UN Women, ILO and ASAM, as partners, while at local level UN Women is partnering with the GMM. The programme implemented by UN Women in Turkey is part of an overall programme undertaken regionally in Iraq, Jordan and Turkey via a two-fold regional strategy, while aiming towards the social and economic stabilization of

<sup>8</sup> EUTF funded projects implemented by UNICEF and MoNE are examples for this purpose.

<sup>9</sup> The list of the LLL programmes are identified by MoNE-DGLLL, <http://hbogm.meb.gov.tr/modulerprogramlar/> visited on 25/02/2019

<sup>10</sup> MoNE-DGLLL, [https://hbogm.meb.gov.tr/meb\\_iys\\_dosyalar/2019\\_01/29143928\\_18-01-2019\\_Ynternet\\_BYlteni.pdf](https://hbogm.meb.gov.tr/meb_iys_dosyalar/2019_01/29143928_18-01-2019_Ynternet_BYlteni.pdf)

<sup>11</sup> The World Bank, 2017. Labour Force Participation Rate: Female; <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=SY>,

<sup>12</sup> TURKSTAT, Labour Statistics as of 2018; <https://biruni.tuik.gov.tr/medas/?kn=102&locale=tr> visited on 02/05/2019

<sup>13</sup> MoFLSS, DG International Labour Force, Labour Statistics, 2017; <https://birim.ailevecalisma.gov.tr/media/11707/cal%C4%B1sma-hayati-istatistikleri-2017.pdf>

Syrian women and girls in Turkey, and contributing to enhancing their self-reliance and ability to co-exist. Within this framework, the ILO Office for Turkey has signed a UN to UN Agreement with UN Women in Turkey on 26 April 2018, in order to implement a specific part of the Action which is the Turkey Component of the Outcome 1.2 of the UN Women Programme mentioned above.

The **overall objective** of the project implemented by the ILO is to ensure that “**women, girls and their communities are resilient to conflict, displacement and other crises**”.

The project aims towards the social and economic stabilization of Syrian women and girls in Turkey, and to contribute into their self-reliance and ability to co-exist via following “**Outcome 1: Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities**”. The aim is empowering women refugee women and the Host Community (HC) women through increased longer-term social and economic recovery and livelihood opportunities. This will help women and girls overcome social, structural and contextual barriers and facilitate their integration into host communities. Under this Outcome, ILO is responsible for “**Output 1.2: Women are empowered and have access to long-term employment opportunities**”, to increase and promote the employability of women refugees. It is implementing the economic empowerment component of the programme for the Syrians that seek to develop their skills and prepare them to take jobs as well as to support their entrepreneurship capacities and increase their resilience.

The **target groups and the beneficiaries** of the project are the *most vulnerable Syrian refugee women and the HC women* specifically living in the province of Gaziantep in Turkey. ILO targets promoting decent work opportunities for these specific target groups by enabling them to meet with labour market actors and thus increase their opportunities for employability. Access to formal work and training opportunities will reduce the risks of exploitation and engagement in negative coping mechanisms, while supporting access to safe, dignified and decent working conditions in line with the legislation both for Syrian and HC women and girls. To this end, the project targets improving the abilities and skills of the beneficiaries via seminars, courses and vocational trainings. The project basic information is given in Annex2.

### **1.3 Project Location and Organisational Arrangements**

The geographic location of the project has been identified as Gaziantep, as stated in the EUTF Agreement between UN Women and EUTF, for the overall Action. Gaziantep, being one of the main host locations in South-eastern Turkey, is currently hosting 426,383 Syrian refugees as of February 2019, about 46 percent of which is women<sup>14</sup>. When compared to the Host Community population of 2 million, the ratio of the Syrian refugees to the HC population in Gaziantep exceeds 21 percent. The living conditions of the Syrian refugees are extremely poor, particularly in the city suburbs.

#### **Chart2: Provinces where SUTPs are located**

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<sup>14</sup> DGMM; [http://www.goc.gov.tr/files/files/24-gecici\\_koruma\\_kapsamindaki\\_surivelilerin\\_illere\\_gore\\_dagilimi\\_07\\_02\\_2019\\_v2.jpg](http://www.goc.gov.tr/files/files/24-gecici_koruma_kapsamindaki_surivelilerin_illere_gore_dagilimi_07_02_2019_v2.jpg) visited on 25/02/2019





Gaziantep has a well-developed industrial zone where employment is available in manufacturing, services and textile sectors, yet women’s registered employment is reported to be less than 10 percent. The Gaziantep Metropolitan Municipality (**GMM**) has been selected as a pilot location as it is well known with its commitment to socio-economic development of its provincial area, including gender equality and women’s employment.



As noted in the Turkey chapter of the 3RP 2018-2019, the need for safe spaces for vulnerable women and children has been well considered in the project. There are approximately 40 community centres country-wide providing hosting services. However, only a few support women and girls exclusively. The “SADA Women-Only Center” in Gaziantep, which was established in 2017 during the former project implemented by the same partners, serves as the main location for implementation of the project activities, where women can also receive psychological and social support. The building includes workshop rooms for textile and kitchen, classrooms for vocational and technical trainings and classrooms for Turkish and computer courses. Additionally, a childcare room has been furnished for the beneficiaries having small children.

An additional location has also been designated at the GESOB to implement small-scale income generating activities. GESOB offers its Event Halls for holding seminars and a whole floor for vocational training including a childcare room. A room is currently being equipped for the planned Turkish conversation courses. The advantage of this building is that an ILO Labour Advisor located at GESOB is regularly providing guidance to Syrian refugees on working and entrepreneurship conditions and work permit procedures.

#### 1.4 Project Implementation

“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project officially started in February 2018, based on the agreement between UN Women and EC/EUD. ILO Office for Turkey has signed a UN to UN Agreement with UN Women on 26 April 2018 and the first instalment was transferred in May 2018 and activities started early June 2018. ILO Office for Turkey has been conducting several courses, vocational trainings programmes and seminars at mainly SADA Women-Only Center and also at GESOB training center and events hall. All courses and vocational trainings have been delivered in cooperation with Ezogelin PEC affiliated to MoNE DGLLL. All courses and vocational trainings have been conducted in Turkish and interpreters providing translation from Turkish to Arabic were assigned by the project.

## Section 2 Evaluation Purpose and Scope

## 2.1 Purpose and objectives of the mid-term evaluation

The evaluation is undertaken in accordance with the project work plan and in line with the ILO Evaluation Policy adopted by the Governing Body in October 2017. The evaluation has been carried out in accordance with the ToR prepared by the ILO Country Office Turkey (Annex 1) under the overall supervision of ILO Evaluation Unit.

The main objective of this mid-term evaluation is to assess the implementation of the project to date and report on the results as well as define the precautions for enhanced implementation of the remaining part of the project. The scope of the evaluation encompasses all activities and components of the project implemented by the ILO for the period from April 2018 to the beginning of 2019. The evaluation aims to support ILO to further learn from the experiences gained during the implementation of the project, with a view to draw lessons learnt and good practices. In addition, it aims to come up with proposals for further improvements. The evaluation also ensures accountability to the implementing partners, the donors and key stakeholders and promotes organizational learning within ILO as well as among key stakeholders.

## 2.2. Project Stakeholders

The main project **stakeholders** of the evaluation are identified as follows:

- ILO Office for Turkey and Project Management Team (PMT) in Ankara and Gaziantep
- Project Partners: UN Women and ASAM including the SADA Women-Only Center
- Donor: EC/EU Delegation to Turkey
- National Partner: Ministry of Family, Labour and Social Services DG for International Labour Force (MoFLSS DGILF)
- Main Local partner: Gaziantep Metropolitan Municipality (GMM)
- Local Partners:  
Gaziantep Chambers of Artisans and Craftsmen (GESOB); Ezogelin Public Education Center (PEC); Turkish Employment Agency (İŞKUR) Gaziantep Provincial Directorate; Social Security Institution (SSI), Gaziantep Provincial Directorate
- Trainers, Experts, Consultants, Role Models and Service Providers holding capacity building activities such as trainings, seminars, counselling and mentorship
- Project interpreters
- Target groups and final beneficiaries: Syrian refugee women and HC women in Gaziantep
- Other refugees such those from Afghanistan, Iraq and Iran have also been considered as side beneficiaries of the project.

## 2.3. Evaluation Criteria and Questions per Criterion

All aspects of this evaluation have been guided by the ILO evaluation policy, which adheres to the OECD/DAC Principles and the UNEG norms and standards. The evaluation addresses the 29 questions as stated in Annex 3, as per five OECD/DAC criteria, namely, relevance, effectiveness, efficiency, sustainability and impact potentials<sup>15</sup>. The evaluation is in line with the ILO Policy Guidelines for results-based evaluation, 2017<sup>16</sup>. In addition to gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects are also taken into consideration, as well as the lessons learned and good practices for future. Furthermore, the evaluation has been

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<sup>15</sup> <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>16</sup> [http://www.ilo.org/wcmsp5/groups/public/--ed\\_mas/--eval/documents/publication/wcms\\_168289.pdf](http://www.ilo.org/wcmsp5/groups/public/--ed_mas/--eval/documents/publication/wcms_168289.pdf)

implemented considering the core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development. In particular, gender dimension is considered as a cross-cutting issue throughout the methodology.

The list of evaluation criteria and questions is given below (as per the TORs):

#### *Relevance*

- Project's fit with the context:
  - How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents and Sustainable Development Goals – especially SDG 5 and SDG 8?
  - Is there a fit between the project design and the direct beneficiaries' needs?
  - How well does it complement other ILO projects in the country and/or other donors' activities?
  - Were the project approach and activities relevant to the needs of the constituents and the stated objectives? Were the activities and outputs of the project consistent with their overall objectives of the project and has the quality of these outputs been satisfactory?
- Appropriateness of the project design:
  - Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
  - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting objectives (strategies)?
- Are indicators useful and SMART to measure progress?

#### *Effectiveness*

- To what extent have the project objectives been achieved? What are results noted so far? Have there been any obstacles, barriers?
- Have there been any unintended results (positive or negative)?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any notable successes or innovations?
- Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- How effective was the monitoring mechanism set up, including the role of the Project steering committee and the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- How effective was the communication strategy implemented?

#### *Efficiency*

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

#### *Sustainability and impact potential*

- Are the results achieved likely to continue till the end of ongoing project and after it?
- Are they likely to produce longer-term effects?
- What action might be needed to bolster the longer-term effects?
- How the project envisages achievement of solutions for sustainable results?

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

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

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

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

## **Section 3 Evaluation Methodology**

The evaluation methodology is based primarily on standards and guidance described in the **ILO Evaluation Policy** adopted by the Governing Body in October 2017.<sup>17</sup> The overall methodological approach adopted by this evaluation is basically formative while including some summative elements. As a formative evaluation by nature, it is as a forward looking and seeks to identify elements that would help improve the project performance<sup>18</sup>. The summative element of the evaluation seeks to ascertain if progress to date has been in line with the overall and specific objectives while delivering the targeted outputs and outcomes as planned. Within this perspective, the methodology includes mixed and complementary qualitative and quantitative data collection activities to enable primary and secondary data from the main stakeholders and the target groups, both in Ankara and Gaziantep, including the Syrian refugee women and the HC women in Gaziantep. Considering the requirements of the ToR (Annex 1), the data collection methodology includes the following tasks:

<sup>17</sup> ILO Policy Guidelines for Evaluation: Principles, rationale, planning and managing for evaluations, 2017. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_571339.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf)

<sup>18</sup> Patton, Michael Quinn, "Developmental Evaluation", American Journal of Evaluation, October 1, 1994.

### 3.1 Review and Analysis of Project Related Documents

Initially, an extensive review of the relevant documents has been conducted during the desk phase, including but not limited to the policy and strategy documents, main project documents, management and progress reports, monitoring and evaluation reports, communication means and materials and other relevant documents as well as those collected during the field phase both in Ankara and Gaziantep. The List of Documents Reviewed is given in Annex 4. This review of documents process has significantly contributed to verification and validation of data collection and to the triangulation process to ensure evidence-based balanced findings.

### 3.2 In-depth Interviews and Focus Group Meetings:

The interviews and focus group discussions conducted during the field phase covered a wide variety of key informants, including implementing institutions (ILO, UN Women and ASAM), public institutions, civil organisations and the final beneficiaries as given in Annex 5 for List of Interviews and Focus Group Discussions. The Interview Guiding Questions given in Annex 6 were used for guiding the interviews. Accordingly, the interviews were conducted both in Ankara and Gaziantep with the relevant staff of the Implementing Partners (ILO, UN Women, and ASAM), the donor (EC/EUD), the country public and local administration partners (MoFLSS, İŞKUR, SSI, PEC, GMM) and the PMT. Additionally, 5 focus group meetings were held with the beneficiaries being the Syrian refugees and HC women and the project staff including trainers, experts and interpreters. A focus group meeting was organized for each activity group with 5-8 participants and an interpreter. A few of the stakeholders, who could not be accessible in Ankara and Gaziantep, were communicated through phone interviews. The total number of persons interviewed was realized as 48, while the number of Syrian and HC women participants to the focus group meetings was 30. As a total 78 persons were in-depth interviewed. Additionally, 8 training and workshops with a total participant number of 221 were observed at classes in Gaziantep for at least 2-3 hours for case studies. The interview language was in Turkish and the interpreters of ILO (Arabic/Turkish) have supported the evaluator during the interviews, focus group meetings and class visits.

The universal principals as adopted, particularly those of the United Nations and European Commission, such as respectfulness, reliability, confidentiality, integrity have been followed during the interviews. “*No harm policy*” governed throughout the interviews and focus group meetings.

### 3.3. Case Studies

Furthermore, case studies prevailing status or changes on a specific pattern among the Syrian refugee women and HC women were conducted during the field phase in Gaziantep. 8 case studies were conducted through observations and interviews during and after trainings and seminars. Specific evidence was collected on Turkish courses, entrepreneurship mentoring, shoe making and packaging courses, seminar on cooperatives and childcare.

### 3.4. Analysis of the Data Collected and Formulation of Findings and Conclusions

The feedback received and triangulated through the review of documents, interviews, focus group meetings and case studies are coded and analyzed to derive evidence-based findings that were formulated based on the overall analysis of data/information collected and validated.

### 3.5 Limitations of the Study

**Limitations in Project Document collection:** As the most recent semiannual progress report was produced about 5 months ago, additional updated data were collected from the PMT. The earlier

training and seminar evaluation forms kept in hard files were reviewed by the evaluator at the project office in Gaziantep instead of prior to the field phase. Furthermore, limitations on availability of the background data were mitigated by collecting the secondary data of the UN Agencies and DGMM. **Limitations in data collection through interviews and focus group meetings:** Difficulties in setting up the interview schedule was mitigated by the support of the PMT, specifically in Gaziantep. Due to the limited time allocated for the evaluation, the interviews were held within a specific period both in Ankara and Gaziantep. Yet, an additional travel had to be made to Gaziantep to cover adequate number of stakeholders. Therefore, an extension of two weeks has been facilitated.

**The language constraints** to interview with the Syrian women beneficiaries have been mitigated by facilitation of project interpreters.

## Section 4 Main Findings

### 4.1 Relevance

*Overall the relevance of the project is very high as (i) the project is fully coherent with the policy documents of the UN particularly that of ILO in response to Syrian crisis as well as that of the EU and the national policy and strategy documents, (ii) the intervention logic, which is based on a comprehensive needs analysis, addresses the real needs of the Syrian women and host community women, and (iii) the Logical Framework of the overall programme is consistent and balanced, and includes clear objectives, outcomes, and outputs, while having some flexibility in the activities.*

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

The objectives of the project are fully coherent with the UN, EUTF and country policies with reference to empowerment of the most vulnerable Syrian refugee women and HC women and girls in Turkey. Furthermore, the project results support implementation of the United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020)<sup>19</sup>, specifically with reference to the **Priority 3** for Gender Equality and Women's Empowerment and its Result 5 (Outcome 3.1) "*Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020*" and the **Priority 4** for Migration and International Protection and its Result 7 (Outcome 4.1) "*Government institutions provide improved and sustainable multisectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation*", and Result 8 (Outcome 4.2) "*Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection*". Gender equality and gender mainstreaming have specific focus on the agenda of both UN Women and ILO which pursue a wide range of activities under the project that adopt empowerment of Syrian refugee women and HC women and gender mainstreaming as a strategy to achieve gender equality. Furthermore, the project specifically targets decent work which has a significant emphasis in the priorities of ILO.

Similarly, given the emphasis on empowerment of vulnerable Syrian refugee women and HC women, and facilitating local livelihoods, dignity and equality of all human beings, and targeting economic

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<sup>19</sup> United Nations Development and Cooperation Strategy Turkey (2016-2020), 2015, Ankara, Turkey, <http://www.un.org.tr/wp-content/uploads/UNDCS-Final-2016-1.pdf>



progress through enabling access to employment opportunities, the project objectives and results are fully aligned with the 2030 Agenda for Sustainable Development Goals (SDG)<sup>20</sup> adopted by the UN, specifically the **Goal 5** “to achieve gender equality and empower all women and girls”, and the **Goal 8** “to promote



*sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*”. The project also addresses **Goal 1** “to end poverty in all its forms everywhere”, as it targets the most vulnerable Syrian women mostly living in poverty, and **Goal 10** towards reducing inequalities. The central reference to migration is made in target 10.7 under the goal “Reduce inequality in and among countries”, calling to “facilitate orderly, safe, regular and responsible migration and mobility of

people, including through the implementation of planned and well-managed migration policies.” Furthermore, the objectives of the project are also aligned with the EUTF’s Overall Objective “to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighboring countries, as well as of the communities hosting the refugees and their administrations, in particular as regards resilience and early recovery”<sup>21</sup>. Specifically, the project contributes to the achievement of the key priority set forth in the EUTF in response to the Syrian Crisis, namely, reducing the pressure on countries hosting refugees by investing in livelihoods and social cohesion, and by supporting them in providing access to jobs and education that will be beneficial for both the refugees and host communities. This specific objective corresponds to the economic activities undertaken by the project, targeting the most vulnerable women and girls at the community level (Syrian refugee women and HC women). Accordingly, the project is engaged in a number of different activities to empower and support women survivors of violence mainly through holding courses, seminars, and mentorship at locations only specific for women to promote their employability and to have access to jobs in a pilot location (Gaziantep), which is likely to present as a good practice to be replicated. The project also benefits from the ILO’s MY-COOP Model, while “cooperatives for decent work” is the theme of this year’s International Day of Cooperatives<sup>22</sup>, which is directly linked to SDG on decent work and economic growth.

### **EQ 1.2. Is the design of the project appropriate in relation to the ILO’s strategic and national policy frameworks?**

The project objectives are completely in line with ILO’s aim to preserve social and economic stability and build resilience at the national level, in line with the national plans and strategies of Turkey. Benefiting from ILO’s long experience in Turkey through the joint work carried out with the national public partners and the NGOs, the project activities cut across all aspects of the decent work agenda. Having a sound understanding of the needs specific to Syrian refugee women and HC women, ILO in Turkey also pioneers implementation of interventions with a gender-responsive and rights-based humanitarian approach to support decent work opportunities for Syrian refugees and host communities.

The project is within the framework of the United Nations Development Cooperation Strategy (UNDCS) for 2016-2020 regarding the 4<sup>th</sup> strategic areas of cooperation on “Migration and International Protection” and its corresponding to two concrete results (outcomes) identified with a

<sup>20</sup> UN, Transforming our world: the 2030 Agenda for Sustainable Development, 2015.

<https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf>

<sup>21</sup> European Commission Decision of 10/12/2014 on the establishment of a European Regional Trust Fund in response to Syrian crisis, Article 1.2. page 5, [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/neighbourhood/pdf/key-documents/syria\\_2014\\_9615\\_f1\\_comission\\_decision793137.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/neighbourhood/pdf/key-documents/syria_2014_9615_f1_comission_decision793137.pdf)

<sup>22</sup> ILO COOP e-News, February 2019, <http://ilo.msgfocus.com/q/119z22vddA52/wv>

participatory process of UN Agencies and the Government of Turkey as follows: **Result 7 (Outcome 4.1):** *Government institutions provide improved and sustainable multisectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.* **Result 8 (Outcome 4.2):** *Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.* As the project has a specific focus on improving the employability of the vulnerable Syrian refugee and HC women, its outputs contribute to the achievement of these results of the UNDCS.

The project is fully coherent with the Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis<sup>23</sup> for 2017-2021, updated as of April 2018, adopting a development-focused and employment-driven strategy to support host communities and refugees in Jordan, Lebanon and Turkey. The response for 2018-2019 of the 3RP Turkey Chapter<sup>24</sup> focuses on supporting the GoT to include the specific needs of the SuTPs in further development and implementation of the legal and policy framework. Among the four strategic objectives of the 3RP, the project primarily addresses the strategic objectives related to the “*Expansion of livelihood and job opportunities for SuTPs and HC members*”, particularly with reference to “*improved access to job opportunities for Syrians and HCs and improved employability of refugees and vulnerable Turkish nationals with focus on youth and women through vocational and language training to overcome barriers in accessing the labour market.*” Thus, the project outputs are highly likely to contribute to the achievements against the following indicators of the livelihoods sector: “(i) % of Syrian refugees and host community members with improved employability due to increased vocational, entrepreneurial and/or language skills, and (ii) % of assisted Syrian refugees and host community members that are gaining income”.

All of the project activities and outputs serve to this end, particularly through the capacity building activities such as Turkish and computer courses for Turkish language literacy and IT literacy, respectively, the vocational training courses on specific subjects, mentorship for entrepreneurship, courses on income generating topics and seminars on cooperatives implemented contribute to the achievement of this target.

Embedded in the principles of decent work, ILO strategy builds on its core mandate to promote employment, social dialogue, social protection and international labour standards. These principles are well covered within the design of the project in its targeted objectives and outcomes as well as its formulation of implementation of the specific activities. The project contributes to the overall objectives initially in focusing on strengthening the preparedness of the Syrian refugee women and HC women for access to decent work and training opportunities. This will lead to the empowerment of the most vulnerable target groups to improve their access to active labour market and their employability and benefit from local economic development work opportunities.

This is also a strong aspect of the project in delivering the courses and seminars at a special and safe women-only center which fulfils the target of the 3RP “*to promote meaningful access of the most vulnerable SuTPs and HC members to the services provided under this plan in safety and dignity, a process to mainstream protection principles in the 3RP sectors is underway*”.

The project ensures the ILO 3RP targets: (1) under the first pillar for “**strengthening labour market institutions and mechanism**” which makes direct reference to the SADA Women-Only Center set up

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<sup>23</sup> The ILO Response to the Syrian Refugee Crisis, update April 2018, [https://www.ilo.org/ankara/projects/WCMS\\_379375/lang-en/index.htm](https://www.ilo.org/ankara/projects/WCMS_379375/lang-en/index.htm) and [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms\\_357159.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---exrel/documents/publication/wcms_357159.pdf)

<sup>24</sup> 3RP Regional Refugee & Resilience Programme for 2018-2019 in Response to Syria Crisis, Turkey, <http://www.3rpsyriacrisis.org/wp-content/uploads/2018/04/Turkey-country-chapter-18-January-2018-EN-compressed.pdf>



under the leadership of UN Women in cooperation with ASAM “to support refugee and local women to build livelihoods and improve through basic skills and vocational and technical training courses”; (2) under the second pillar for “**building refugees’ and HC’ skills and competences in line with labour market needs**” through certified vocational and technical trainings including Turkish and basic competences; and (3) under the third pillar for “**supporting formal job creation and entrepreneurship opportunities**”, the project offers seminars, counselling and mentorships on gender rights, occupational health and safety, work permits, entrepreneurship and cooperatives.

Access to schooling of the Syrian refugee and HC women and girls is a focus area motivated during the project activities. The project activities are also designed with a participative approach, specifically through the group named “Future of Women Committee” (FWC), which is also called as “Tomorrow’s Women Committee” representing the Syrian refugee women in Gaziantep<sup>25</sup>. Regular, weekly meetings are held since February 2018 hosted by SADA Center. They also attend the Country Advisory Board of the project.

The project is also fully in line with the objectives of the national Strategy Document and Action Plan on Women’s Empowerment for 2018-2023, adopted by the DG for Enhancing Women Status MoFLSS. In accordance with this Strategy, the project activities include training, mentorship and awareness raising related to improving women entrepreneurship and empowering women by disseminating ICT use. The trainings and seminars of the project are designed to provide a link to women empowerment and active labour market needs and strategies in the country. The project has also a focus on empowering women’s cooperatives in an effort to combat informal work.

### **EQ 1.3. Is there a fit between the project design and the direct beneficiaries’ needs?**

The project successfully ensures to address the needs of the vulnerable Syrian women and HC women benefiting also from the specifically designed and fully furnished SADA Women-Only Centre, which has been established with the former project. The Center serves as a unique Women-Only center offering a protected space for the most excluded while reaching out to women who have earlier been confined to their homes, are isolated and with little or no access to existing services. These are the women who are particularly vulnerable with poverty and abuse, and facing a wide range of obstacles limiting social and economic inclusion in their host communities. The special need for such a center had been identified as an emergency priority by UN Women during a fact-finding mission in the summer of 2016 before the start of the former project. While several centers currently function in Gaziantep to meet Syrians’ needs, this one is specialized as “women-only” and has been offering all conditions to attract the vulnerable women and offering services such as the trainings, consultancy, mentorship, child care and security required to empower the Syrian and HC women and girls, help them access vocational and livelihood skills and enhance social cohesion. Similarly, GESOB provides protected space to widen the trainings to be implemented and it’s Event Halls for holding seminars with high numbers of participants.

A significant strength of the project is that it ensures to address different needs through benefitting from different implementing partners with specialised expertise, which is particularly an asset when working on the pilot implementation in Gaziantep offering a detailed case to allow for replication in other Syrian refugee hosting provinces. Furthermore, cooperation foreseen with the national (MoFLSS DGILF) and the main local partner GMM and other local partners (SSI, IŞKUR, PEC and GESOB) proved to have significantly contributed to integrating the decent work conditions in the activities.

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<sup>25</sup> The Tomorrow’s Women / Future of Women Committee of Gaziantep was established in March 2016 with the support of UN Agencies and ASAM to strengthening solidarity among the Syrian refugee women.

Another strength of the project is that the project activities have been shaped to deliver robust outputs addressing the real needs of the very specific target group as the vulnerable Syrian refugee women and the HC women, as it is based on a comprehensive Needs Assessment of Syrian Women and Girls under Temporary Protection (NA)<sup>26</sup> conducted in 2017 by UN Women in partnership with ASAM prior to the start of this project. The NA findings indicate that Syrian women consider access to housing, inability to speak in Turkish and employment to be their biggest challenges, in addition to gender based challenges. Limited access to education, in Turkey and previously in Syria, heavy care responsibilities, language barriers and family pressures continue to hamper their entry into the labour force.

The below barriers and needs are highlighted in the report:

- Language barrier to access rights and services. 70 percent do not speak any Turkish.
- 73 percent do not know where to find seek assistance against ill-treatment and discrimination.
- 74 percent do not know where to seek assistance for their children.
- Syrian women appear to be poorly informed about their rights for protection and legal support services that are already available for them. 68 percent do not know about free legal counselling; 59 percent about psychosocial support; and 57 percent about childcare services.

The NA found that lack of access to employment opportunities puts Syrian women at risk of poverty and hunger. According to the data collected:

- Only 15 percent of women work in income-generating jobs,
- Almost half of all widowed women with monthly incomes around USD 160 (TRY 700 TRY), falling far below Turkey's poverty and hunger thresholds, which increases vulnerability,
- Satisfaction rate with their current job is only about 50 percent due to low salaries, long working hours and poor working conditions,
- Limited knowledge on labour rights. 92 percent are unaware of the work permit regulation in Turkey.

On the other hand, only 7 percent of women have taken part in vocational training, mostly in the popular areas like hairdressing (30 percent) and needlework (27 percent), which are closely related to traditional gender roles, yet provide limited opportunity for formal employment. For 26 percent of them, childcare is an obstacle to attend the courses.

As the design of the action has been fully based on the findings of this comprehensive NA study, the project has been achieving the empowerment of the Syrian refugee women and HC women. The project's main activities such as the awareness raising seminars, vocational and technical trainings, income generating small business training, mentorship and consultancy, Turkish language and computer trainings, are all identified in line with the findings and recommendations of the NA conducted. The need for empowerment for social and economic stabilization to promote the employability of these target groups continues to be high as demonstrated within the past 11 months of project implementation, during which they are reached and included as beneficiaries of the project. The in-depth interviews in Gaziantep with the Syrian and HC women demonstrate that their real needs are well addressed by the project while overcoming the other barriers mentioned above, such as outreach, protection, psychosocial consultancy and childcare services. Furthermore, a daily allowance of TRY25 (approximately USD5) per day is provided for the participants to cover their transportation and lunch costs.

#### **EQ 1.4. How well does it complement other ILO projects in the country and/or other donors' activities?**

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<sup>26</sup> [http://sgdd.org.tr/wp-content/uploads/2018/08/The\\_Needs\\_Assessment\\_ENG\\_WEB.pdf](http://sgdd.org.tr/wp-content/uploads/2018/08/The_Needs_Assessment_ENG_WEB.pdf)

ILO implements its **Programme of Support for the Response to the Syrian Refugee Crisis in Turkey**<sup>27</sup> through a number of complementary projects to achieve its targets under three pillars. Within the scope of this strategy, 6 projects are being carried out across Turkey by ILO since 2015, in order to strengthen the economic and social resilience of refugees and host communities in Turkey. ILO is keen on complementarities and synergies among the projects designed and implemented, to avoid overlapping fields of interventions, and thus address the prevailing needs of the target groups. In this framework, the project builds on and/or complements ILO interventions supporting Syrian refugees in Turkey since 2015, while also guiding interventions to improve livelihoods and decent work opportunities in Turkey since 2017.

This project is a follow-up project of the former **“Gaziantep Women-Only Centre: Providing Livelihood Support”** project implemented in Gaziantep by UN Women in partnership with ILO, ASAM and GMM in order to contribute to the social and economic stabilisation of Syrian women and girls, and to their self-reliance and ability to co-exist in Gaziantep. The former project was a one-year project (April 2017-April 2018) funded by the Government of Japan with a budget of USD1 million. During that project, the SADA Women-Only Center was fully established with an institutional setting, and its building was totally renewed and refurbished and equipped. It started functioning to serve only for the purpose of delivering the outcomes targeted through the partnership setting (see also Section 1.4 above). Different from the existing community centers, by being “women-only” and offering services for the most excluded women and girls, this center ensures that the most vulnerable women are reached and be included in the system. In fact, it provides a “good example” not only as a Women-Only Center but also with the positive outcomes achieved through the participation of about 800 vulnerable Syrian women and HC women as well as 400 direct beneficiaries in the economic empowerment activities. Benefitting from their strong and complementary expertise, experience and roles, the sound partnership with UN Women, ILO, ASAM and GMM has been successfully sustained to implement the currently ongoing project with the support of the EUTF. The current project has started right after the completion of the former one ensuring the continuity and synergy with the activities to be implemented at the SADA Women-Only Center, yet with an enhanced scope to address the targets set in the 3RP of ILO.

The project is also complementing the on-going EU funded project **“Job creation and entrepreneurship opportunities for Syrians under temporary protection and host communities in Turkey”** implemented by ILO in partnership with the International Organization for Migration (IOM). On the government side, the overall coordination is ensured by the MoFLSS DGILF. It has a budget of USD 13.74 million and will continue providing services for a period of two years until January 2020. It aims to strengthen the economic and social resilience of SuTPs and HCs through: i) building skills in line with the labour market needs, ii) supporting job creation, and iii) supporting labour market governance. It is being implemented in 9 provinces including Gaziantep, where no overlap has been reported or observed during the site visit to Gaziantep. Sharing of experiences and lessons learnt have contributed to an improved design of the activities when particularly concerns to vulnerable women and their sensitivities. Furthermore, the outputs like informative brochures of one project are used in another ensuring cost effectiveness.

The three-phase project **“Improving Labour Market Integration of Syrian Refugees and Host Communities in Turkey”** has been implemented by ILO since 2015 with the funding provided by USA **Department of State – Bureau of Population, Migration and Refugees (US PRM)**. Currently third

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<sup>27</sup> ILO, Programme of Support for the Response to the Syrian Refugee Crisis in Turkey, Promoting a resilient labour market through Decent Work and inclusive economic growth, 2017-2021

phase is being implemented since October 2017 and it will end in September 2019. The overall objective of the project is to enhance the livelihoods and social cohesion of Syrian refugees and HCs in Turkey by promoting labour market integration and inclusive economic growth underpinned by decent work principles. On the government side, the overall coordination is ensured by the MoFLSS DGILF. The intervention is implemented in 8 provinces including Gaziantep. Even though some similar activities are described in both of the projects, a clear complementarity exists as the project under evaluation targets the only the most vulnerable groups. Also, evidence indicates that some of the outputs such as printed informative materials, brochures and booklets about the labour rights, work permits, etc., are currently used at the trainings and seminars of the project under evaluation.

Furthermore, significant synergy has been/being created with the outcomes of the completed project **“Promoting Decent Work Opportunities for Syrian Refugees and Host Communities”** implemented by ILO between August 2016 and March 2018 through the ILO Core Voluntary Funding for Gender Responsive Budgeting (RBSA). This project was implemented in four provinces including Gaziantep. Among several other outputs, nearly 50 of 400 women attending entrepreneurship trainings established their own businesses within the first year. The project under evaluation has been very successful in utilising these women to perform as role models to the Syrian refugee women and HC women. Two of these women interviewed have provided substantial information during the seminars on entrepreneurship about their real life experiences including difficulties and several barriers as challenges faced until establishing their own businesses. Similarly, a former beneficiary of this project, who later has become the founding member of the Gaziantep Women Cooperative, has delivered her experiences and lessons-learned to the beneficiaries of the project under evaluation during the seminars on cooperatives. Interviews with the participants of the seminar and the trainers confirm the significant synergy created in facilitating the transfer of knowledge and experience through peer learning.

Another project, **“More and Better Jobs for Women: Women’s Empowerment through Decent Work in Turkey”** was carried out between February 2013 and June 2016 financed by the Swedish International Development Agency (SIDA) and implemented in cooperation with the Turkish Employment Agency (İŞKUR) to support policies towards creation of wider employment opportunities for women in Turkey, as well as contributing to the activities of İŞKUR in the field of women’s employment. One of the outstanding outputs of this project was the First “Women’s Employment Action Plan” of Turkey. This can be considered as an indication that Turkey is on its way to becoming a country that values gender equality and forwards women’s empowerment for employment. In this aspect, the objectives of the project under evaluation fully supports this newly adopted Action Plan of the MoFLSS for 2016-2018<sup>28</sup>.

**EQ 1.5. Were the project approach and activities relevant to the needs of the constituents and the stated objectives? Were the activities and outputs of the project consistent with their overall objectives of the project and has the quality of these outputs been satisfactory?**

The project is assessed to be a distinguished one among other similar interventions, as the priorities of the programme as well as those of the project correspond fully to the outstanding expertise and experience of the implementing partners that would ensure full achievement of the project objectives and the results. Having an international and in-depth experience in economic empowerment to facilitate the employability of the target groups through decent work and with principles of gender

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<sup>28</sup> Action Plan on Women’s Employment, MoFLSS and İŞKUR, May 2018, Ankara, Turkey. [https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/publication/wcms\\_484714.pdf](https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-ankara/documents/publication/wcms_484714.pdf)

equality, ILO has been implementing this project to achieve the Outcome 1.2 of the overall programme, while delivering the outputs as planned and achieving satisfactory results to date. UN Women, ILO and ASAM have demonstrated a successful cooperation to deliver the results during the former project to establish the SADA Women-Only Center, which has been continued successfully to date.

GMM is the main public counterpart of the project in Gaziantep, and the project fully supports its policies regarding the high number of Syrian refugees hosted in Gaziantep. GMM has been in an effort to provide essential services for migrants and refugees, and is considered as a successful example of a municipality improving migrants' wellbeing and fostering social cohesion. Recognizing the variety needs of the Syrian refugee community, GMM has already initiated many programmes addressing issues such as social cohesion, employment, education, housing, health and municipal services for refugees and migrants. In this respect, this project fully contributes to the efforts of GMM specifically to address the needs of the vulnerable Syrian and HC women and to empower them for access to long-term employment opportunities. Therefore, the activities and outputs of the project are fully in line with the needs of GMM.

As for the quality of outputs, the existing Protocol between UN Women and GMM ensures Ezogelin PEC to provide certified adult training courses to be held both at SADA Women-Only Center and the GESOB training center in Gaziantep. These courses are carried out within the framework of the official rules and regulations set by the MoNE DGLLL. This Protocol ensures the quality of the courses through being delivered by eligible certified trainers experienced in the specific curriculum and format identified by MoNE DGLLL. This, in turn, strengthens the employability of the Syrian refugee women and HC women holding certificates of these courses.

Furthermore, having the common goals within the framework of the 3RP, ILO's national partners contribute to the project, namely, MoFLSS DGILF at central level, SSI and İŞKUR at Gaziantep provincial directorate level regarding the work permits for the Syrian refugees, their social security rights and active labour market conditions and programmes provided, regulations and practices, respectively. The project activities particularly through the seminars and their outputs will support the policies of these constituents regarding the access of the Syrian refugees to decent work and contribute to their integration into the formal labour market. Another constituent, GESOB represents the demand side of the labour market and its members being small crafts enterprises are likely to benefit from the Syrian refugee and HC women who would have developed their capacities in line with the qualification demanded by these members. Therefore, GESOB offers its facilities to be used for purposes of trainings and seminars held to empower women as the target groups.

However, the project design does not foresee other constituents related to the demand side of the active labour market, such as Gaziantep Chambers of Industry and Commerce, to introduce the most vulnerable target groups to the possible employment areas such as textile, shoe making.

The project has been successful in adopting a participative approach in addressing the needs of the Syrian refugee women through FWC which outreaches and includes the Syrian women in the empowerment process. Also, the project foresees to benefit from other NGOs having expertise in the fields corresponding to the project activities. For example, the Foundation for the Support of Women's Work (KEDV) contributes the project results related to cooperatives, while transferring its knowledge and experience in women cooperatives to the beneficiaries of the project. Thus, the added value of the project is increased through sharing of good similar practices.

All of the partners have been presenting their institutional resources, human resources like teachers, trainers, education personnel, managers, social and psychological experts, with high capacity, their

financial resources and their facilities like training rooms, meeting rooms, consultancy spaces, child care rooms and playgrounds, etc. The conducted interviews demonstrate high support and involvement of the partners, particularly in the targeted province of Gaziantep. Based on the experience gained at international level to achieve the project objectives with a holistic approach, the high ownership and dedication of the ILO project staff at central and local levels, in addition to their strong responsiveness to the partners, contribute to adopting various approaches to deliver the outputs as planned, and with high quality.

#### **EQ 1.6. Are the outcomes, outputs complementary any strategy left outside the log?**

#### **EQ 1.7. Logical sequence of activities and outputs?**

Overall, the view of this mid-term evaluation is that the project design is highly relevant, contextual and strategic to the achievement of the project objectives. The Logical Framework of the overall programme is consistent and balanced, and includes clear objectives, outcomes, and outputs, although the details of the activities are not elaborated in the LogFrame. The activities of the project are well described in the Project Proposal approved, and have direct linkages with the outputs to be delivered, leading to the achievement of the outcomes. The project's intervention logic is heavily grounded on a comprehensive approach to capacity building to ensure effective involvement of women in the project and to make decent work a reality for the Syrian and HC women.

The logical sequence of the six group of activities is coherent with the outputs to be delivered, which indeed ensure achievement of the outcome targeted. Yet, the activities under 1.2.2 related to vocational and technical training courses have some similarities with the activities under 1.2.5 trainings on small scale income generating activities. In terms of outputs, both of these activities might deliver the same output and even the same outcome. The PMT makes a clear distinction between these two groups of activities particularly based on the type of courses and certification requirements.

On the other hand, the overall comprehensive but also flexible approach in activities allows for adjusting the activities and taking specific measures as appropriate to the contextual conditions as well as the conditions of the most vulnerable and marginalised women in order to address their special needs directly, timely and effectively. This was demonstrated particularly in adopting a comprehensive approach to capacity building of the target groups under 6 different but complementary activity groups identified. This is further enhanced by the responsiveness of ILO to the newly arising needs such as "Turkish conversation courses". As a result of these six group of activities, the outputs delivered are within the framework of the EUTF RF and contribute to achieving "Output 1.2: Women are empowered and have access to long-term employment opportunities".

The field study carried out in Gaziantep during the evaluation indicates that the project governs a rights-based approach to achieve its outputs and outcomes. The project intervention logic meticulously takes into account the conditions and needs of the most vulnerable target groups to create a change in their lives protecting their rights for a decent working condition. The vulnerable women are identified against a set of criteria composed of 45 items by UN Women and ASAM. Women are at higher risk of being excluded from decent work opportunities due to barriers related to societal attitudes and stereotypes, access to employment, to information and to services as well as cultural participation. In fact, several severe cases such as gender based violence have been reported even during the field study of this evaluation, which justifies the added value of this project in line with the change theory.

The only strategy left outside the intervention logic is related to awareness raising of the employers and their organisations such as the Gaziantep Chamber of Commerce and Industry with an

understanding of possible competences and employability of women in possible fields of the private sector in Gaziantep. Private sector partners have the potential of promoting access of Syrians to the labour market.

#### **EQ 1.8. Are indicators useful and SMART to measure progress?**

The project indicators included in the Logical Framework of the overall UN Women programme are specific, yet quite ambitious for the ILO project, considering the limited time frame which is about four months shorter than that of the overall programme. The indicators of the project are at two levels with clearly identified baselines:

**Outcome 1 indicator: “Number of women refugees and HC national receiving support from this project, actively seeking livelihood opportunities”** (having a baseline of 15 and a target of 320) is particularly ambitious to achieve within the time frame of the object, as it is most likely that the outcome will be achieved with a time lag exceeding the project duration. An obstacle to reporting this indicator is the dominance of the informal sector in the employment of refugees. As work permit legislation is in force for the past few years, interviews indicate that the work permit right is not yet widely known among the Syrian refugees, particularly the women. Another obstacle reported is related to the current difficulties and costs in collecting the required documents by the employers to obtain work permits for the Syrian refugees. Therefore, there is a need for close cooperation with IŞKUR on the one hand, and for awareness raising of the Syrian women and the HC women on the services of IŞKUR on the other, in facilitating their access to active labour market. **The Output 1.2 indicators:**

- Number of Syrian refugees and HCs participating in active market programmes (vocational, technical and employability skills trainings). The baseline is 395, the target is 1600 (including Turkish courses)
- Number of Syrian refugees and HCs participating in small scale income generating activities. The baseline is 15, the target is 240. Number of Syrian refugees and vulnerable HCs supported through awareness raising/mentoring seminars. The baseline is 15, the target is 240.

These indicators are as well in line with the RF indicators of the EUTF, currently set for 2018-2019. Their progress is monitored by the Quarterly Information Notes (QIN) under the specific objective 3 related to the achievement of resilience and local development to mitigate the destabilising effects of the refugee crisis.

The output indicators are specific, achievable, measurable, realistic and have a time bound being the end of the project implementation period, therefore assessed as SMART<sup>29</sup>. The indicators allow for the measurement of the outputs, while the quality is not considered. On the other hand, however, there are evidences indicating that ILO has been in an effort to measure the quality of the outputs through various means, including but not limited to, the structured monitoring and evaluation of beneficiary feedback for each of the activities implemented and the output delivered.

Furthermore, the project uses more detailed **output indicators** for each of the six activity areas to measure the progress in a rather detailed format and to understand the extent of achievement of project objectives. A crosscutting indicator for all the activities has been identified as the 70/30 percent ratio between the Syrian refugee women and the HC women. This indicator is specific and measurable, but not always realistic, as the HC women might have several other alternative opportunities benefiting from the services provided by GoT for which only Turkish citizens are

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<sup>29</sup> Specific, Measurable, Achievable, Relevant, Time-bound

considered as eligible. This inclusive approach is assessed as a good practice to avoid adverse effects of the intervention and to ensure social resilience.

## 4.2 Effectiveness

**EQ 2.1. To what extent have the project objectives been achieved? What are results noted so far? Have there been any obstacles, barriers?**

***Overall, the effectiveness of the project is assessed to be outstanding despite the difficulties faced, while the outputs are in the process of being delivered successfully as a result of implementing the six group of activities and meeting the targets of the indicators.***

The mid-term evaluation reveals that the project has been highly successful within the past 11 months in achieving its objectives, despite the start of project implementation in April 2018 which is four months later than that of the overall programme implemented by UN Women. Following the initial preparation and mobilisation phase of two months, implementation of an intensive activity schedule started in June 2018 with six groups of activities to be carried out in line with the proposal.

### **The progress with respect to the achievement of the Outputs:**

Under the Outcome 1 of the project, ILO targets the achievement of “**Output 1.2: Women are empowered and have access to long-term employment opportunities**” to increase and promote the employability of women refugees. At the time of the mid-term evaluation, the total number of project beneficiaries participating in the six groups of activities described below has reached 2314 (1315 women participants to the training courses, 496 women participants to the role model seminars and 503 women participants to the seminars on six topics), since the start of activities in June 2018. Since most of the participants of the training courses have also attended the seminars, considering even only the number of the training course participants (1315), the achievement of the output indicators is about 50 percent of the targets within the first half of the project. It is likely that 1350 (750 women participants to the training courses and 600 women participants to the seminars) participants will benefit from the project by the end of the project in December 2019. Therefore, the evidence indicates that the targets of the project indicators will be fully achieved by the end of the project duration. Currently, the Syrian women with respect to the total beneficiaries account for about 70 to 80 percent due to limited demand on the host community side.

At this mid-term point of the project life, a successful progress has been demonstrated by meeting and even exceeding half of the targeted indicators as well as supporting the Results Framework indicators related to the project outputs. Progress with the outputs delivered as a result of the six groups of activities and their achievements against the targets have been satisfactory as detailed below:

**Activity 1.2.1 Providing basic life and market skills training programmes, for which the target is that 800 women will be trained.** This activity mainly includes (i) Turkish Language Training and (ii) Computer Operating Training, which constitute the key competencies and basic life skills required for the adult Syrian refugee and HC women and girls to increase their employability and thus reduce their vulnerability in Turkey.

As a result of 18 Turkish courses (9 A1, 8 A2 and 1 B1) delivered consecutively with no delay in June and October 2018, and in January 2019 (A1 and A2 with and B1), a total of 415 women (213 A1, 181 A2 and 21 B1) have graduated. Similarly, as a result of 8 Computer Operating courses delivered



consecutively starting in June, September and November 2018, 166 trainees have graduated. Thus, a total of 560 women have successfully been trained on the basic life skills on Turkish language and market skills on computer operating within the first half of the project period, with the outputs having already realised 52 percent of the targeted 800. Furthermore, the 70/30 percent ratio of Syrian women and HC women has been surpassed in favour of Syrian refugee women with 90 percent within the past 11 months of implementation as Turkish courses mainly target the Syrian refugee women.

These courses are being offered by Ezogelin PEC at SADA Women-Only Center and delivered by two highly motivated trainers who are carefully selected. The training modules, the curriculum, methodology and the duration of the courses are identified within the framework of the official requirements of MoNE DGLLL. The course certificates accredited by MoNE DGLLL ensures the levels of competences, which would support the employability of the trainees.

Most employers search for proficiency in Turkish and usage of the basic computer programmes which would be needed for some specific types of jobs such as hotel receptionists and accounting. The staff of the local Directorates of İŞKUR and SSI interviewed during the evaluation have emphasized the importance of the Turkish language certificates at least for A1 and A2 levels, yet preferably at B1 level<sup>30</sup> for them to be preferred by the potential employers. However, evidence also indicates that even if the trainees receive the certificates, they still face difficulties when communicating in Turkish. The PMT has been responsive to this need and has decided to provide Turkish conversation courses complementing the Turkish language courses at A1 and A2 levels.

The interviews with the Syrian women and girls indicate high demand on their behalf particularly to learn Turkish to enable them to integrate into the community and to become employable. Observations at those courses demonstrate their enthusiasm to learn as they to fully participate in the learning process throughout the whole sessions. They were eager to ask questions and to practice during the class. The participative training methodology reinforced by the practical exercises proved to be appropriate to facilitate the learning process. The interpreters of Arabic and Turkish further facilitate the learning process to meet the satisfaction of the trainees. The training evaluation results received as beneficiary feedback confirm the success of these trainings from different aspects.



At the SADA Women-Only Centre two specific rooms are designated for the Turkish courses and a specific room for the computer operating courses, and are appropriate to hold the trainings. Another room is being prepared for the forthcoming Turkish Conversation Courses to be held at the GESOB Training Center.

***Activity 1.2.2 Providing market oriented vocational and technical training courses; 560 women will receive vocational training courses and will be certified accordingly***

This activity mainly includes (i) Basic make-up and make-up techniques under the Skin Care training, (ii) Manicure-pedicure and hair-dressing training , and (iv) Packaging training, all of which constitute vocational and technical competences preferred by the Syrian refugee women and girls as well as those of HC to increase their employability and reduce their vulnerability in Turkey. Quality of the courses are ensured by experienced, and creative trainers as confirmed during the observation of the sessions. Six training courses on Hair Dressing were delivered without any delay having starting in June and September 2018, and 126 trainees have already graduated as planned. Six training courses on “Basic Make-up” were delivered in June, September and November 2018 with 116 trainees graduated.

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<sup>30</sup> The achievements in reading and writing skills are determined at the levels of A1, A2, B1, B2 and C1 according to Common European Framework of Reference for Languages (CEFR), while Speaking and Listening skills are not included.

162 women have graduated from the 10 Packaging training courses. As a result, a total of 404 women have graduated and are already eligible to be employed and/or to start their own business. These figures indicate that within the past 11 months, the relevant indicator has already been fulfilling 72 percent of the target. The rest of the trainings are highly likely to be implemented smoothly in accordance with the Action Plan of the project. To date, on average, 70 percent of the participants were Syrian women, exactly meeting the target.



The PEC certificates are awarded on their developed skills. The training modules including practical sessions provide the graduates to be eligible for employment. These courses focus on the most preferred fields that the Syrian women are willing to develop vocational capacity in. Almost all women interviewed confirm their high interest in those fields. They all agree that they will either be employed by a Beauty Shop or be self-employed and work home based, or even establish their own micro business. In fact, a few of them want to receive mentorship for starting up a micro business. Immediate outcomes have already been observed among some of the course attendees interviewed, who have already started providing such services to their neighbours, while some of them are providing bridal beauty services and earning for livelihood. On the other hand, limited diversity in the vocational and technical skills subjects and an accumulated number of certificates in specific subjects such as hair dressing and make-up fields is likely to decrease their employability with a reduced share in the market reaching to a saturation point.

***Activity 1.2.3 Providing entrepreneurship courses for Syrian women who are willing to start up their own business models; 80 women will be trained on entrepreneurship and will be certified accordingly.***

This is one of the most significant activities to achieve the objectives of the project in facilitating the Syrian refugee and HC women to establish micro business or self-employment, particularly through the vocational and technical income generating skills to be developed. The progress in the entrepreneurship courses and counselling shows that the indicator will be well met by the end of the project. An activity has been initiated following the meetings held between the PMT and the Presidency of Administration of Small and Medium-sized Industrial Enterprises (KOSGEB) to collaborate on entrepreneurship trainings and to establish cooperation specific to implementing a pilot project in Gaziantep benefiting from the incentives of KOSGEB. Difficulties in registering to KOSGEB is overcome through this activity. The experienced training expert delivered training during the two courses targeting 44 Syrian refugee and HC women in December 2018 and January 2019. These trainings have been followed by one-to-one coaching sessions with those Syrian women who had been successful in the trainings. Those one-to-one coaching sessions are assessed to be very successful in directing 16 beneficiaries (14 Syrian refugee women and 4 HC women) towards possible opportunities with real life targets and conditions. Currently, these women are planning to start-up their own business on areas primarily hair dressing, tailoring, organic tomato and pepper sauce production, home-made food production, as well as marketing hand-made gifts, internal decoration, boutique shop, shoe shop, and sweets shop. The mentoring practice observed during the field visit provides evidence for effective implementation of this activity. It includes decision making on a specific business area at a specific time, location and scale, preparing a business plan, making a cost versus income analysis. Interviews and the evaluation



report of the training indicate that the motivation for entrepreneurship has been initiated by the role model seminars held under Activity 1.2.4, while a synergy between these two activities is created. Additionally, a striking output delivered under this activity is the updated “**A Guide for Women Entrepreneurs**”, based on the needs of the refugees and host community groups and considering the specific conditions of the Syrian women. The project complements a former project implemented by ILO under the SIDA funding, which delivered the former Guide as an output. The quality of this output is assessed by beneficiaries to be satisfactory and is likely to be beneficial for the Syrian refugee women targeting to become entrepreneurs.

**Activity 1.2.4 Establishing a mentoring/role model system for empowerment of women; 800 women will be supported through seminars and mentoring activities**

The beneficiaries have developed capacity through the seminars delivered by selected beneficiaries of the former and/or of other projects implemented by ILO, who have success stories in starting up new businesses. The role model seminars have also demonstrated the successful complementarities with the project implemented under the SIDA funding<sup>31</sup> implemented by ILO. The role models have been selected from the successful graduates of a former project implemented by ILO. Those women role models have substantially attracted the attention of all beneficiaries including the most vulnerable ones even those suffering from desperate conditions. Two seminars were held three times in September and November 2018 and January 2019, targeting the beneficiaries who took the Turkish language, basic skills, vocational and technical courses as well as the workshops on income generation. Additionally, members of the FWC, who attended the seminars, assess the real cases as very beneficial. Having established a foreign trade company on children’s apparel and currently exporting the products, the businesswoman role model told about her life story and the challenges which did not negatively affect her success in starting up her own business. Another role model described her road map until establishing a small restaurant where local home-made food is served. Another role model, explained her efforts as a vulnerable woman in surviving with her children and starting up her beauty parlour. Interviews with the role models as well as the beneficiaries indicate high motivation and interest of the attendees in real success stories together with a number of obstacles overcome as well



as deriving a number of lessons learnt from these real cases. One of the interviewee expressed her impression as “*this is what I would like to listen to - a real success story- together with many obstacles! Now, I believe, I can also do it*”. Organising role model seminars of former ILO project beneficiaries is assessed as an innovative and good practice of this project.

Therefore, the first half of the project period enabled the total number of the Syrian and HC women as 496, to have been empowered through the seminars of the role models for starting up business, while the outputs already realised being 62 percent of the target of 800. In addition, the 70/30 percent ratio of Syrian women to HC women has been well achieved within the past 11 months. Considering the significant changes in the perceptions and empowerment of the women attending the seminars, as evidenced by the questionnaire results, the PMT plans to continue intensively with these seminars within the forthcoming period, specifically in March, April and June 2019, with two sessions each, targeting participants of between 130 and 160, respectively. The estimated number of additional women to be empowered is above 600. Consequently, the total number estimated is likely to be above 1,100, much exceeding the indicator target for this activity.

<sup>31</sup> See Section EQ 1.4 on page 23.

**Activity 1.2.5 Providing opportunities and resources for small scale income generation activities & Supporting women’s cooperatives; 240 women will participate to the small-scale income generating activities and will be trained on the legislative framework on women’s cooperatives. Minimum number of 20 women will be the member of new established women cooperative.**



The upper-shoe production as well as the textile and traditional food production workshops furnished and equipped by ASAM and ILO in September 2018 contributed significantly to the purpose of developing practical capacities of the Syrian refugee and HC women. The workshop rooms, renovated and refurbished accordingly, serve well

for the practical informal learning and skills development. The equipment and training materials as well as consumables are made available adequately and with no major delay, supporting the smooth learning environment. 207 beneficiaries have attended these courses, which already constitutes 86 percent of the indicator target.



These sectors have been selected according to ILO’s previous local labour market analyses conducted to identify potential sectors where employment and business growth may occur<sup>32</sup>. The current



workshops on upper shoe-production, textile and traditional food production workshops correspond to the needs in Gaziantep. As this activity is related to the GESOB’s fields of activities, ownership for the workshops is high. In fact, it is reported that the President of the Chamber of Shoemakers visited the Shoe Workshop, which developed awareness on the potential women employees whose sector specific practical capacities are being developed.

On the other hand, the project’s effectiveness is being strongly supported until March 2019, through capacity building on cooperatives and thereafter the efforts in establishing a “Women Cooperative”, by transferring the know-how of ILO on cooperatives, namely My Coop Model<sup>33</sup>. As cooperatives have a proven record of creating and sustaining employment, the PMT has communicated with the staff of the General Directorate of Cooperatives and with the Ministry of Customs and Trade to support women who are willing to pursue joint production activities for cooperatives. It is planned to conduct studies with the experienced NGOs on the establishment of cooperatives and their management. Meanwhile, the strong cooperation established with the Foundation for the Support of Women’s Work (KEDV) is highly likely to contribute to achieving this activity effectively, as confirmed during the face-to-face interviews and through the observations during the activities. The well experienced experts of KEDV have already started to provide the “Cooperatives Seminar” to all of the Syrian refugee and HC women within the seminar programme. Feedback received from both the trainers and the participants imply very high satisfaction. Following the seminar, a group of beneficiaries having special interest and relevant capacity are to be selected to take part in a possible “Women Cooperative” which would continue after the project ends. Therefore, the PMT has been identifying Syrian and Turkish women (as leads of planned cooperative) with leadership skills among the attendees of other courses. The establishment process is likely to be supported by the Tomorrow’s Women Committee. ASAM explores the possibility of finding other women included SADA Women-

<sup>32</sup> ILO, Cooperatives Value Chain Analysis for Decent Work, March 2018, Value Chain Analysis and Project Recommendations for Gaziantep Shoe Sector, [https://www.ilo.org/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/genericdocument/wcms\\_635251.pdf](https://www.ilo.org/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/genericdocument/wcms_635251.pdf); [https://www.ilo.org/ankara/news/WCMS\\_622979/lang--en/index.htm](https://www.ilo.org/ankara/news/WCMS_622979/lang--en/index.htm); [https://www.ilo.org/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/genericdocument/wcms\\_635253.pdf](https://www.ilo.org/wcmsp5/groups/public/@europe/@ro-geneva/@ilo-ankara/documents/genericdocument/wcms_635253.pdf)

<sup>33</sup> <https://www.ilo.org/global/topics/cooperatives/lang--en/index.htm>

Only Center database. On the other hand, some difficulties might be faced due to the complicated legislative and regulatory requirements for establishing and functioning of a cooperative for the Syrian refugee women and HC women. Cooperatives will constitute one of the main areas of focus of the project within the second half of implementation period to achieve the targets of the relevant indicator.

***Activity 1.2.6 Providing job-counselling and legal advice on work permits and job security; 800 women will be trained on access to rights, legal arrangements, problems, and opportunities in the labour market.***

One of the most successful group of activities has been implemented under Activity 1.2.6, complementing the former five group of activities above to ensure awareness raising in a crosscutting structure with a comprehensive approach under the governing concepts of decent work, occupational health and safety, gender equality at work, and IŞKUR's active labour market programmes.

The target groups for these seminars are the graduates of the training courses on basic life skills and vocational training courses delivered at SADA Women-Only Center and at GESOB Training Center, complementing their skills with the requirements of active labour market and decent work in line with the principles of ILO. The seminars are regularly held every two months. The feedback received indicates that the three groups of seminars held consecutively in September and November 2018, and in January 2019 were very successful targeting a total of 503 women. The half day duration of each of the seminar was rather limited, while being adequate to introduce the major and critical points the beneficiaries are so far concerned, yet not allowing for adequate time for the questions that proved to be many.

Considering the significant changes in the perceptions and empowerment of the women attending these seminars and as evidenced by the questionnaire results, the PMT plans to continue with these seminars intensively within the forthcoming period, targeting to reach approximately 700 women to be empowered additionally. In fact, based on the request of the beneficiaries and on the benefits gained, 3 seminar sets will be conducted between June-October 2019. Consequently, the total number estimated is likely to be close to 1,600 which might even double the indicator targets for outputs.

The seminar topics are well identified considering the project objectives in line with the 3RP, which mainly cover "occupational health and safety", "gender equality at work", "legislative rights for work permits", "social security rights" and "IŞKUR's active labour market programme". A new seminar topic on engagement of men to improve the employability of women and men together has been on the agenda of the PMT as an innovative approach to achieve the project objectives.

The effectiveness of these seminars have been strengthened by the selection of the seminar trainers to have the right professional qualifications as well as outstanding experience specific to the contextual condition related to the SuTPs in Turkey. Benefiting from the strong relations of ILO at the central and at local level in Gaziantep, the seminars have been delivered by the representatives from specialised institutions and organisations such as the public institutions directly responsible for the corresponding topics at MoFLSS DGILF in Ankara, Gaziantep Local Directorates of SSI and IŞKUR. Furthermore, a highly experienced expert has delivered the seminars on "Occupational Safety and Health", while a gender expert with wide experience in UN projects has delivered the seminars on "Gender Equality at Work". The effectiveness of the seminars was strongly confirmed by the interviews held during the field study of this evaluation, in addition to the questionnaire feedback received at the end of each seminar. A summary of the main seminar deliverables could be made available through web-site of the ILO for dissemination purposes.

### The progress with respect to the achievement of the Outcome:

The project is in the process of contributing to the achievement of the **Outcome 1 “Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities”**. *The Outcome 1 indicator “Number of women refugees and HC national receiving support from this project, actively seeking livelihood opportunities”* (having a baseline of 15 and a target of 320) is likely to be achieved and even exceeded by the end of the project period in December 2019, as the beneficiaries are empowered through the project activities and have become employable either through capacity development on entrepreneurship, self-employment and cooperatives or through registering to employment organisations like IŞKUR. The number of beneficiaries have reached to 1266 and most of those interviewed expressed their readiness for active search for livelihood working opportunities. A few of them who received certificates of hair dressing have already started part-time work and internships, while others reported that they will start seeking upon receiving their certificates. Some are willing to register at IŞKUR and 154 beneficiary women have already been registered, while some others are willing to be active at a women’s cooperative. In addition, a few of those who have received entrepreneurship mentorship have started preparing their documents to apply to KOSGEP. The interviews with the project beneficiaries as well as the trainers reveal that the search for employment will speed up within the forthcoming months. The measurement of the indicator will only be possible at the end of the project duration, yet difficulties in measurement is likely to be faced particularly due to the informal market and the difficulties in obtaining work permits.

### **EQ 2.2. What were the major factors influencing the achievement or non-achievement of the objectives? EQ 2.3. Have there been any notable successes or innovations?**

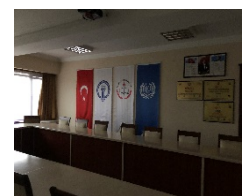
The main factors contributing or hindering the project progress in delivering its outputs are assessed as follows:

One of the main factors contributing to the successful achievement of the project objectives is that



ASAM, in cooperation with UN Women and ILO, offers **a unique protected location** and fulfils the pre-requisites for effective delivery of the outputs, presenting “innovative and good practices”. SADA Women-Only Center was specifically established for trainings, workshops and seminars during the former project. After the start of this project, additional renovations have become inevitable to hold trainings in more appropriate conditions, such as having an air conditioning system.

Additionally, workshop rooms were well furnished for practical learning such as with hair dressing, textile and food production, packaging and kitchen. Equipment and utilities continue to be procured on time as the need arises, to ensure that practical trainings continue smoothly to be effective. On the other hand, due to the space limitations to hold high numbers of trainings and seminars concurrently, the risk of delays in the Action Plan was mitigated through the cooperation established with GESOB which has offered its Training Center where the protected top floor flat with four rooms and a separate elevator and entrance are reserved only for this project and for women. In addition, the Events Hall including a large conference room is made available for seminars and meetings with high numbers of attendees. Excellent support is being provided by GESOB management to facilitate the activities considering the sensitive principles of ILO regarding vulnerable women. Synergy is also created with the ILO Labour Consultant delivering service at GESOB within the framework of another on-going project implemented by ILO.





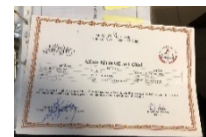
The **childcare service** offered for the children of the attendees at both SADA Women-Only Center and GESOB Training Center is assessed to be a “good practice”, as it facilitates the access of wider range of vulnerable women having overcome the barrier of taking care of their children. In fact, both of the centers could be called “*children friendly*” as other facilities like water fountains, sanitation, etc., are also designed with a consideration of the presence of the children. In fact, the seating layout of the classroom are designed appropriately for the baby prams/seats. Two well experienced and affectionate child development experts, together with interpreters, provide childcare services for up to 60-75 children at SADA Center and 25 at GESOB.

Effectiveness highly benefits from ASAM’s successful **outreach activities** to have access to the most vulnerable Syrian and HC women. Following its internal guidelines, the selection of the appropriate vulnerable candidates is made by the ASAM staff at SADA Women-Only Center with respect to 45 criteria of vulnerability for the candidates to become eligible, as agreed upon together with UN Women and ILO. It is reported that for very critical and urgent cases with “red line”, a case-specific approach is being followed. Another advantage of the SADA Women-Only Center is that ASAM implements **community based activities** under other components of the overall UN Women programme, which complement the activities of those of ILO. For example, periodical psycho-social, health and family support services provided by ASAM facilitate regular attendance of the trainees.

As for obstacles mitigated, attendance of vulnerable women in need for transportation and lunch is ensured through **cash assistance** of TRY25 per person per day, which is provided by ILO to the attendees. However, a significant challenge of the project has been the possible **requests of some Syrian and HC women** to register for the courses just for the sake of receiving the cash assistance as if it would be their earnings, yet not targeting at all to become employable. In fact, such attendees are called informally as “**professional trainees**” implying a negative attribution, which poses a risk of decrease with the effectiveness of the project. Therefore, the selection process of the Syrian and HC women has been of outmost concern of both ASAM at SADA Women-Only Center and ILO, taking strict measures to avoid such intensions through additional reviews and interviews during the registration process and monitoring of the attendees during the activities.

Regarding the **trainings** to develop key competencies, the **design of the trainings** contributes to project effectiveness. Outputs delivered as a result of the basic life skills and vocational and technical skills as well as the income generating skill are of high quality satisfying the beneficiaries. A factor which might hinder effectiveness is that these courses address only the demand of the Syrian women, while the employment potentials of Gaziantep have not been fully considered to diversify the topics to respond to the labour market needs for Gaziantep.

Within the framework of the **Protocol** concluded with GMM and Ezogelin PEC, all Turkish language, computer, vocational and technical trainings as well as the income generating courses are delivered, which is a factor contributing to effectiveness as the training structure is officially designed by MoNE DGLLL. The training modules, the curriculum, methodology and the trainers of PEC are identified within the framework of the official requirements of MoNE DGLLL. To receive an official certificate endorsed by MoNE is a positive asset for the trainees to improve their employability.



**Qualified training staff** is a major factor contributing to effectiveness. The quality of the 9 trainers for 7 courses are assessed to be satisfactory, as evidenced in all of the evaluation questionnaires responded by the attendants.

On the other hand, the limited **duration** of the courses is enforced by MoNE cannot be altered. Yet, there is a common understanding of all trainers and trainees that the durations are limited but adequate to develop capacity to serve as an initiation to improve employability.

One of the measures taken by the PMT to improve effectiveness of the courses has been that an **optimum class size** of 25 for the Turkish course and 20 for the other courses have been identified leaving also adequate time and space for practical sessions. Still, due to high demand of the potential beneficiaries and considering the number of possible drop-outs, the class size range for Hair Dressing courses is increased up to 25 as of January 2019, while the number of vulnerable cases in each class ranges 6 to 14, in general. The numbers of seminar participants are between 50 and 100 depending on the topics of the seminars, and is assessed as optimum.

The **ages of the participants** for all those activities are currently well balanced considering the specific competencies to be developed as well as the generally accepted overall employment age range of 16-64. For example, the range is 17+ for Turkish courses, whereas most other vocational trainings range between 17-40 for 18 trainees and 40+ or 50+ for two trainees. The age groups corresponding to each training topic is reviewed by the PMT in consultation with the trainers upon negative feedback received from by the beneficiaries. Therefore, a more consistent and strict approach concerning age groups when selecting the participants for trainings is currently being conducted. Only a few young beneficiaries were in the mind that women above 60 should not be accepted at all. Yet, in most of the courses, only 2 attendees could be above 40 or 50 just to allow for diversity to be based on specific cases. For example, a Syrian former business woman was attending the textile courses to establish her own textile business, while being a candidate for active participation in a potential “Cooperative”. No additional age limit has been set for the seminars.

Meanwhile, ASAM and ILO PMT have faced difficulties in achieving and sustaining the **70/30 percent** Syrian refugee women to HC women ratio during the selection of the trainees, due to the lack of adequate interest of the HC women to the livelihood courses. To mitigate the risk of not satisfying this project target, ILO and ASAM have been focusing on the pathways to increase the numbers HC women beneficiaries. One of the measures taken is that some Social Cohesion activities of ASAM could be enhanced to increase the numbers of potential candidates. Examples for innovations can be mentioned as the **participative approach** of project management, initiation of a cooperative, and the interpreters being attendants of trainings provided with the previous project. The participative approach has enabled the involvement of the FWC of Syrian refugee women members in designing the courses and seminars. Interviews with some members confirm their active support in designing the activities, which is assessed as a **good practice** to improve the effectiveness of the project.

The idea of initiating a women’s cooperative that will serve to facilitate common businesses of the Syrian and HC women.

Interpreters for training activities being attendants of the former project of ILO were acquainted with the training subjects. This had a positive effect through facilitating learning (Turkish-Arabic) during the activities, which significantly improves the effectiveness. Yet, difficulties concerning the quality of the interpretation have been experienced. The PMT has taken some measures to mitigate the risks of a decrease in the quality of trainings. On the other hand, professional translation is used for the seminars to ensure correct usage of specific concepts and related formal or technical terminologies, such as for the work permit and social security legislation.

Regarding decent work, even though the **work permit legislation** is already enforced, the cost and obligations for the employers are assessed to be too high for many of those working under the pressure of high competition within the recent decreasing economic conditions.



#### **EQ 2.4. Have there been any unintended results (positive or negative)?**

Mid-term evaluation reveals the following unintended positive results created through the project:

One of them is related to those having affected the family members of the Syrian refugee women and HC women. Evidence indicates that children attending the child care facility have been learning Turkish language through different activities. For example, they can sing songs, count numbers, play games in Turkish. This unplanned result is likely to motivate them to enrol at public schools and to facilitate their success in education. Interviews indicate that adult members benefit from the information on decent work conditions, including social security rights, work permits for SuTPs, active labour programmes and incentives in Turkey, as well as gender equality, occupational safety and health at work. In fact, the seminar attendees record the presentations in order to transfer the information to their family members, even neighbours.

A spill-over effect of the project is that the project activities have facilitated the capacity development of the Syrian refugee women leaders such as the members of the FWC. Weekly meetings held with these leaders contribute, on the one hand, to adjusting the project activities to address their needs, while on the other to contributing to developing their capacity on project management, including organisational, communication, coordination and administrative skills. The Committee is planning to establish a “women cooperative” for the Syrian refugee women together with the HC women, which will strengthen social cohesion as well. In addition, members of the FWC are planning to take the lead in several other projects, through which multiplier effect is likely to be produced, which will, in turn, recontribute to the realisation of the goals within the framework of the 3RP and the RF.

Another unplanned positive result has been observed on the informal Syrian interpreters becoming professional interpreters in due course. In-depth analysis indicates that the interpreters have also been developing themselves to meet the requirements of the project and continue working successfully until the end of the project period. Based on this demanding experience within this project, they might even be hired for other future interventions targeting Syrians.

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

Gender consideration is at the heart of the design of the overall programme of the UN Women as well as the project undertaken by ILO, as described in its proposal. According to the OECD Development Assistance Committee (DAC) gender equality policy markers, the project bears the gender equality policy marker “Principal” (marked 2), since the targeted outcome of this project is gender specific as “*Women are empowered and have access to long-term employment opportunities*”. The project supports the other two components of the overall programme implemented by UN Women, which include complementary strategies concerning gender equality priorities, access to services, short term productive and financial assets and skills as well as social cohesion. Through the project under evaluation, ILO is implementing the economic empowerment component of the programme for the most vulnerable target groups of Syrian refugee and HC women, that seek to develop their skills, prepare them to take jobs, support their entrepreneurship capacities and increase their resilience. These most vulnerable Syrian women have rarely been included as a specific target group within several other similar interventions having being implemented in Turkey, whereas they are in need of immediate support as identified in the NA conducted by ASAM. For these target groups (Syrian and HC women and girls), access to formal work and training opportunities will eventually reduce the risks

of exploitation and engagement in negative coping mechanisms, and will support them to have access to safe, dignified and decent working conditions in line with the national laws and regulations..

The project is assessed to create significant additionality as a result of its impact on the most vulnerable target group which would otherwise might not be addressed. Through the interviews with ILO, UN Women and ASAM, the evaluation has found out that there is a high level of individual gender awareness of staff both at central and field levels. This individual awareness has been translated into the operational approach throughout the implementation of the project activities thus mainstreaming gender considerations throughout the intervention with, joint activities implemented by UN Women, ILO and ASAM. UN Women has delivered “gender sensitive refugee response” training to the staff of ASAM and ILO. “16 Days of Activism” events organized together with the Future of Women’s Committee have contributed to the gender mainstreaming with a broader perspective. Specific emphasis has been given on internal capacity building of the project staff as well as for others like trainers, seminar lecturers and service providers, to ensure a better understanding of the vulnerable women beneficiaries, to improve the approaches of the PMT. Child care service in specially designed and designated rooms has facilitated the attendance of the Syrian and HC women having children. An understanding of the early mothers governs in the classrooms where small babies are allowed to accompany the mothers. Monitoring and reporting of the project concern only women, which provides input for disaggregated data collected for the RF of EUTF.

The gender mainstreaming aspect of the project is assessed as a good practice concerning the positive changes towards empowerment of the most vulnerable Syrian and HC women through increased longer term social and economic recovery and livelihood opportunities.

#### **EQ 2.6. Given the size of the project, its complexity and challenges, were the existing management structure and technical capacity sufficient and adequate?**

As the project concerns achieving only a specific part of the overall programme implemented by UN Women and ASAM, management of the project poses a challenge to ensure a strong coordination among these three partners. Yet, the management of the project has been successful and demonstrated a smooth cooperation already established during the former project, on which this project is building up. The project management structure and technical capacity of ILO prove to be efficient and effective to a large extent. Currently, project management has been continuing smoothly without any major problem, except for the later start of the ILO project than the overall programme of UN Women, creating time constraints for completion of the project activities. Interviews justify the high quality of the current project staff (9) of ILO allocated both at the central level and in Gaziantep. Yet, the high turnover of the former project staff coupled with a less structured management structure at the initial stages of the project, has posed some managerial weaknesses in Gaziantep. This was mainly due to the difficulties in allocation of project staff to work with a specific target group of the most vulnerable refugee women, and also in a women-only environment at local level having special contextual conditions. This was recovered within the past months upon the concerted efforts of the current PMT to improve the conditions with a positive approach to manage the activities and to deliver the outputs effectively.

The process of management has been facilitated through a strong co-work between the staff both at local and central levels which proved to be excellent during the field visit. Following the administrative issues, the local project team visits the staff at central level to conduct management issues such as allocation of the trainers and lecturers. Similarly, staff of the central level work in Gaziantep from time

to time. This co-work ensures effective implementation of all project activities to be within a harmony, overcoming the local difficulties faced, while following the institutional structure and policies of ILO. Project-specific meetings are regularly held on monthly and weekly basis to monitor the progress of the activities and outputs against the Work Plan, and to plan the forthcoming activities with a division of labour within the PMT. Detailed activity plans exist and are followed by the team to ensure a smooth flow of activities while reducing the risks for delays.

Other management tools have been widely enhanced including written communication, coordination and reporting within the PMT and with the other project staff particularly the trainers, interpreters, childcare center staff and service providers. New formats have been developed to ensure the quality of communication and reporting. However, a similar improvement has not yet been reflected in the semi-annual report. The reporting mechanism does not include several issues such as management, visibility and number of trainers.



Strong coordination between ASAM and GESOB has improved the conditions in providing the facilities both at SADA Women-Only Center as well as at GESOB Training Center and Events Hall for seminars, trainings, workshops and childcare. This is assessed as a good practice realised in this project. The visits to the training areas during the field study of this evaluation have confirmed that

renovation and refurbishment of the classes and rooms to serve for workshops, childcare, teachers, and other areas such as rest rooms have been well managed ensuring an optimum benefit to the users. The equipment and consumables are observed and also confirmed by the trainers to be adequate in quantity and quality, particularly at the workshops. The childcare rooms furnished in a child friendly and colourful environment seems to contribute to the resilience at both SADA Women-Only Center and GESOB. Procurement is reported to be managed smoothly, following the ILO rules, despite the limited availability of choices in Gaziantep as well as the limited budget allocation of the project.

Initial principles and ethical values of the project have been further clarified along with the “**Code of Conduct**” developed carefully and promoted strictly by ASAM at central level, which ensures the ethical conduct and professional approaches to the utmost level. All staff is liable to maintain the continuity of these values both individually and collectively at SADA Women-Only Center. To complement, the ILO PMT in Gaziantep has developed the positive “**Common Understanding**” for the trainers and the service providing staff. These house rules ensuring working in a decent environment with outmost respect for human rights are assessed as “**valuable good practices**” of this project.



Capacity building of the PMT, together with the trainers and interpreters, has proved to be contributing towards a remarkable increase in the quality of the performance, with a specific emphasis on gender sensitive and specific approaches adopted for the most vulnerable Syrian refugee women and those of HC. Within this respect, a capacity building programme was implemented. The success of this internal capacity building has been confirmed by the evaluation questionnaire results. Similar capacity development events are planned to be continued to increase the efficiency and effectiveness of the performance of the PMT and other staff.

#### **EQ 2.7. Did the project receive adequate political, technical and administrative support from the ILO and its national implementing partners? If not, why? How could that be improved?**

Overall the level of ownership at ILO Turkey Office as well as at the project partners, UN Women and ASAM, is assessed to be outstanding throughout the project cycle including project design, project management and implementation and monitoring of the progress, as well as the common visibility of the project outputs. Ownership of ILO is particularly visible at all levels. Policy and managerial support

have been highly satisfactory at the central level, which strengthens the project implementation at the local level in Gaziantep. The policies of ILO specific to Syrian Response and the overall ILO policies are very well reflected at local level in managing the project and implementing each of the activity independent of its scale and place. High ownership of UN Women of the overall programme has been expressed during the interviews. The UN to UN Agreement, which includes comprehensive details regarding the project activities and outputs, allows for both ILO and UN Women to implement their activities smoothly and with a specific division of labour. No further intervention in the activities of both agencies has become necessary, as the progress has been achieved as planned on both sides and within the framework of the complementing responsibilities identified. No overlap and/or contradictory approach have been observed during the evaluation field visit. On the contrary, all project staff of ILO in Gaziantep, including the trainers, interpreters, as well as the staff for childcare and protection are fully aware of the policies of UN Women and the sensitive approaches of UN Women against the most vulnerable refugee women and the HCs. This is enhanced by the trainings and seminars of UN Women provided to the ILO project staff. Yet, the support of UN of Women to the ILO project has been very limited, as UN Women implements its activities through a grant programme targeting NGOs that is totally independent of the ILO project.

The project has been receiving a specific and complementary support from ASAM, which proved to be particularly effective during the implementation of the former project in the establishment and functioning of the SADA Women-Only Center. Having a specialised expertise, ASAM has been managing the Center since its establishment, and providing social and legal support for the vulnerable Syrian and HC women, with a rights-based approach, while organizing psychosocial support and activities for the purpose of integrating them into the society. Interviews indicate that UN principles and ethics as well as the Code of Conduct have been governing the Center managed by ASAM, where several individual obstacles in different cases are well managed.

At the local level, the GMM proves to be highly supportive for the project and facilitates the project activities through its agreement with the Ezogelin PEC affiliated to MoNE DGLLL. Similarly, GESOB has been highly supportive through offering its facilities specifically for this project. This cooperation exhibits as a good practice.

Other public institutions including MoFLSS DGILF in Ankara and SSI, IŞKUR, Ezogelin PEC in Gaziantep have also been contributing to the project through delivering seminars on working conditions and legislation in Turkey. As these institutions have strong ownership, further cooperation is likely within the forthcoming project period. Interviews with the EUD indicates high ownership as the main donor within the framework of the EU support to the Syrian refugees. This is also confirmed by the visit of an EU representative to the SADA Women-Only Center in November 2018.

**EQ 2.8. How effective was the monitoring mechanism set up, including the role of the Project steering committee and the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?**

The common management tool for the joint implementation of the overall programme ensures overall coordination and monitoring by the Country Advisory Board (CAB). The members include relevant main stakeholders, in addition to the implementing partners including GMM, EUD, Embassy of Japan and FWC. The CAB meets semi-annually, the most recent one being held on 18/09/2018 and the next to be held in March 2019. Additionally, the quarterly meetings for planning and coordination held by the three implementing partners enable planning, coordination and monitoring to be specific to the details of the project. The meeting reports indicate that the meetings serve for the improvement of

the project, particularly concerning all of the three partners who are also cooperating with the other stakeholders such as the GMM, GESOB and Ezogelin PEC.

UN Women implements monitoring of the overall programme, which also includes visits to Gaziantep to overview the management and coordination between the three partners and the implementation of the activities also with the ILO PMT. UN Women regularly submits Quarterly Information Notes (QIN) in line with the EUTF RF and jointly prepared by UN Women, ASAM and ILO, to which ILO provides input under the heading “*Output 1.2: Women are empowered and have access to long-term employment opportunities*” against the four indicators identified in the RF. All QINs are already submitted to the EUD until the end of December 2018, and the next one is in the pipeline. Disaggregation with respect to Syrian refugee women and HC women under each activity group, while the concerning problems and mitigation measures are provided in adequate detail. However, the standard QIN format and content still present limited information, whereas the details are internally monitored. Additionally, other monitoring means are used by EUD, such as the EUD’s monitoring visit to the SADA Women-Only Center conducted on 21/11/2018. The partners interviewed comment on the benefits of the monitoring visits towards improving an efficient and effective implementation of the activities.

ILO closely monitors all activities through its internal monitoring system which allows to take corrective measures when needed. Regarding this monitoring conducted by the ILO PMT, the monitoring structure of the project has been much improved in comparison to that of the initial stages of the project. Currently, monthly team meetings together with the trainers and interpreters are held to follow-up the progress of the activities and the measures to mitigate the risks as well as to assess the quantity and quality of the outputs delivered and to plan for the forthcoming month. Methodological improvements in monitoring and evaluation of the courses, trainers, trainees, workshops, seminars, lecturers and childcare service have been coupled with improvements in the quality of data collection and reporting. The internal reporting templates have become standardised and reader-friendly through being elaborated with details to allow for following up of the activity details and their corresponding outputs. The seminar and training evaluation templates for the trainers, lecturers, consultants, interpreters as well as the beneficiaries have been improved significantly. Usage of IT has been enhanced lately since January 2019, through the procurement of IT services, particularly to produce the evaluation reports based on statistical analysis, replacing the hard copies produced in earlier stages. However, a similar improvement has not yet been reflected in the semi-annual report. The PMT is planning to improve the monitoring system to track labour market participation of project beneficiaries, which has not been concluded, yet. On the other hand, the project monitoring data will provide input to the overall Monitoring and Evaluation of the ILO’s Refugee Response in Turkey.

Additionally, this mid-term evaluation and a final evaluation of the project have been foreseen with a results-based approach to assess the project achievements.

#### **EQ 2.9. How effectively was the communication strategy implemented?**

ILO has developed a specific Communication Strategy for the purpose of this project, which has been effectively followed to date under the following four targets:

- a) *To raise awareness among Syrian refugee women about their legal rights, laws and policies.* Seminars are organised and successfully implemented to help Syrian refugee women and HC women to understand the legal pathways for obtaining work permits, to ensure decent work conditions (minimum legal wage, social security, etc.), occupational safety and health (See also Activity 1.2.6),

- b) *To encourage the private sector, chambers and business environment to improve the employability of the beneficiaries*, ILO will develop communication and networking structures with them, which, however, been limited to GESOB for the time being.
- c) *To raise awareness among the Syrian and host communities about gender equality, women's rights and promote favourable social norms, attitudes and behaviours*. Seminars are organised successfully on gender equality in work life (See also Activity 1.2.6),
- d) *To ensure media coverage of the Project objectives and achievements*. Social media is effectively used by ILO, especially, through the ILO website, Facebook and Twitter to disseminate information and also to promote policy and advocacy activities with photographs after each of the training, seminar or any other activity of the project, which is assessed as a good practice for visibility of the project outputs.



The cooperation between the ILO communication officer and the communication experts of UN Women well contributes to the overall effectiveness of the project. Under the responsibility of UN Women, high numbers of electronic and printed news have been published and success stories have been disseminated through social

media particularly the Facebook and Twitter at regional level. In addition, relevant news have been published on local media. In this framework, the project has gained visibility through several events benefitting from the joint efforts of



all the implementing partners with the support of GMM. One of them was the “16 Days of Activism” event, where a play performed by FWC supported by the SADA Women’s Empowerment and Solidarity took place on 05/12/2018 in Gaziantep. ILO and ASAM have collaborated on a New Year gift package design including the products produced by the beneficiaries at the SADA Women-Only Center, which was an innovative and successful visibility campaign. The hand-made packages filled with products of the project representing project outputs were distributed widely to the stakeholders in Gaziantep.

Visibility at SADA Women-Only Center is satisfactory. Any visitor can easily recognise the donors, the implementing partners, the beneficiaries, the activities and the outputs, as well as the principles and ethical approaches of the UN.

### 4.3 Efficiency

***Initial weaknesses with the allocation of human resources and high turnover of the project staff coupled with challenges in management of the activities have substantially been recovered through the concerted efforts spent by the project staff both at central and local levels. The project funds are well managed with a cost-effective approach.***

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

The project has been initiated by UN Women and ILO in line with the UN Agreement signed on 26/04/2018. The activities have started timely at the beginning of June 2018 after a two-month preparation and mobilisation period. At initial stages of the project, significant difficulties in allocation of human resources and their continuity have been experienced, particularly in Gaziantep. The variety of the activities designed under six groups addressing the vulnerable Syrian and HC women, required an intensive work for preparing the activity plan, identifying the responsibilities for each of the project

staff and for the externally hired consultants, including experts, interpreters as well as childcare and support staff. Managing and monitoring their performances and the overall performance of the activities which also included timely and cost-effective procurement of the services, equipment and consumables for trainings and workshops, visibility and other supporting activities had all created a heavy burden on the project staff within the first months of implementation. Additional knowledge, expertise and responsibility to work with the vulnerable Syrian and HC women required efficient management of the activities by the project staff in cooperation with the external consultants. Therefore, the monitoring structure improved to date has significantly enhanced the efficiency of the management of the available human resources and corresponding activities. Through the improvements realised for the management structures along with the newly hired staff, the difficulties have been recovered within the past months.

Currently, there is evidence indicating that the project facilities and human resources have proved to be functional to deliver the planned outputs and to achieve the targeted results. The method of implementation was, in general, appropriate and innovative. This was prudent given that the project made use of qualified staff and experts who were able to guide the implementation. Special attention is paid to timely implementation of the activities and procurement of services, equipment and consumables for the purpose of trainings, workshops, visibility and other supporting activities, in line with the work plan which is updated according the emerging needs. Some challenges in scheduling of the activities have been overcome by the PMT in cooperation with ASAM management at SADA Women-Only Center and at GESOB. Minor difficulties have been experienced with the organisation of the high number of activities under the below given six groups, which include more than 15 sub-activity groups each, mostly with overlapping schedules.

Meanwhile, the project has timely mobilised relevant resources of the national and local partners including the SADA Women-Only Center managed by ASAM in Gaziantep, GMM, GESOB, Gaziantep Directorates of SSI and İŞKUR, the Ezogelin PEC and the MoFLSS DG International Labour. In-kind contributions have been reported.

The project is mainly funded by the EU, consisting of 80 percent. The rest of the funding is raised by the Governments of Japan. The ILO Contract Amount of €1,259,054.02 through the UN to UN Contract is assessed to be adequate along with the savings realised during the implementation period. As 7 percent of the contract amount is allocated for indirect costs, the programmable amount including direct costs is €1,176,686.00. Transfer of the budget to ILO accounts in two equal tranches in April 2018 and April 2019, has been well synchronised with the implementation of the activities and related expenditures as forecasted in the budget.

Overall, the allocation of the budget and the design of this project present value for money from the project interventions across all the project result areas. The project has been converting its resources into meaningful results in an efficient manner avoiding unnecessary expenditures and targeting result focused activities so far, when compared to the outputs delivered to date and as observed during the field visits. The project has allocated a reasonable portion of its budget (23 percent) as €272,160.00 in total to pay an adequate number of human resources with reasonable salaries, despite the high expertise required for these assignments. The expenditures in Gaziantep related to the trainings, workshops, seminars and awareness raising activities including payments for trainers, documents, materials, consumables, interpretation, translation, evaluation and other relevant costs amounting to €813,806.20 for the 21 months of implementation account for 69 percent of the budget. As the SADA Women-Only Center was refurbished during the former project, the budget includes a modest amount for equipment, which is only €40,500 with a 3 percent share of the budget. However, the extraordinary

needs arising for equipping the new workshops for different vocations, such as the Kitchen and the shoe making workshop, have been funded by the Government of Japan, complementing the current budget. GESOB has supported furnishing of the childcare room and bears some portion of the costs of the training rooms and the Event Halls. It is reported by the PMT that no difficulty has been experienced in managing the budget with a special attention on cost-effectiveness.

#### **4.4 Sustainability and Impact Potential**

*The prospects for impact is high, bringing a significant positive change in the lives of the vulnerable Syrian refugee and HC women.*

*Sustainability of the project results is contingent on the ownership of the national partners at local level which will provide institutional facilities for capacity building and awareness raising of the vulnerable Syrian and HC women. Currently, the institutional sustainability is likely to be ensured mainly by the local partner GMM exhibiting a high level of ownership. However, financial sustainability is likely to be a burden on the national partners and the NGOs, particularly on the SADA Women-Only Center at local level, unless otherwise continuity of the outputs are funded by other donors.*

**EQ 4.1. Are the results achieved likely to continue till the end of ongoing project and after it?**

**EQ 4.2. Are they likely to produce longer term effects?**

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

**EQ 4.4. How the project envisages achievement of solutions for sustainable results?**

Sustainability of the project results is contingent on the ownership of the country partners at local level which will provide the institutional facilities for capacity building and awareness raising of the target groups, the approvals needed for this purpose as well as the funding for continuity of the activities. However, the financial and institutional sustainability and the maintenance capacity of the partners vary depending on the type of partners at local level. GMM, PECs and GESOB are in a more secure position institutionally to maintain the facilities and services, whereas the capacity at the Community Centres vary significantly as they are dependent on the voluntary supports, which is the case for SADA Women-Only Center. This pilot implementation and its results are likely to be assessed as good examples to be replicated in other similar locations where Syrian refugee women are densely located, benefiting from the leveraging role of ILO's significant global experience, expertise and technical cooperation portfolio.

Currently, the institutional sustainability is likely to be ensured mainly by the local partner GMM. The interviews reveal the willingness of GMM to continue with delivering the Turkish language, computer, vocational and technical training courses to the Syrian refugee women and the HC women, making use of its own facilities. High ownership of GMM has been demonstrated throughout the project duration and has been also evidenced by its other projects addressing the Syrian refugees. GMM is willing to extend its protocol with Ezogelin PEC or with another PEC affiliated to the MoNE DGLLL, to ensure continuity of the courses offering certification of MoNE, after the project ends. As a result, it is likely that capacity building on the supply side of the labour market will be in the process of being enhanced. Awareness raising seminars on critical topics to empower women, such as work permits, social security, active labour market and occupational health and safety as well as gender equality at work will continue to be on the agenda of the related public institutions as national partners of ILO, in line with the Turkey Chapter of 3RP as well as the national strategies and policies related to empowerment of women and active labour market. Therefore, national partners and local partners have expressed



their strong willingness to continue cooperating with ILO for relevant purposes of this project, in addition to cooperating with GMM. Furthermore, promoting integration into the formal economy ensuring decent work through the work permits will continue to be on the agenda of both ILO and MoFLSS DGILF within the framework of the current policies and strategies mentioned under the Relevance Section of this report. Similarly, women empowerment for decent work is also part of the Strategy Document and Action Plan on Women's Empowerment of MoFLSS. Interviews with the ILO Country Office confirm ILO's positioning and prioritised focus on enhancement in these areas in line with its Syrian Response Programme, through a strong partnership with the national partners.

Interviews indicate that both ILO and the public partners continue to undertaking projects funded by the EU and by other donor countries. Other programmes and projects are already planned to be developed and implemented within the framework of the 3RP to be funded by the EU or government of other countries.

Financial sustainability is of high concern for all partners involved, particularly when addressing the needs of the most vulnerable refugee and HC women at local level. Financial sustainability is likely to be a burden on the public institutions and particularly on NGOs unless otherwise funded by international donors. Among several other reasons, the need for livelihood of the Syrian refugee women and girls is likely to increase along with the high birth rate in Turkey (as reported by the Turkish Public Health Institution), which exacerbate the risks of livelihood conditions and access to work of the vulnerable Syrian and HC women. Therefore, similar or follow-up interventions need to be funded by EU, GoT and other donors. Meanwhile, being the main donor, EU is committed to allocate the second tranche of the EU Facility for Refugees in Turkey for 2018-2019, with a budget of €3 billion.

However, on the demand side, a gap has been recognised, which is related to the matching of the supply side to be offered by the Syrian refugee and HC women, with the employers at the demand side. The NA conducted by ASAM has had a specific focus also on the target groups independent of the supply side. The private sector needs to develop awareness on employability of the Syrian and HC women to ensure their entry into the active labour market. For example, the products produced by the project beneficiaries constitute examples of their skills and capacities which could be introduced to the private sector. Therefore, the New Year gift packages filled with items produced during the project and distributed to various stakeholders in Gaziantep presents a good example to support awareness raising at demand side.

On the other hand, the significant and innovative aspects of this project are that it envisages the idea of increasing the employability of the Syrian refugee women and the HC women through women cooperatives. For this purpose, capacity building through a number of seminars and consultancies have been initiated to establish and maintain cooperatives by these target groups. The institutionally accumulated international experience and know-how of the ILO, as well as that of the experienced national NGOs, are being transferred to the Syrian refugee women and HC women and the selected leaders, as well as the FWC. Some specific methodologies are being transferred to mobilise the human resources of these target groups. Yet, the idea is at the initial stages of learning with legislative, institutional, financial and practical features, which are planned to be focus areas within the second half of the project implementation period. Significant capacity building is needed in order to ensure this idea to become a reality. Another significance of the project to empower the target groups is the capacity building of selected beneficiaries on entrepreneurship in small scale income generating activities. Good practices realised to date through the activities of this project are likely be replicated in other locations where Syrian refugees are densely located. Observations during the mentorship session and the feedback received on the seminars of the role models reveal evidence on the likelihood

of some good practices to be realised, which would become more evident during the final evaluation of the project. On the other hand, uncontrollable external conditions like informal economy and increasing unemployment hinder the conditions for registered and Decent Work. When these factors are coupled with difficulties in obtaining work permits by the employers for SuTPs, the number of work permits do not increase easily.

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

*The project design, as well as its implementation, have outstanding significance in terms of addressing gender equality to meet the needs of the most vulnerable Syrian refugee and HC women, as the target groups, who would otherwise be hardly addressed as exclusively as it has been through this project. This is further supported by the positive discrimination providing women-specific empowerment “through increased longer term social and economic recovery and livelihood opportunities” together with “access to long term employment opportunities”. The project activities have been specifically contributing to the promotion of the International Labour Standards (ILS) and decent work principles of ILO.*

**EQ 5.1. To what extent did the project mainstream gender in its approach and activities?**

**EQ 5.2. To what extent did the project use gender/women specific tools and products?**

The project design, as well as its implementation, have outstanding significance in terms of addressing gender equality to meet the needs of the most vulnerable Syrian refugee women and the HC women, as the target groups, who would otherwise be hardly addressed as exclusively as it has been through this project. Furthermore, positive discrimination for women is the key approach adopted for the project design. The conflict followed by migration and displacement experienced within the Syrian crisis have created different effects on women and men, causing distinct needs, priorities, protection risks and coping mechanisms. Interviews held in Gaziantep confirm that a high number (above 200,000 Syrian women and HC women) in Gaziantep have been experiencing several difficulties specific to their conditions, such as poverty, child care responsibilities, language barriers, lack of adequate basic and vocational competencies, gender discrimination coupled with cultural limitations hindering their participation in the active labour market.

The project is a gender-sensitive intervention and a gender-responsive and a right-based humanitarian response to the Syrian crisis as emphasized in the 3RP for 2018-2019 and the ILO Response to Syrian Crisis. Gender equality and women’s empowerment are vital and intrinsic parts of the overall project, while being strongly mainstreamed throughout the project cycle. All the activities under the six groups, as explained above, serve to mainstream gender equality and empowerment of women to become available to enter the active labour market. A rights-based approach along with the decent work principles of ILO have been emphasized for protection of the vulnerable women. In addition to gaining basic life skills and vocational skills, the targeted women have been informed about their rights protected by the relevant legislation and by world-wide agreements signed with the initiation of ILO in cooperation with the national partner MoFLSS. Meetings held by the Project Team with the Syrian refugee women and HC women together with their husbands and the male members of the family have contributed to the awareness raising on the women rights and their employability. The project has also provided specific facilities to overcome the difficulties of the Women’s participation in the project activities. Through a case management conducted by its own outreach team, ASAM has been

actively reaching the target groups who are even unaware of the project, and are assessed in terms of the vulnerability and eligibility criteria of the project. One of the main barriers for women to attend the courses is their need for childcare, service of which is provided at the two centers where the activities have been taking place. Further complementary services are delivered by the ASAM team such as psychosocial consultancy to the women as well as to the children.

### **EQ 5.3. How effective was the project in using ILS promotion and social dialogue tools and products?**

The project has been specifically contributing to the promotion of the International Labour Standards (ILS) and the decent work principles of ILO, through the seminars regularly organised on six topics with the participation of representatives from specialised institutions and organisations, as mentioned under Activity 1.2.6 above. Throughout its implementation, the project has demonstrated to focus on a path to “decent work” as a part of daily life and supports a living with dignity, well-being and development as a human being, in addition to the trainings delivered to the target groups. Decent work concept has been strengthened through the seminar held on “Social Security Rights”. The trainings held on the related issues covered under ILS have contributed to promoting the ILS on the participants and even their families and even their close community. The seminar held on “occupational Safety and Health” developed awareness raising on possible dangers and preventive functions as a code of practice for working in addition to the relevant legislation to protect the labours. Another training on “Gender Equality at Work” has promoted the gender equality, its concepts, approaches and implementations with reference to the UN Strategies and the Women Strategy on Gender Equality of the MoFLSS. A valuable training for the beneficiaries has been about “IŞKUR’s active labour market programmes”, which enabled more than 150 beneficiaries to register themselves at IŞKUR. Furthermore, the feedback indicates that this training is likely to contribute to women entrepreneurs in the formal economy.

A strong aspect of ILO is that it is the only UN agency having a structure to promote social dialogue among tripartite constituents (government, employer, and worker representatives), which has been demonstrated during the implementation of this project. Strong relations with the public institutions, GMM, GESOB and the NGOs have been continued to ensure and efficient and effective management of the project. The project has been very successful in utilising the social media, particularly its own web-site, on a timely basis to promote all the activities implemented, the outputs produced and the outcomes achieved. The outputs are documented in the new Section of the ILO Ankara web-site<sup>34</sup>.

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<sup>34</sup> [https://www.ilo.org/ankara/news/WCMS\\_664784/lang-en/index.htm](https://www.ilo.org/ankara/news/WCMS_664784/lang-en/index.htm)

## Section 5 Conclusions

**“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project** is implemented by the International Labour Organisation (ILO) in Turkey targets empowering the Syrian refugee women and host community women to have access to long-term employment opportunities. The implementation of the activities have started on 01/06/2018 and will continue for 21 months until 31/12/2019.

Overall the relevance of the project is very high as it is fully coherent with the policy documents of the UN particularly those of ILO, in response to the Syrian crisis, as well as those of the EU and national policy and strategy documents, while the intervention logic is consistent and balanced and includes clear objectives, outcomes, and outputs, while having some flexibility in the activities. The intervention logic, which is based on a comprehensive needs analysis, addresses the real needs of the Syrian and host community women.

Overall, the effectiveness of the project is assessed to be outstanding despite the difficulties faced, while the outputs are in the process of being delivered successfully.

Regarding the efficiency of the project, the initial weaknesses in management of the project activities have substantially been recovered through the concerted efforts spent by the project staff both at central and local levels. Currently, the activities are managed successfully and delivering its outputs in line with the work plan. The ILO Contract Amount of €1,259,054.02 well used with a cost-effective approach.

The prospects for impact is high, bringing a significant positive change in the lives of the vulnerable Syrian refugee and HC women. Sustainability of the project results is likely to be ensured by GMM having high ownership and institutional capacity to enable continuity of the outputs and outcomes.

The project design, as well as its implementation, have outstanding significance in terms of addressing gender equality to meet the needs of the most vulnerable Syrian refugee and HC women, as the target groups, who would otherwise be hardly addressed as exclusively as it has been through this project. This is further supported by the positive discrimination providing women-specific empowerment “through increased longer term social and economic recovery and livelihood opportunities” together with “access to long term employment opportunities”. The project activities have been specifically contributing to the promotion of the International Labour Standards (ILS) and decent work principles of ILO.

### 5.1 Challenges, lessons learned, good practices

<b>Challenges</b>	The most vulnerable Syrian and HC women being the target groups / beneficiaries of the Project activities, requiring other services such as psychosocial consultancy
	The most vulnerable Syrian and HC women requiring protected and safe spaces for training
	Cultural barriers for the Syrian women
	The need for ethical behaviour and code of conduct
	Language barriers for the Syrian women
	Children care responsibilities of Syrian and HC women beneficiaries

	Difficulties in accessing the vulnerable Syrian and HC women and attracting them to register and attend the activities; Outreach needed for vulnerable Syrian women to be accessed
	Transportation and food costs of the participants to attend the courses; need for cash assistance
	Cash assistance reducing the motivation for work. Those Syrian refugees who are only interested in receiving the cash assistance continuously by attending the training courses one after the other, but not willing to learn even attend the training courses provided by the training programmes.
	Diverse intensions of women- possible “professional trainees”. Those Syrian refugees who are only willing to socialise through training programmes by attending the training courses one after the other, whatever the training content is, but not willing to apply what they learn
	Unwillingness of HC women to attend livelihood trainings and seminars
	Selection of the right beneficiaries corresponding to the design of the project – setting rules
	The need for an optimum class size
	The need to ensure the quality of the trainings (content, materials, etc.)
	The need to ensure the quality of the trainers
	The need to ensure the quality of the interpreters and translators
	Decision on a range of ages specific to each of the course
	Informal labour market
	High unemployment rate and decreasing job opportunities in the market
	Difficulties in obtaining work permits for the SuTPs
	Procedural difficulties related to becoming entrepreneur and obtaining entrepreneurship incentives
	Procedural difficulties related to obtaining work certificates, and burden of the costs
	Procedural difficulties related to establishment of cooperatives
	Diversity of vocational topics on which skills could be developed
	Increasing population of the Syrian refugees, thus increasing needs for livelihoods
	Financial burden on the SADA Women-Only Center to ensure its sustainability
	Need for funding of the EU, GoT or other donors to implement complementary interventions
	Need for awareness raising of the demand side on the employability of the vulnerable Syrian and HC women
	Need for increased communication coordination with the national and local partner
<b>Lessons Learned</b>	Strong implementing partner/s (ILO, UN Women and ASAM) having strong expertise in their fields ensure the successful implementation of the project and achievement of its objectives. Furthermore, strong communication and coordination between the implementing partners and the national and local partners ensure the relevance, efficiency and effectiveness of the project results.
	A comprehensive needs analysis of the vulnerable Syrian refugee women provides the strong basis for project design providing the conditions for the vulnerable Syrian women and HC will facilitate their involvement in the project. Examples include, a protected specific location, child care, and interpretation, cash assistance for transportation, governing ethical values and code of conduct, expertise and approaches of the project staff.
	Capacity building on cooperatives and entrepreneurship is an innovative idea for improving the employability of the Syrian women refugees. However, this might not be an easy process particularly when it concerns the non-Turkish citizens. Therefore, specific assistance needs to be taken for developing the institutional capacity such as the legislative aspects. Also, good practices can provide good examples to replicate. This will become evident at the end of the project.

<b>Good Practices</b>	<p>The project successfully ensures to address the needs of the vulnerable Syrian women and HC women, benefiting from</p> <ul style="list-style-type: none"> <li>• unique composition of the partnership composed of UN Women, ILO, ASAM and GMM, each having specific and complementary structure, expertise and know-how, and they are collaborating and carrying out complementary activities;</li> <li>• the specifically designed and decorated SADA Women-Only Centre, which has been established during the former project;</li> <li>• the comprehensive Needs Assessment of Syrian Women and Girls under Temporary Protection conducted 2017 by UN Women in partnership with ASAM prior to the start of this project.</li> </ul>
	<p>The project is well designed creating synergies with</p> <ul style="list-style-type: none"> <li>• as a follow-up of the former project “Gaziantep Women-Only Centre: Providing Livelihood Support” implemented in Gaziantep by UN Women in partnership with ILO, ASAM and GMM in order to contribute in the social and economic stabilization of Syrian women and girls, and to their self-reliance and ability to co-exist in Gaziantep. SADA Women-Only Center established during the former project serves a unique protected location and fulfils the pre-requisites for effective delivery of the outputs, presenting “innovative and good practices”. Furthermore, other service are also offered to the vulnerable women such as psychosocial support, consultancies;</li> <li>• with other complementary projects targeting the Syrian Refugees and the HCs</li> </ul> <p>For example:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Role models as successful entrepreneurs selected from the former beneficiaries of the complementary projects implemented by ILO transferred their experiences to the beneficiaries of this project;</li> <li><input type="checkbox"/> Former beneficiary of this project, who later has become the founding member of the Gaziantep Women Cooperative, has delivered her experiences and lessons-learned to the beneficiaries of this project;</li> <li><input type="checkbox"/> Outputs delivered in complementary projects are used for the purpose of this project, for example, brochures on labour rights at work, work permits, social security.</li> </ul>
	<p>Efficient implementation of the project has been ensured through several measures taken by ILO such as:</p> <ul style="list-style-type: none"> <li>• The childcare service offered to the children of the attendees;</li> <li>• Careful selection of the participants;</li> <li>• Strong support and cooperation of the implementing partners and the stakeholders;</li> <li>• The participative approach of the project management, which is reflected in involvement of the members of the Future of Women Committee of Syrian refugee women, in designing the courses and seminars as well as an innovative idea of initiating a women’s cooperative to facilitate common businesses of the Syrian and HC women;</li> <li>• “Code of Conduct” and “Common Understanding” developed specifically for this project and governing the activities contributes the effective project management;</li> </ul> <p>Internal capacity building of the PMT together with the trainers and interpreters have demonstrated to contribute to a remarkable increase in the quality of the performance with a specific emphasis on gender sensitive and special approaches to the most vulnerable refugee women.</p>
	<p>Effectiveness of the project has been ensured through several measures taken by ILO such as:</p> <ul style="list-style-type: none"> <li>• Capacity building on cooperatives and entrepreneurship through transfer of international knowledge of ILO on MY-COOP Model for cooperatives.</li> <li>• Awareness raising seminars on topics concerning regulations, rights, procedures social security, work permits, work incentives, occupational health and</li> </ul>

	<p>safety, gender equality specifically contributing to the promotion of the International Labour Standards (ILS) and the decent work principles of ILO;</p> <ul style="list-style-type: none"> <li>Results with a specific focus on gender equality and mainstreaming towards empowerment of these most vulnerable Syrian and HC women through increased longer term social and economic recovery and livelihood opportunities.</li> </ul>
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## Section 5.2 Recommendations

Criterion	Conclusion	Recommendations	Priority	Timing	To whom?	Resource Implications
<b>Relevance and Impact</b>	ILO implements its Programme of Support for the Response to the Syrian Refugee Crisis in Turkey through a number of complementary projects to achieve its targets under three pillars. Significant synergies have been evidenced between these projects which demonstrate the strength of the design of these projects.	1. ILO Country Office to continue cooperation with the EUD to ensure complementarities and synergies with other projects funded under the framework of the EUTF/FRIT.	Normal	For future projects	ILO Country Office	EUTF/FRIT, UN Women  Within the existing budget
<b>Effectiveness, Impact and ILS</b>	Effectiveness of project has been strengthened through the project results related to awareness raising of the Syrian refugee women and HC women on ILS particularly on Decent Work, work permits provided by the MoFLSS-DGILF and active labour market facilities of IŞKUR.	2. ILO Country Office to continue supporting the Project Team in its efforts to develop awareness raising of the Syrian refugee women and HC women on ILS particularly Decent Work, work permits and active labour market facilities under the 3RP; and also to develop awareness of the national partners on the need for easier procedures for work permits.	Low	Within the second half of the Project	ILO Country Office	EUTF/FRIT, UN Women  Within the existing budget
<b>Effectiveness, Impact and Gender</b>	Effectiveness of project will be further strengthened through dissemination of the project results in cooperation with UN Women and ASAM in joint activities to disseminate the results to different stakeholders within the second half of the project duration.	3. ILO Country Office to continue cooperating with UN Women and ASAM in joint activities to disseminate the results to different stakeholders; and also to create multipliers effect through replication of similar project activities by other municipalities in other locations where the Syrian refugees are densely location.	Normal	Within the second half of the Project	ILO Country Office; UN Women; ASAM	EUTF/FRIT, UN Women  With the existing resources

**Effectiveness**

<p>The project design is successful in identifying a number of vocational and technical skills based on the needs of the Syrian refugee women and the HC women. On the other hand, limited diversity in the vocational and technical skills subjects and an accumulated number of certificates in specific subjects such as hair dressing and make-up fields is likely to decrease their employability with a reduced share in the market reaching to a saturation point.</p>	<p>4. Consider increasing the diversity of the topics of the vocational and technical trainings and the small scale income generating activities taking into account of the potential capacities of the beneficiaries as well as the potentials of the market in Gaziantep area. Meanwhile, consider motivating the Syrian refugee women and HC women on new vocational and technical skills. (Activities 1.2.2, 1.2.3, 1.2.4 and 1.2.5)</p>	<p>Normal</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  Within the existing budget</p>
<p>The Turkish courses offered to the Syrian refugee women successfully improve their levels of competences, which will improve their employability. Effectiveness will be further increased within the forthcoming second half of the project through the Turkish conversation courses complementing the Turkish language courses at A1 and A2 levels.</p>	<p>5. As the planned “Turkish conversation courses” will be in an informal training format, an optimum duration, the content of the course and its materials need to be prepared and reviewed before the start of the courses. (Activity 1.2.1)</p>	<p>Low</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  Within the existing budget</p>
<p>The output of the updated “A Guide for Women Entrepreneurs” will significantly contribute to the effectiveness of the project when a large number of beneficiaries could be accessed.</p>	<p>6. To ensure wide dissemination of the output entitled “A Guide for Women Entrepreneurs” by the end of the project period, and later to the same target groups by GMM and GESOB. (Activity 1.2.3)</p>	<p>Normal</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  Might require some resources after the project end</p>
<p>Effectiveness of the project has been significantly improved through the Role Model seminars delivered by the successful beneficiaries of</p>	<p>7. Consider implementing Role Model seminars within the second half of the project targeting new beneficiaries; and also in other on-going and/or</p>	<p>Normal</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  May require</p>



the former ILO project (funded by SIDA) demonstrating complementarities.	future projects of the ILO. (Activity 1.2.4)				additional funds to be raised
The project's effectiveness is strongly supported through capacity building on cooperatives to establish a "Women Cooperative". Furthermore, a functional "Women Cooperative" will present as a "good practice" for Syrian refugees in other locations.	8. Within the second half of the project, pay special attention on capacity building of the Syrian refugee and HC women for establishing on "Women Cooperative", which would in the end present as a "good practice" in other locations where Syrians are densely located. (Activity 1.2.5)	Normal	Within the second half of the Project	Project Management Team; ASAM	EUTF/F RIT, UN Women  Within the existing budget
Effectiveness of a "Women Cooperative" could be ensured through benefiting from the experiences of others currently functioning. Learning could be further reinforced through a video on a "good practice" of a Women Cooperative.	9. Consider benefiting from the experiences of other institutions or NGOs such as KEDV and Gaziantep Women Cooperatives on the establishment of cooperatives based on similar previous joint studies. Consider reinforcing the capacity building on "Cooperatives" through real case examples, and if possible, benefit from a visit of the beneficiaries to a Women Cooperative as a good practice. Also, consider developing a video on establishing and function of cooperatives, which could be shown during the courses and used for awareness raising widely. (Activity 1.2.5)	Low	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  May require allocation of additional resources from the project budget
Some difficulties might be faced due to the complicated legislative and regulatory requirements for establishing and functioning of a cooperative for the Syrian refugee women and HC women.	10. Consider providing specialised consultancy (such as a legislative consultancy) on specific topics for establishing "Cooperatives" targeting the selected beneficiaries. (Activity 1.2.5)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  May require allocation of additional resources from the project budget.

<p>The “Women Cooperative” establishment process is likely to be supported by the Tomorrow’s Women Committee.</p>	<p>11. Continue cooperation with the Tomorrow’s Women Committee in forming a possible “Women Cooperative” as a result of the project. (Activity 1.2.5)</p>	<p>Normal</p>	<p>Within the second half of the Project</p>	<p>Project Management Team; ASAM</p>	<p>EUTF/F RIT, UN Women  Within the existing budget</p>
<p>The design of the trainings contributes to project effectiveness. Outputs delivered as a result of the basic life skills and vocational and technical skills as well as the income generating skill are of high quality and satisfying the beneficiaries.</p>	<p>12. Consider reviewing the design, duration and content of the trainings and seminars (given the limitations) along with an assessment of the feedback of the trainers, when necessary. (Activities 1.2.3, 1.2.4 and 1.2.5)</p>	<p>Low</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  Within the existing budget</p>
<p>Duration of the workshops are quite limited to allow for responding specific questions of the participants.</p>	<p>13. Consider holding an additional Q&amp;A session following each of the seminar, when needed, as the duration of the workshops are quite limited for questions to be answered. (Activity 1.2.6)</p>	<p>Low</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  May require some small-scale additional resources from the project budget</p>
<p>The seminars significantly contribute to the achievement of the project outcomes.</p>	<p>14. Consider preparing a summary of the main deliverables of the seminars through the ILO’s web site or another innovative form for dissemination. (Activity 1.2.6)</p>	<p>Low</p>	<p>Within the second half of the Project</p>	<p>Project Management Team</p>	<p>EUTF/F RIT, UN Women  No additional resources required</p>

Effectiveness is enhanced through the seminars delivered by the representatives of the related central and local public institutions to improve the employability of the Syrian refugee women and HC women	15. Consider further strengthening the communication and cooperation with the relevant central and local public institutions, mainly MoFLSS DGILF in Ankara, Gaziantep Local Directorates of SSI and İŞKUR to further develop awareness of the Syrian refugee women and HC women on specific issues to improve their employability (Activity 1.2.6)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  Within the existing budget
The quality of translation is an important factor in ensuring the clear understanding of the courses and seminars, which improves the effectiveness of the results.	16. Pay special attention in the quality of the interpretations, which could be supported by preparing a list of terminologies in Turkish and Arabic to ensure effective communication of the Syrian refugee women in their efforts to access decent work. (EQ 2.2)	High	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  Within the existing budget
The PMT has focused on implementing the activities intensively within the first half of the project, while the communication and visibility activities are likely to take place within the second half to ensure visibility of the project widely.	17. Consider enhancing communication and networking with the private sector, chambers and business environment in Gaziantep to improve the visibility in line with the Communication Strategy. Ensure wide dissemination of the project results through various means close to the end of the project duration to make the product visible with a multipliers effect in Turkey and even at regional level. For example: The products could be displayed at events like fairs, conferences, etc.; or a Compendium could be prepared to disseminate the most important good practices widely in Turkey and in the region impacted by the Syrian crisis. (EQ 2.9)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  May require an increase of communications budget
The “gender sensitive refugee response” training delivered by UN Women to the staff of ASAM and ILO, as well as other joint activities have contributed significantly to the effectiveness of the project.	18. Continue strengthening the capacity of the ILO project staff on gender related topics and gender mainstreaming (EQ 2.5)	Normal	For the second half of the project and for future projects	UN Women	EUTF/F RIT, UN Women  On-the-job-learning, no additional resources required

	The project complements the other two components of the overall programme implemented by UN Women, ILO and ASAM.	19. UN Women to continue leading the joint events which includes strong visibility of the overall project implemented by UN Women, ILO and ASAM under the three components. (EQ 2.5 and EQ 2.9)	Normal	For the second half of the project	UN Women; ILO; ASAM	EUTF/F RIT, UN Women no additional resources required
	ASAM and ILO PMT have faced difficulties in achieving and sustaining the 70/30 percent Syrian refugee women to HC women ratio during the selection of the trainees, due to the lack of adequate interest of the HC women to the livelihood courses.	20. Consider alternative means to overcome difficulties in attracting the participation of host community women to ensure the 70/30 percent Syrian refugee women and HC women ratio. (EQ 2.2)	Normal	For the second half of the project	ASAM	EUTF/F RIT, UN Women no additional resources required
	A significant challenge of the project has been the possible requests of some Syrian and HC women to register for the courses just for the sake of receiving the cash assistance as if it would be their earnings, yet not targeting at all to become employable.	21. Continue with the careful selection process of the Syrian and HC women at SADA Women-Only Center in cooperation with ILO, taking strict measures to avoid diverse intensions of some applicants as “professional trainees” through additional reviews and interviews during the registration process and monitoring of the attendees during the activities. (EQ 2.2)	Normal	For the second half of the project	ASAM	EUTF/F RIT, UN Women additional interviews may increase staff time
<b>Efficiency</b>	The semi-annual report does not include some details as a management tool such as management, visibility and number of trainer.	22. Consider improving the content of the semi-annual reports, which could also include other issues like human resources, management, assumptions and risks. (EQ 2.8)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women Within the existing budget
	The PMT is planning to improve the monitoring system to track labour market participation of project beneficiaries, which has not been concluded, yet.	23. Consider improving the monitoring system to track labour market participation of beneficiaries of the project for outcome level monitoring of the achievement of the indicators (EQ 2.8)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women May require additional

					staff/ time	
	Internal capacity building of the project staff has contributed to better understanding of the project and the efficient management of the project activities.	24. Continue with internal capacity building to increase the efficiency and effectiveness of the performance of the PMT and other staff. (EQ 2.5)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  Within the existing budget
<b>Impact and Sustainability</b>	The project's effectiveness is strongly supported through capacity building on cooperatives to establish a "Women Cooperative". Furthermore, a functional "Women Cooperative" will present as a "good practice" for Syrian refugees in other locations.	25. Continue cooperation between the ASAM and PMT on facilitating a Women Cooperative as a result of this project to contribute to the sustainability of the project results.	Normal	For the second half of the project and for future projects	ASAM; Project Management Team	EUTF/F RIT, UN Women  Within the existing budget
	The project complements the other two components of the overall programme implemented by UN Women, ILO and ASAM. As it will present good practices, it is likely that the overall project will create positive multipliers effect.	26. UN Women to continue cooperating with ILO and ASAM in joint activities to create multipliers effect through replication of similar projects or activities targeting the Syrian refugee women and HC women, particularly by other Metropolitan Municipalities in the Southeaster provinces of Turkey.	Normal	For the second half of the project and for future projects	UN Women; ILO; ASAM	EUTF/F RIT, UN Women  May require additional funds to be raised
	The private sector needs to develop awareness on employability of the Syrian and HC women to ensure their entry into the active labour market in the long run.	27. Consider cooperating with GESOB to contribute to the awareness raising of the small scale income generating activities to motive the participants and at the same time to mobilise the demand side and match with the supply side. For example, visits of the Chambers to the workshops serve to this end. (Activity 1.2.5; EQ29)	Normal	Within the second half of the Project	Project Management Team	EUTF/F RIT, UN Women  Some minor additional resources might be needed.
	A strength of the project is that the project activities have been shaped to deliver robust outputs addressing the real needs of the Syrian refugee	28. Consider updating the NA to ensure its continuity in being beneficial for other interventions targeting the Syrian women and girls. (EQ 1.3)	Normal	For future projects	UN Women; ASAM	UN Women and

women, as it is based on a comprehensive NA conducted in 2017 by UN Women in partnership with ASAM				other donors Within the existing budget
The financial and institutional sustainability is likely to be ensured mainly by the local partner GMM.	29. Continue cooperation between the GMM, UN Women, ASAM and ILO to ensure the sustainability of the project results after the project end.	Normal	For the second half of the project	ASAM; Project Management Team EUTF/FRIT, UN Women May require joint fundraising
The institutional sustainability is likely to be ensured mainly by the local partner GMM. The SADA Women-Only Center could be continued, if self-sustaining financial capacity is created.	30. Consider means for contributing to the sustainability of the SADA Women-Only Center.	Normal	For the second half of the project	ASAM Within the existing budget

## ANNEXES

## Annex 1. ToR

### TERMS OF REFERENCE

#### Mid-Term Evaluation of “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project

Overview	
Project Title	INT/17/03/UNW : “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project
Contracting Organization	International Labour Organization (ILO)
ILO Responsible Office	ILO ANKARA
Technical Units	MIGRATION
Funding source	European Union Regional Trust Fund
Budget of the Project	1,259,054.23 EUR
Project Location	Turkey, Gaziantep
Duration	20 months, 26/04/2018 - 31/12/2019
Outcomes	TUR 159
Type of Evaluation	Mid-Term independent Evaluation
Timing of Evaluation	First quarter of 2019

#### I. INTRODUCTION AND RATIONALE FOR EVALUATION

The mid-term evaluation is undertaken in accordance with the project work plan and in line with the ILO Evaluation Policy adopted by the Governing Body in October 2017, which provides for systematic evaluation of programmes and projects in order to improve quality, accountability, transparency of the ILO’s work, strengthen the decision-making process and support constituents in forwarding decent work and social justice. It is planned that a mid-

term evaluation will be carried out under the overall supervision of the REO/Europe and ILO Evaluation Office.

#### **a. Project description**

The project, Strengthening the Resilience of Syrian Women and Girls and Host Communities in Iraq, Jordan and Turkey, will develop synergies across the humanitarian-development continuum, in line with, and contributing to, the Priority Areas set forth under the EU Facility for Refugees in Turkey and the 3RP Regional Refuge and Resilience Plan 2017-2018, as well as supporting the First Stage Needs Assessment Covering 2016-2018 Period for Syrians with Temporary Protection Status (TPS) in Turkey, issued by the Ministry of Development of Turkey.

The project offers a holistic approach which combines extensive outreach, psychosocial support and referrals, childcare, economic and social empowerment, and support to social cohesion. Through this approach, the project directly contributes to the Priority Area “Socio-economic Support” as described in the framework of the EU Facility for Refugees in Turkey, and is linked with the Specific Objectives 3.2. Employability prospects of Syrian refugees and host communities improved; 3.3 Entrepreneurship among Syrian refugees and host communities promoted; and 3.4 Social dialogue between Syrian refugees and host communities increased for further civic engagement and personal development.

This project will also assist Turkey meet its commitments to the Sustainable Development Goals – especially SDG 5 (Achieve gender equality and empower all women and girls and Sustainable Development) and SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels). The project’s overall rationale is linking temporary support provided in response to the Syrian crisis with longer term gender equality goals. In addition, the project contributes significantly to SDG 1 (End poverty in all its forms everywhere) through increasing the resilience and positive coping mechanisms of women and girls from Syria and from the host communities; SDG 4 (Ensure inclusive and quality education for all and promote lifelong learning) by providing life skills and vocational training programmes; and SDG 8 (Promote inclusive and sustainable economic growth, employment and decent work for all) through the economic empowerment activities.

The overall objective of the project is to ensure that “women, girls and their communities are resilient to conflict, displacement and other crises”. The project will offer a two-tier approach that will combine livelihoods and referral support with interventions aiming at increasing women’s participation in decision-making mechanisms and creating social dialogue between



women and girls from refugee and host communities, building on the project being carried out with the Women-Only Center in Gaziantep and activities that are currently being piloted on a smaller scale.

The project aims social and economic stabilization of Syrian women and girls, and to contribute into their self-reliance and ability to co-exist via following outcome

- i. Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities (Outcome 1<sup>35</sup>);

The first outcome of the project will help guarantee that women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities. This will help women and girls overcome social, structural and contextual barriers and integrate into host communities. The Gaziantep Women-Only Center (hereinafter referred to as the Centre) will continue to serve as the main location for all social and economic empowerment activities to be implemented under the project's framework although a few activities will be implemented in facilities close to the center; such as women empowerment workshops, vocational training courses, social cohesion activities, etc. Extensive livelihoods support tailored specifically for women and girls will ultimately result in a more resilient refugee community. Through the services, referrals, training courses, provided via the Centre, women - refugee and host country nationals – will have increased access to short term financial assets and production skills.

The ILO is implementing economic empowerment component of the said project for Syrians that seek to develop their skills, prepare them to take jobs, support their entrepreneurship capacities and increase their resilience. Under the Outcome 1 of the project, ILO will be responsible for “Output 1.2: Women are empowered and have access to long-term employment opportunities” to increase and promote the employability of women refugees.

Building on the experiences gained in the implementation of on-going projects, ILO will be promoting decent work opportunities for Syrian women refugees and women from host communities by engaging with labour market actors. As this project is targeting the most vulnerable women, access to formal work and training opportunities will reduce the risk of

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<sup>35</sup> Outcome 2 of the project is: Women and girls are engaged in promoting social cohesion and co-existence in their communities (Outcome 2). Project Partners UNWomen and ASAM are responsible for outcome 2 that's why it is not included into the scope of this evaluation.

exploitation, engagement in negative coping mechanisms, while supporting the access to safe, dignified and decent working conditions in line with the national laws and regulations both for Syrian and host communities' women and girls. In this regard, improving the ability and skills of Syrian refugees and host communities via seminars, courses and vocational trainings will increase their employability and will save them from exploitation. ILO will ensure synergies with similar on-going and future livelihoods programmes being implemented by ILO and other UN Agencies in the area. The courses will be open to both Turkish and Syrian nationals.

Under this output, the following activities will be undertaken by the ILO:

- **Activity 1.2.1** *Providing basic life and market skills training programmes*

Women are at higher risk of being excluded from decent work opportunities due to barriers related to societal attitudes and stereotypes, access to employment, information and services and cultural participation. To ensure effective inclusion of women in the project and making decent work a reality for Syrian and Turkish women, proactive measures will be taken to ensure access of women to the labour market. In this regard, basic life and market skills training programmes will address language skills (Turkish), computer courses gender equality and women's human rights. For women specific modules, ILO will mobilize its expertise and knowhow acquired through their on-going projects including "Women's Empowerment through Decent Work in Turkey" and "ILO Response to Syrian Refugee Crisis".

**Expected output:** 800 women will be trained on basic life and market skills. 70:30 per cent SuTP/HC (Syrians under Temporary Protection/Host Communities) ratio will be applied to this activity, in line with the overall target ratio approach.

- **Activity 1.2.2.** *Providing market oriented vocational and technical training courses*

ASAM (The Association for Solidarity with Asylum Seekers and Migrants) is responsible for conducting the registration and early skills/competency assessment (profiling) of women accessing to the Centre for first step evaluation of their skills and knowledge. Building on this data, ILO and UN Women are in charge of having sample in-depth interviews with women to better identify and harmonize the needs and expectations of women with the realities and expectations of the labour market. Vocational trainings will be planned and conducted according to the results of this preliminary needs assessment compared against ILO's previous

local labour market analyses conducted to identify potential sectors where employment and business growth may occur.

In line with the information provided above, it is advisable to train women to become intermediate level staff for textile, garment and shoe-making industries, where they can produce intermediary level industrial products from their homes or from secured locations, where they will feel safe and sound. Nonetheless, traditional sectors should also be included amongst the available courses since they allow women with little skills to become quickly familiar with work and become more enthusiastic. Another avenue of profit will be to build on the linguistic skills of Syrian women and help them become competent in clerical work which could provide them with employment opportunities in export / import businesses. Turkish language courses at both beginner and elementary level (Ministry of National Education Turkish Module A1 and Turkish Module A2) are expected to directly contribute social cohesion and integration of Syrians with the host community as well.

The types of vocational and technical training courses that will include, among other things, traditional handicrafts packaging, patient admission services, office management, hairdressing and skincare, cooking. Nonetheless, the list of the courses will be modified during project implementation according to the current necessities of the labour market and the skills set and education level of women benefiting from the Centre, as described above. The approach to the vocational training courses needs to be flexible enough in order to be able respond to the needs of the target group which comprises of the most vulnerable and marginalised women, whose needs have until now gone unnoticed.

ILO will ensure the accreditation of the training programmes through the Public Education Centres of the Ministry of Education through the provision of a certificate. Therefore, the training modules will be aligned with the modules of the Directorate General of Life Long Learning under the Ministry of National Education (MoNE), and their trainers will be deployed at the Centre as per the protocol between MoNE and Gaziantep Municipality. In accordance, participants will be provided valid certification. Vocational guidance and counselling services will be provided to facilitate post-training job placements in close coordination with İŞKUR (Turkish Employment Agency). ILO will be the responsible party to implement these training modules in line with the framework described above. During the project implementation İSKUR Provincial Directorate will be in close coordination with the provision of courses,

registration of beneficiaries to Turkish Employment System, effectiveness and relevancy of courses with the labour market requirements in the region.

**Target number:** 560 women<sup>36</sup> will receive vocational training courses and will be certified accordingly. 70:30 per cent SuTP/HC ratio will be applied to this activity based on coordination with İŞKUR; ILO, ASAM and UN Women will also pay every possible effort to reach the 50:50 percent in line with Ministry of Labour's policy and targets, in line with the overall target ratio approach.

- **Activity 1.2.3.** *Providing entrepreneurship courses for Syrian women who are willing to start up their own business models*

The project will provide opportunities to entrepreneur women who are willing to establish their own businesses. Entrepreneur women who have completed the modules on basic life skills and vocational skills, will be offered to take part in entrepreneurship classes. ILO will collaborate with the public entity in Turkey, which is responsible for supporting the entrepreneurs, KOSGEB (Small and Medium Industry Development Organization), to ensure that women benefiting from these modules will have access to the micro-grants and favourable credit schemes offered to those who are certified by KOSGEB. ILO will build on the collaboration already being carried out with KOSGEB in Sanliurfa and conduct new entrepreneurship training in Gaziantep.

**Target number:** 80 women will be trained on entrepreneurship and will be certified accordingly. 70:30 per cent SuTP/HC ratio will be applied to this activity, in line with the overall target ratio approach.

- **Activity 1.2.4** *Establishing a mentoring/role model system for empowerment of women*

Women who succeeded in business life in the region or country will be invited to the Centre on a regular basis to give seminars to share their experiences and knowledge with Syrian and host community women and girls. Role model seminars will be offered at the Centre on a monthly basis. Moreover, a mentoring group will be established, which will be composed of

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<sup>36</sup> UN Women and ILO will ensure that women and girls receive extensive livelihood support tailored specifically to their needs. Courses and counselling to support women's economic empowerment will be offered to about 560 who are not willing to take part in the classes provided in existing centres and are looking for women-only spaces for skills building.<sup>36</sup> Women who receive the first stage referral and psychosocial support from the centre will be prioritized for the in-house skills building programmes, while others will be recommended to the existing livelihood programmes provided by other institutions.

women with similar backgrounds and those who have been able to access the labour market after vocational training, women's empowerment programmes or micro credit applications. The aim of the mentoring group will be to provide peer to peer counselling and provide role models for the women benefiting from the Centre. Finally, sharing success stories will not only create a feeling of empowerment, but will also help remove the intersociety cultural barriers amongst women from various ethnic, social and economic backgrounds. ILO, through mobilisation of consultants, will facilitate the meetings of the mentoring group.

**Target number:** 800 women will be supported through seminars and mentoring activities. 70/30 per cent SuTP/HC ratio will be applied to this activity, in line with the overall target ratio approach.

- **Activity 1.2.5** *Providing opportunities and resources for small scale income generation activities & Supporting women's cooperatives*

Under this activity the project will support women benefitting from the Centre to engage in joint production activities, which can be transformed into organising in the form of women's cooperatives. Activities that can bond Syrian women and women from host communities will be promoted to contribute in household economies while creating a sense of dialogue and co-existence. In cooperation with UN Women, ILO will engage with experts in such areas (e.g. well-known chefs and designers) to promote the establishment of women owned start-ups through production of high-quality end products and for the marketing of the products at the Centre. To this end, workshop sessions on production will be organized at the Centre. ILO will also be in touch with the private sector and chambers for the marketing activities and on the job trainings for those willing to gain hands-on experience and become more equipped before entering into the active work force. Women with high possibility to succeed in entrepreneurship will also be offered one-to-one professional business mentoring.

Women who are willing to pursue these activities in a common structure will be supported via training modules for cooperatives by the staff of General Directorate of Cooperatives and Ministry of Customs and Trade. Priority will be given to the trainees who participated to entrepreneurship training. During the training sessions, women will be informed about the legislative issues on cooperatives and provided consultancy for the establishment of the cooperative in cooperation with the General Directorate of Cooperatives, Ministry of Customs and Trade and Foundation for the Support of Women's Work.

Current legislative framework allows Syrian women to become members to cooperatives. Nonetheless, it is not yet possible to establish Syrian only cooperatives. Therefore, supporting women cooperatives will not only support women in terms of economic empowerment but will also contribute in social cohesion and co-existence due to the multi-cultural structure of these cooperatives formed of Syrian and Turkish women.

**Target number:** 240 women will participate to the small-scale income generating activities and will be trained on the legislative framework on women's cooperatives. Minimum number of 20 women will be the member of new established women cooperative. 70/30 per cent SuTP/HC ratio will be applied to this activity, in line with the overall target ratio approach.

- **Activity 1.2.6** *Providing job-counselling and legal advice on work permits and job security*

The project will organise awareness raising seminars among Syrians and Turkish women and girls concerning access to rights, legal arrangements, problems, and opportunities in the labour market. The seminars will help participants understand the legal pathways to obtain work permits, ensure decent work conditions (minimum legal wage, social security, etc.), occupational safety and health, and be equipped to ask for help in cases of harassment. ILO will use its in-house capacity to implement these training modules.

ILO will also provide vocational guidance and counselling services to facilitate post-training job placements.

**Target number:** 800 women will be trained on access to rights, legal arrangements, problems, and opportunities in the labour market. 70/30 per cent SuTP/HC ratio will be applied to this activity, in line with the overall target ratio approach.

This project will assist Turkey meet its commitments to the **Sustainable Development Goals** – especially SDG 5 (Achieve gender equality and empower all women and girls and Sustainable Development) since it is targeting and serving to the most vulnerable refugee and host community women through gender responsive activities. The project's overall rationale is to link the resilience approach with gender equality goals. In addition, the project contributes significantly to SDG 8 (Promote inclusive and sustainable economic growth, employment and decent work for all) through the economic empowerment activities like vocational trainings, entrepreneurship trainings, establishment of women cooperative and informative seminars on work life carried out by ILO Office for Turkey.

## **b. Present status of the project**

*“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”* Project officially started in February 2018 based on the agreement between UNWomen and EUD. However, ILO Office for Turkey has signed UN to UN Agreement with UNWomen on 26 April 2018. The first instalment was transferred in May 2018 and activities started in June 2018. ILO Office for Turkey has conducted several courses, vocational trainings and seminars in SADA Women Empowerment and Solidarity Center and Gaziantep Chambers of Artisans and Craftsmen since June 2018.

All courses and vocational trainings have been delivered in cooperation with Ezogelin Public Education Center (PEC) affiliated to MoNE. All the training modules are aligned with the modules of the Directorate General of Life Long Learning of the MoNE. All courses and vocational trainings have been conducted in Turkish and interpreters funded by the project provide translation from Turkish to Arabic.

ILO Office for Turkey also established the upper shoe making, textile and kitchen workshops based on the ILO’s previous local labour market analyses conducted to identify potential sectors where employment and business growth may occur. The General Directorate of Lifelong Learning provides training on upper-shoe production producing local food products and lockstitch operating within the Public Education Curriculum in the context of the workshops organised by ILO.

As being the partner responsible for economic empowerment of Syrian and host community women, ILO Office for Turkey has conducted several seminars besides courses and vocational trainings. Aiming to facilitate and promote the entry of women beneficiaries of the project into labour markets, the seminars treated six topics namely Gender Equality at Work, Work Permits, Social Security Rights, ISKUR Active Labour Market Programmes, Occupational Safety and Health, and Role Models.

ILO Office for Turkey also delivered entrepreneurship training and developed “A Guide for Women Entrepreneurs” based on the needs of refugees and host community groups. Moreover, aiming to combine the revenue-generating activities of the women beneficiaries of the project with cooperative works, the seminar on “Cooperativism” along with “Youth-Deal Cooperative” was held for the beneficiaries. Furthermore, 4 focus group meetings held

at SADA Women Empowerment and Solidarity Centre in cooperation with Foundation for the Support of Women's Work (KEDV) in the context of establishing a cooperative.

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

The evaluation of the project is part of the Monitoring and Evaluation Plan 2019 of the ILO Regional Office for Europe and Central Asia. The purpose of this evaluation is to assess the results of the work done in order to properly report on the results as well as define the precautions for proper and better implementation of the remaining part of the project. It will also guide for possible further project development to promote decent work opportunities both for Syrian and host communities women in Turkey and provide prospect for future collaboration areas with UN Agencies. It would help to define what and how the ILO Office for Turkey contributed for better working and living conditions both for the Syrian refugees and the host communities, improvement of knowledge-base, employability and raising the awareness of the refugees, public institutions and the general public about the labour market access of the refugees, their rights and obligations. The mid-term evaluation will also ensure accountability to Beneficiary, donor and key stakeholders and promote organizational learning within ILO and among key stakeholders.

The **scope** of the evaluation will encompass all activities and components of the project for the period from May 2018 to the beginning of 2019. The main clients of the evaluation will be ILO management, project team members, project partners (UNWomen and ASAM), local partners in Gaziantep.

The following groups are the main clients of the evaluation:

- ILO management and project staff at ILO Office for Turkey both in Ankara and Gaziantep
- Project Partners: UNWomen and ASAM
- Donor (the EU Delegation in Ankara)
- National Partner: Ministry of Family, Labour and Social Services, DG for International Labour Force
- Local partners: Gaziantep Metropolitan Municipality, Gaziantep Chambers of Artisans and Craftsmen, Ezogelin Public Education Center, İŞKUR Gaziantep, Social Security Institution Gaziantep,



- Experts and Service Providers: Specialists on gender equality, occupational health and safety, entrepreneurship training, cooperative
- Target groups of the project: Refugee and host community women
- Trainers and interpreters of courses and vocational trainings

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

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

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

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

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

D. The suggested evaluation criteria and questions are given below:

**Relevance**

- Project's fit with the context:
  - How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents and Sustainable Development Goals – especially SDG 5 and SDG 8?
  - Is there a fit between the project design and the direct beneficiaries' needs?
  - How well does it complement other ILO projects in the country and/or other donors' activities?
  - Were the project approach and activities relevant to the needs of the constituents and the stated objectives? Were the activities and outputs of the project consistent with their overall objectives of the project and has the quality of these outputs been satisfactory?
- Appropriateness of the project design:
  - Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
  - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting objectives (strategies)?
- Are indicators useful and SMART to measure progress?

**Effectiveness**

- To what extent have the project objectives been achieved? What are results noted so far? Have there been any obstacles, barriers?
- Have there been any unintended results (positive or negative)?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any notable successes or innovations?

- Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- How effective was the monitoring mechanism set up, including the role of the Project steering committee and the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- How effective was the communication strategy implemented?<sup>37</sup>

### ***Efficiency***

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

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

- Are the results achieved likely to continue till the end of ongoing project and after it?
- Are they likely to produce longer term effects?
- What action might be needed to bolster the longer term effects?
- How the project envisages achievement of solutions for sustainable results?

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

- What are the lessons learned from the implementation?
- How these lessons should be incorporated or made use of for better implementation of ongoing project and in the formulation and implementation of a new possible project?
- Are there good practices to be replicated both nationally and globally?

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<sup>37</sup> As monitoring mechanism and communication strategy are under the responsibility of UN Women as the main implementing agency, the evaluator is requested to have a depth discussion on this with UN Women.

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

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

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

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

**IV. Methodology**

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

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

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

for the evaluation. Individual or group interviews will be conducted with the main clients defined in page 8.

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

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

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

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

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

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

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

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

- B. Draft Final Report in English (electronically) that should include:
  - ✓ Executive Summary with key findings, conclusions and recommendations<sup>38</sup>
  - ✓ project background<sup>39</sup>
  - ✓ evaluation background (purpose, scope, clients, methodology)
  - ✓ findings
  - ✓ conclusions and recommendations (identifying which stakeholders are responsible)
  - ✓ lessons learnt & good practices
  - ✓ annexes including the TORs, inception report, a list of those consulted
- C. Final Report in English (electronically) incorporating feedback from stakeholders on the draft

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

- **Inception Report** (to be submitted to the evaluation manager within **ten days** of the submission of all program documentation to the Evaluator)

This report will be 5 to 10 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator(s) will also share the initial draft inception report with the Evaluation Manager to seek their comments and suggestions. The inception report should be in line with ILO EVAL Office Checklist that can be found below link.

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<sup>38</sup> The executive summary should address the project purpose, project logic, project management structure, present situation/status of project, evaluation purpose, evaluation scope, evaluation clients/users, evaluation methodology, main findings, conclusions, recommendations, important lessons learned, and good practices.

<sup>39</sup> The project background should address the project context, project purpose, project objectives, project logic, funding arrangements, organizational arrangements for implementation, and project major events and milestones.

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf)

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

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

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

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

## **VI. Suggested Report Format**

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

1. Title page
2. Table of Contents
3. Executive Summary
4. Project Background
5. Evaluation Background
6. Evaluation Methodology
7. Main Findings
5. Conclusions
6. Lessons learned and Emerging Good Practices

7. Recommendations
8. Appendices
9. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

For detailed information, please follow this page:

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

The process of the finalization of the Evaluation reports:

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

## **VII. Management Arrangements**

The evaluation team will be comprised of one national consultant (s) working under supervision of the ILO Evaluation Manager. The evaluation will be managed by Özge Berber-Agtaş, Programme and Admin Officer of the ILO Office for Turkey under the coordination of Ms Irina Sinelina, ILO Regional Evaluation Officer/EVAL. Interpretation, if needed, during field research will be provided by the project.

## **VIII. Requirements**

Qualifications of the Evaluator (s)

- Substantial knowledge of the migration and refugee issue
- Experience in evaluation of development interventions
- Knowledge of the ILO's mandate and Decent Work agenda



- Knowledge of the country context
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
- Advanced degree in public administration, economics and social sciences
- Excellent analytical and report-writing skills
- Qualitative and quantitative research skills
- Full command of English and Turkish

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

#### **IX. Roles and Responsibilities**

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

- Reviewing the TOR and provide input, propose any refinements to assessment questions, as necessary.
- Reviewing project background materials (e.g., project document, progress reports, visibility and promo materials).
- Developing and implementing the assessment methodology (i.e., prepare the inception report, conduct interviews, review documents) to answer the assessment questions.
- Conducting preparatory consultations with the ILO prior to the field mission.
- Conducting field research, interviews and surveys, as appropriate.
- Preparing an initial draft report with an input from the ILO specialists.
- Conducting briefing on findings, conclusion, and recommendation of the assessment.
- Preparing final report based on the feedback obtained on the draft report.

*The ILO Evaluation Manager is responsible for:*

- Drafting and reviewing the TOR,

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

*The Project Coordinator and Team is responsible for:*

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

Providing the translation of the evaluation report or main parts of it into Turkish language.

#### X. Timeframe

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

<b>Tasks</b>	<b>Number of working days</b>
Desk review of project related documents; Skype briefing with evaluation manager, project manager.  Prepare inception report including interview questions and questionnaires for project stakeholders	10 days
Conduct interviews, surveys with relevant project staff, stakeholders, and beneficiaries.	10 days
Analysis of data based on desk review, field visit, interviews/questionnaires with stakeholders; draft report	10 days
Revise and Finalize the report	4 days
<b>Total</b>	<b>34 days</b>

## **XI. Norms and standards**

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

Ethical considerations will be taken into account in the evaluation process. As requested by the UNEG Norms and Standards, the evaluator will be sensitive to beliefs, manners and customs, act with integrity and honesty in the relationships with all stakeholders.

The evaluator(s) shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source. In accordance with ILO Guidance note 4: “Considering gender in the monitoring and evaluation of projects”<sup>40</sup>, the gender dimension should be considered throughout the methodology, deliverables and final report of the evaluation. The evaluator(s) should assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately reflected in the inception report and final evaluation report.

### **Payment Details**

On completion of the work to the satisfaction of the ILO, the ILO will pay to the External Collaborator the amount of 10.200 USD on a lump sum basis. The evaluator will be responsible for all travel, boarding, lodging, administrative costs and any other costs as incurred for activities outlined in this ToR.

### **Travel Details**

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

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

Payment will be made in two tranche;

1. **3.000 USD**-upon the submission of the inception report
2. **7.200 USD** - upon the submission of the final report.

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

### **Deliverables:**

All deliverables and outputs will be in English.

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<sup>40</sup> [http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)

<b>Deliverable</b>	<b>Deadline</b>	<b>Payment upon Approval</b>
1. Submission of Inception Report	1 February 2019	3.000 USD
2. Conducting interviews with relevant project staff, stakeholders and beneficiaries	15 February 2019	-
3. Submission of Draft Final Report	1 March 2019	-
4. Submission of Final Report	8 March 2019	7.200 USD

#### **Annex-I:**

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

- ILO Policy Guidelines for results-based evaluation, 2017  
[https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang-en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang-en/index.htm)
- Code of conduct form (To be signed by the evaluators)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206205/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm)
- Checklist No. 3 Writing the inception report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165972/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm)
- Checklist 5 preparing the evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165967/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm)
- Checklist 6 rating the quality of evaluation report  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165968/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm)
- Template for lessons learnt and Emerging Good Practices  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206158/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm)  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_206159/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm)

- Guidance note 7 Stakeholders participation in the ILO evaluation  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Guidance note 4 Integrating gender equality in M&E of projects  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_165986/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm)
- Template for evaluation title page  
[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)
- Template for evaluation summary  
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

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## Annex 2. Project Basic Information

PROJECT KEY INFORMATION	
<b>Project Title</b>	<b>INT/17/03/UNW : “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey” Project</b>
<b>Project Partners of the Action</b>	United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) International Labour Organization (ILO) Association for Solidarity with Asylum-Seekers and Migrants (ASAM) Gaziantep Metropolitan Municipality (GMM)
<b>Overall Objective of the Action</b>	The overall objective (goal) of the UN Women Programme <b>“Strengthening the Resilience of Syrian Women and Girls and Host Communities in Iraq, Jordan and Turkey”</b> is to ensure that “women, girls and their communities are resilient to conflict, displacement and other crises”.
<b>Implementing Partner for Outcome 1.2.</b>	International Labour Organization (ILO)
<b>Project Purpose of the ILO Project under the Action</b>	To implement the Turkey Component of the Outcome 1.2 of the overall UN Women Programme. The Programme aims towards the social and economic stabilization of Syrian women and girls in Turkey, and to contribute to enhancing their self-reliance and ability to co-exist via a two-fold regional strategy.  <b>Outcome 1.2: Women refugees and host country nationals are empowered through increased longer term social and economic recovery and livelihood opportunities</b>

	<p><b>Outcome indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of women refugees and host country national receiving support from this project, actively seeking livelihood opportunities. Baseline: 15; Target: 320</li> </ul> <p><b>Output 1.2: Women are empowered and have access to long-term employment opportunities.</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of women refugees and host country national receiving support from this project, actively seeking livelihood opportunities. Baseline:395, Target:1600v(Act. 1.2.1, 2, 3 &amp; 4)</li> <li>• Number of Syrian refugees and host communities participating in small-scale income generation activities Baseline:15, Target:240 (Act. 1.2.5)</li> <li>• Number of Syrian refugees and vulnerable host communities supported through awareness raising/mentoring seminars Baseline:256, Target:800 (Act. 1.2.6)</li> </ul>
<p><b>Activities undertaken by the ILO and the Outputs to be delivered</b></p>	<p><b>Activity 1.2.1</b> Providing basic life and market skills training programmes</p> <p><b>Expected output:</b> 800 women will be trained on basic life and market skills. 70:30 per cent Syrian/HC ratio will be applied to this activity, in line with the overall target ratio approach.</p> <p><b>Activity 1.2.2.</b> Providing market oriented vocational and technical training courses</p> <p><b>Expected output:</b> 560 women will receive vocational training courses and will be certified accordingly. 70:30 per cent Syrian/HC ratio will be applied to this activity based on coordination with İŞKUR; ILO, ASAM and UN Women will also pay every possible effort to reach the 50:50 percent in line with Ministry of Labour’s policy and targets, in line with the overall target ratio approach.</p> <p><b>Activity 1.2.3.</b> Providing entrepreneurship courses for Syrian women who are willing to start up their own business models</p> <p><b>Expected output:</b> 80 women will be trained on entrepreneurship and will be certified accordingly. 70:30 per cent Syrian/HC ratio will be applied to this activity, in line with the overall target ratio approach.</p> <p><b>Activity 1.2.4</b> Establishing a mentoring/role model system for empowerment of women</p> <p><b>Expected output:</b> 800 women will be supported through seminars and mentoring activities. 70:30 per cent Syrian/HC ratio will be applied to this activity, in line with the overall target ratio approach.</p> <p><b>Activity 1.2.5</b> Providing opportunities and resources for small scale income generation activities &amp; supporting women’s cooperatives</p>

	<p><b>Expected output:</b> 240 women will participate to the small-scale income generating activities and will be trained on the legislative framework on women's cooperatives. Minimum number of 20 women will be the member of new established women cooperative. 70:30 per cent Syrian/HC ratio will be applied to this activity, in line with the overall target ratio approach.</p> <p><b>Activity 1.2.6</b> Providing job-counselling and legal advice on work permits and job security</p> <p><b>Expected output:</b> 800 women will be trained on access to rights, legal arrangements, problems, and opportunities in the labour market. 70:30 per cent Syrian/HC ratio will be applied to this activity, in line with the overall target ratio approach.</p>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Low attendance rate of beneficiaries.</li> <li>• Government stakeholders continue their support.</li> <li>• Public institutions at central and local level continue to be supportive of our project.</li> <li>• Rotation of staff within Public education centers affecting interest in cooperation.</li> </ul>
<b>Project Location</b>	Turkey, Gaziantep

PROJECT – FINANCIAL DATA AS OF 15/01/2019	
<b>ILO Contracted Amount through UN to UN Contract</b>	€1,259, 054.02
<b>Total programmable amount incl. direct costs</b>	€ 1,176,686.00
<b>Indirect Costs (7%)</b>	€ 82,368.02
<b>First Year Budget - paid</b>	€ 633,262.38
<b>Second Year Budget to be paid on 15/04/2019</b>	€ 625,791.64

PROJECT KEY DATES	
<b>Contractor Signature Date between UN Women and EUTF of the overall Action</b>	18/12/2017
<b>Start and Duration of the overall Action</b>	02/02/2018 24 months



<b>UN to UN Agreement (UN Women and ILO) Signature Date</b>	26/04/2018			
<b>Duration of the Project undertaken by ILO</b>	20 months, 26/04/2018 - 31/12/2019			
<b>ILO Activities</b>	<b>Start Date</b>	01/05/2018	<b>End Date</b>	31/12/2019
<b>Final Date for Implementation</b>	31/12/2019			
<b>Nature of Activities</b>	Training, workshops and seminars			
<b>First Progress Report Date</b>	14/09/2018			
<b>Second Progress Report Due Date</b>	31/03/2019			
<b>Final Progress Report Due Date</b>	31/12/2019			

### Annex 3. Evaluation Questions

<b>Evaluation Criteria</b>	<b>Evaluation Questions</b>
Relevance	1.1. How the project supports United Nations Development and Cooperation Strategy (UNDCS), strategic country development documents?
	1.2. Is the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?
	1.3. Is there a fit between the project design and the direct beneficiaries' needs?
	1.4. How well does it complement other ILO projects in the country and/or other donors' activities?
	1.5. Were the project approach and activities relevant to the needs of the constituents and the stated objectives? Were the activities and outputs of the project consistent with their overall objectives of the project and has the quality of these outputs been satisfactory?
	1.6. Are the outcomes, outputs complementary any strategy left outside the log?
	1.7. Logical sequence of activities and outputs?
	1.8. Are indicators useful and SMART to measure progress?
Effectiveness	2.1. To what extent have the project objectives been achieved? What are results noted so far? Have there been any obstacles, barriers?
	2.2. What were the major factors influencing the achievement or non-achievement of the objectives?
	2.3. Have there been any notable successes or innovations?
	2.4. Have there been any unintended results (positive or negative)?
	2.5. Assess how gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
	2.6. Given the size of the project, its complexity and challenges, were the existing management structure and technical capacity sufficient and adequate?

	2.7. Did the project receive adequate political, technical and administrative support from the ILO and its national implementing partners? If not, why? How that could be improved?
	2.8. How effective was the monitoring mechanism set up, including the role of the Project steering committee and the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
	2.9. How effective was the communication strategy implemented?
Efficiency	3.1. How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
Sustainability and Impact Potential	4.1. Are the results achieved likely to continue till the end of ongoing project and after it?
	4.2. Are they likely to produce longer term effects?
	4.3. What action might be needed to bolster the longer term effects?
	4.4. How the project envisages achievement of solutions for sustainable results?
Gender equality and non-discrimination issues, ILS and Social Dialogue aspects	5.1. To what extent did the project mainstream gender in its approach and activities?
	5.2. To what extent did the project use gender/women specific tools and products?
	5.3. How effective was the project in using ILS promotion and social dialogue tools and products?
Lessons Learned and good practices for future	6.1. What are the lessons learned from the implementation?
	6.2. How these lessons should be incorporated or made use of for better implementation of ongoing project and in the formulation and implementation of a new possible project?
	6.3. Are there good practices to be replicated both nationally and globally?
	6.4. Is the project successful in terms of advocating and promoting good practices through innovative communication tools?

## Annex 4. List of Documents Reviewed

- UN Policy documents particularly UNDCS and SDG
- 3RP Regional Refugee and Resilience Plan for Turkey (2018 and 2019)
- United Nations Development Cooperation Strategy Turkey 2016-2020
- ILO and UNWomen Response to Syria Crisis policies
- EUTF Results Framework
- ToR of the Mid-Term Evaluation
- The Agreement between the UN Women and the EUD
- The UN to UN Agreement between the UN Women and ILO
- Description of Action (**DoA**)
- ILO Project Proposal
- Work Plan / Table of Activities
- Minutes of Country Advisory Board Meetings
- Minutes of Management Meetings
- Project Progress Reports
- Quarterly Information Notes (**QINs**)
- MADAD Project Progress Review
- ILO Communication Strategy
- ILO Communication Documents (Brochures,
- ILO Response to Syrian Refugee Crisis

- ILO’s Refugee Response Progress Reports
- M&E Overview Refugee Response
- ILO Policy Reports
- UN Women Report on Needs Assessment of Syrian Women and Girls under Temporary Protection Status in Turkey
- Ad hoc Reports
- Training Reports
- Experts Reports
- Guidance Reports
- Technical Reports
- Evaluation Reports
- Travel Reports
- Outputs delivered
- Country Policy Documents
- DGMM Documents
- MoFLSS-DGILF Documents
- MoNE-DGLLL Documents
- Other related documents

## Annex 5. List of Interviews and Focus Group Meetings

Project Stakeholders	Key Informants	Total	Place
Project Implementation Institution: ILO	ILO Country Office	2	Ankara
	ILO Project Management Team in Ankara	3	Ankara
	ILO Project Management Team in Gaziantep	3	Gaziantep
Project Implementing Partners:	UN Women	4	Ankara
	ASAM	3	Ankara and Gaziantep
Project Donor	EU Delegation to Turkey	2	Ankara
National Partner	MoFLSS, DGILF	2	Ankara
Local Partners in Gaziantep	İŞKUR Gaziantep Provincial Directorate	2	Gaziantep
	SSI Gaziantep Provincial Directorate	2	Gaziantep
	GMM	3	Gaziantep
	GESOB	2	Gaziantep
	Ezogelin PEC	2	Gaziantep
Project Consultants	Project Experts, Trainers, Consultants, Child Care Staff, Interpreters, etc.	15	Gaziantep
Project Role Models	Former ILO Project Beneficiaries: Women Entrepreneurs	1 1	Gaziantep Phone interview
Others	Gaziantep Cooperative NGO Board Member	1	Gaziantep
Final Beneficiaries	Syrian Women and HC women	30	Gaziantep

Seminars, trainings, meetings observed	Turkish Language Course at SADA Center	Class of 20	Gaziantep
	Food making Course at the Kitchen of SADA	Class of 20	Gaziantep
	Child Care in SADA Center	Class of 25	Gaziantep
	Shoe Making Course at GESOB	Class of 25	Gaziantep
	Packaging Course at GESOB	Class of 25	Gaziantep
	Entrepreneurship Mentoring at GESOB	Mentor, mentee, interpreter	Gaziantep
	Cooperative Seminar in GESOB	About 80 attendees; 2 trainees; 1 role model	Gaziantep
	Child Care in GESOB	Class of 20	Gaziantep
<b>Total number interviewees through in-depth face-to-face interviews and focus group meetings</b>		<b>78</b>	<b>Gaziantep and Ankara</b>
<b>Total number of participants to trainings, workshops and mentorship programmes through the observations at the classes for case studies</b>		<b>221</b>	<b>Gaziantep</b>

## Annex 6.

### Annex 6a: Interview Guiding Questions

<b>Interviewees and/or Focus Group Meeting Participants</b>	1. Implementing partner: ILO
	2. Implementing Partners: UN Women and ASAM
	3. Donor: EUD
	3. National Partner - MoFLSS,
	4. Local Partners at Gaziantep: İŞKUR, SSI, GESOB, Ezogelin PEC, GMM
	4. Project Experts, Trainers, Consultants, Interpreters, etc.
	5. Final Beneficiaries: Syrian Women and HC Women

#### Guiding Questions:

<b>Relevance:</b>
Understand the design of the project to contribute to the UNDCS results and the EUTF Results Framework
Understand if the project design addresses the direct beneficiaries' needs
Understand the complementarity of the project with other projects implemented by ILO
Understand the project approaches at all levels of the LogFrame (OO, PP, Outcomes, Outputs and Activities) the needs of the constituents to achieve the objectives.
Understand the appropriateness of the project design: (i) in linewith the ILO's national and strategic frameworks, (ii) logical sequentce of outcomes and outpouts, and (ii) logical sequence of activities and outputs
Understand if the indicators are SMART to measure the progress
<b>Effectiveness:</b>

Understand achievement of the PP and results. Any obstacles, barriers?
Understand unintended results, if any.
Understand major factors affecting achievement of the project results
Understand notable successes and innovations, if any.
Assess gender mainstreaming throughout the project cycle and including the project implementation partners.
Understand to what extent the management structure and technical capacity is adequate
Understand the political, technical and administrative support from ILO and the implementing partners to the project
Understand the m&ME mechanism, including the Project SC and Advisory Board and their meetings
Understand the effectiveness of the Communication Strategy
<b>Efficiency:</b>
Understand the cost-effectiveness of the project including efficient utilisation of various inputs to deliver the outputs and results
<b>Sustainability and impact potentials</b>
Understand the durability of the outputs delivered and their contribution to the objectives, and condition necessary to ensure longer term effects.
<b>Lessons learned and good practices for future</b>
Understand the lessons learned to implement to improve the project implementation within the remaining time. Understand the good practices through specific examples and their possible replication. Understand promoting good practices through innovative communication tools.
<b>Gender equality and non-discrimination issues, International Labour Standards (ILS) and Social Dialogue aspects</b>
Understand the gender mainstreaming in the project approaches and activities, usage of gender specific tools and products, usage of ILS promotion and social dialogue tools and products.
<b>Other issues</b>
Understand if any other condition is important for the success of the project.

### Annex 6b: Interview Report Template

<b>INTERVIEW DATA</b>
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Name (s) of the interviewee (s):	
Position:	
Institution/organisation:	
Communication Information:	
Interviewer:	
Interview date:	.././2019
Interview Location	

#### Background & key issues

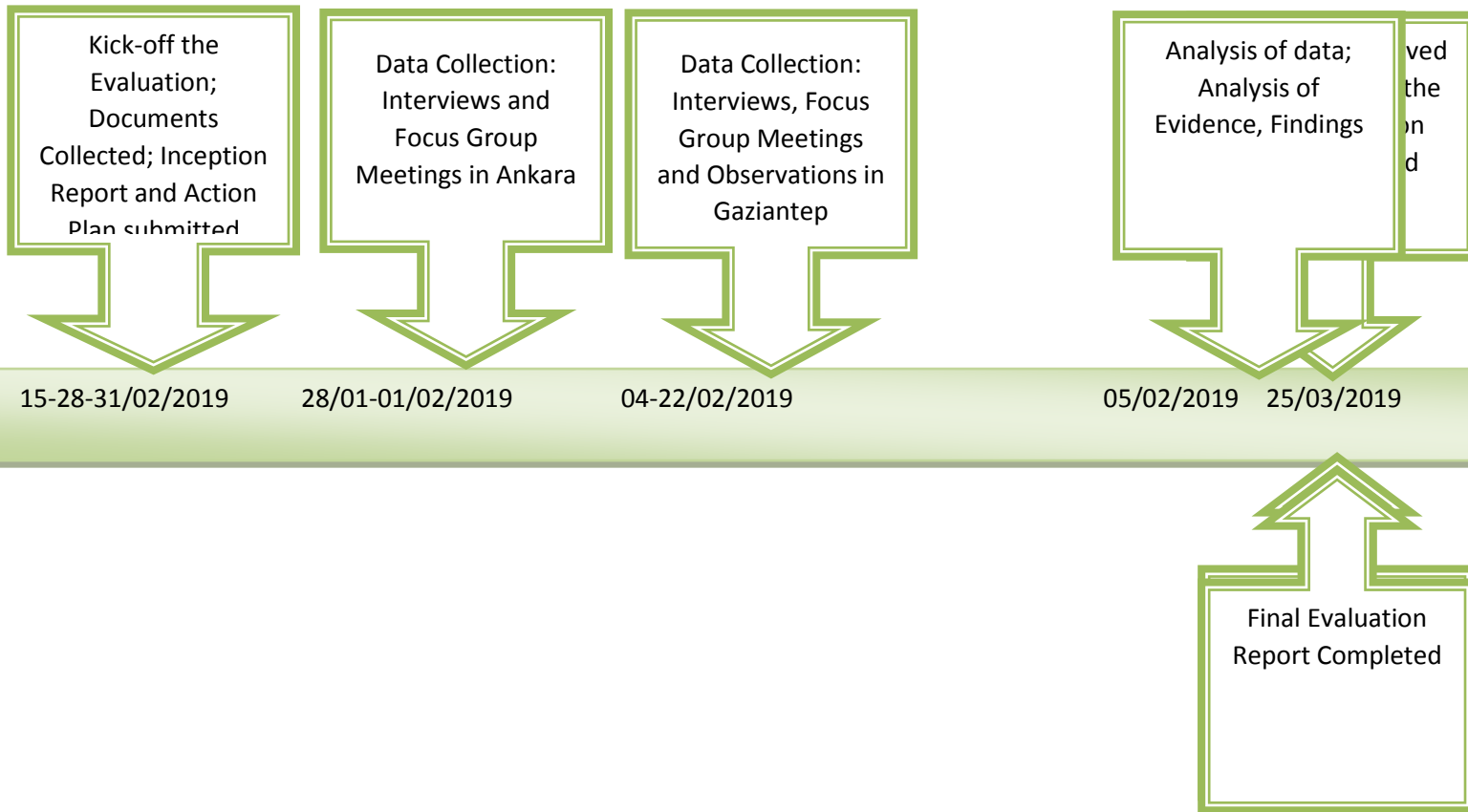
**Contents**

**Main conclusions**

**Next steps**

## Annex 7. Time Plan of the Evaluation

### Evaluation Phases between 15/01-25/03/2019



## Annex 8. Lessons Learned

### ILO Lesson Learned 1

**Evaluation Title:** Mid-Term Evaluation of the Project INT/17/03/UNW: “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”  
**Project TC/SYMBOL:** INT/17/03/UNW

**Name of Evaluator:** Hülya Gunaydın

**Date:** May 2019

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

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	Strong implementing partner/s (ILO, UN Women and ASAM) having strong expertise in their fields ensure the successful implementation of the project and achievement of its objectives. Furthermore, strong communication and coordination between the implementing partners and the national and local partners ensure the relevance, efficiency and effectiveness of the project results.
<b>Context and any related preconditions</b>	UN Women, ILO and ASAM have established a concrete partnership for implementing the project in a complementary manner based on their unique expertise, which could offer as a good example for future projects.
<b>Targeted users / Beneficiaries</b>	The most vulnerable Syrian refugee women and the HC women specifically living in the province of Gaziantep in Turkey. The total number of SuTPs in Turkey is 3.644,342 with 46 percent being women (1,667,192) according to the data provided by the Directorate General of Migration Management (DGMM) as of 07 February 2019. Gaziantep is hosting 426,383 Syrian refugees, about 46 percent of which is women (approximately 196,140) corresponding to the 11.7% of the Syrian refugee women in Turkey.
<b>Challenges /negative lessons - Causal factors</b>	The most vulnerable Syrian and HC women being the target groups / beneficiaries of the Project activities, requiring other services such as psychosocial consultancy, protected and safe spaces for training, overcoming cultural barriers, need for ethical approaches, childcare, transportation, etc.
<b>Success / Positive Issues - Causal factors</b>	The outstanding expertise and experience of the implementing partners- UN Women, ILO and ASAM- fully ensure the achievement of project objectives and results. This strength is coupled with the involvement and contribution of the national and local partners, mainly the MoFLSS DGILF at central level, and in Gaziantep GMM, GESOB, Ezogelin PEC, Local Directorates of SSI and İŞKUR related to the rights of the Syrian refugees and opportunities provided for decent work, at the local.  As the project concerns achieving only a specific part of the overall programme implemented by UN Women and ASAM, management of the project poses a challenge to ensure a strong coordination among these



	three partners. Yet, the management of the project has been successful and demonstrated a smooth cooperation already established during the former project, on which this project is building up.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	Strong institutional and organizational structure of ILO ensures the efficiency and effectiveness of the project results. The ILO Contract Amount of €1,259,054.02 through the UN to UN Contract is assessed to be adequate along with the savings realized during the implementation period.

## ILO Lesson Learned 2

**Evaluation Title:** Mid-Term Evaluation of the Project INT/17/03/UNW: “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”  
Project TC/SYMBOL: INT/17/03/UNW

**Name of Evaluator:** Hülya Gunaydın

**Date:** May 2019

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

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	A comprehensive needs analysis of the vulnerable Syrian refugee women, provides the strong basis for project design providing the conditions for the vulnerable Syrian women and HC will facilitate their involvement in the project. Examples include, a protected specific location, child care, and interpretation, cash assistance for transportation, governing ethical values and code of conduct, expertise and approaches of the project staff.
<b>Context and any related preconditions</b>	The UN to UN Contract was signed to ensure the formal project condition, outputs and outcomes of the overall project in line with the project objectives. The project was designed based on the Needs Assessment of Syrian Women and Girls under Temporary Protection conducted in 2017 by UN Women in partnership with ASAM,  The project is implemented in Gaziantep at the Sada Women-Only Center which was established during the former project of the ILO. This has allowed for the implementation of the activities targeting vulnerable Syrian refugee women and the HC women at an appropriate location and building designed for only women.
<b>Targeted users / Beneficiaries</b>	Syrian refugee women and HC women.
<b>Challenges /negative lessons - Causal factors</b>	The vulnerable women require specific conditions to participate in the project activities, if not satisfied would hinder the success of the project.

<b>Success / Positive Issues - Causal factors</b>	<p>The project design entirely fits the needs of the direct beneficiaries given the fact that the project activities, outputs and outcomes have been identified prior to the start of this project to address the real needs of the direct beneficiaries, based on a comprehensive Needs Assessment of Syrian Women and Girls under Temporary Protection conducted in 2017 by UN Women in partnership with ASAM. The Logical Framework of the project is consistent and balanced, and includes clear objectives, outcomes, and outputs</p>
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	<p>ILO ensured the physical and psycho-social conditions to address the specific needs of the vulnerable Syrian refugee women and HC women. ASAM, in cooperation with UN Women and ILO, offers a unique protected location and fulfils the pre-requisites for effective delivery of the outputs including outreach activities targeting vulnerable women, presenting “innovative and good practices”.</p> <p>The principles and ethical values of the project have been stated within the “Code of Conduct” developed by ASAM ensures the ethical conduct and professional approaches during the implementation of the project activities.</p>

### ILO Lesson Learned 3

**Evaluation Title:** Mid-Term Evaluation of the Project INT/17/03/UNW: “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”  
**Project TC/SYMBOL:** INT/17/03/UNW

**Name of Evaluator:** Hülya Gunaydın

**Date:** May 2019

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

LL Element	Text
<b>Brief description of lesson learned (link to specific action or task)</b>	<p>Capacity building on cooperatives and entrepreneurship is a functional approach for improving the employability of the Syrian women refugees. However, this might not be an easy process particularly when it concerns the non-Turkish citizens. Therefore, specific assistance needs to be taken for developing the institutional capacity such as the legislative aspects. Also, good practices can provide good examples to replicate. This will become evident at the end of the project.</p>
<b>Context and any related preconditions</b>	<p>The project is implemented in Gaziantep at the Sada Women-Only Center. Capacity building activities take place, including cooperatives and entrepreneurship.</p>
<b>Targeted users / Beneficiaries</b>	<p>Syrian refugee women and HC women.</p>
<b>Challenges /negative lessons - Causal factors</b>	<p>Establishing cooperatives and entrepreneurship might not be an easy process for the vulnerable groups particularly when it concerns the non-Turkish citizens. The legislation and the procedures might be quite difficult for the Syrian refugee women and HC women. Therefore, specific</p>

	assistance needs to be taken for developing the institutional capacity such as the legislative aspects.
<b>Success / Positive Issues - Causal factors</b>	The significant aspect of this project are that it envisages the idea of increasing the employability of the Syrian refugee women and the HC women through women cooperatives. For this purpose, capacity building through a number of seminars and consultancies have been initiated to establish and maintain cooperatives by these target groups. Another significance of the project to empower the target groups is the capacity building of selected beneficiaries on entrepreneurship in small scale income generating activities.
<b>ILO Administrative Issues (staff, resources, design, implementation)</b>	Specific assistance needs to be given to the target groups for developing their institutional capacity such as the legislative aspects. Also, good practices can provide good examples to replicate. This will become evident at the end of the project.

## Annex 9: Good Practices

<b>ILO Emerging Good Practice 1</b>	
<p><b>Project Title:</b> Mid-Term Evaluation of the Project INT/17/03/UNW “Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey”</p> <p><b>Project TC/SYMBOL:</b> INT/17/03/UNW</p> <p><b>Name of Evaluator:</b> Hülya Günaydın <span style="float: right;"><b>Date:</b> May 2019</span></p> <p>The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.</p>	
GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>The project successfully ensures to address the needs of the vulnerable Syrian women and HC women, benefiting from</p> <ul style="list-style-type: none"> <li>• unique composition of the partnership composed of UN Women, ILO, ASAM and GMM, each having specific and complementary structure, expertise and know-how, and they are collaborating and carrying out complementary activities;</li> <li>• the specifically designed and decorated SADA Women-Only Centre, which has been established during the former project;</li> <li>• the comprehensive Needs Assessment of Syrian Women and Girls under Temporary Protection conducted 2017 by UN Women in partnership with ASAM prior to the start of this project.</li> </ul>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Partnership of expertise and relevant organizations in addressing the high number of Syrian refugees is of high concern yet not practical to achieve due to several conditions.

<b>Establish a clear cause-effect relationship</b>	These conditions ensure the efficient implementation of the project activities and delivery of the outputs, therefore ensuring the effectiveness of the project.
<b>Indicate measurable impact and targeted beneficiaries</b>	Targeting the most vulnerable Syrian refugee women and the HC women and to empower them through increased longer term social and economic recovery and livelihood opportunities has significant importance as this is a rarely untouched area to address.
<b>Potential for replication and by whom</b>	Other UN Agencies, NGOs and local organizations targeting the Syrian vulnerable groups, particularly Syrian women refugees.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)</b>	United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020) , specifically with reference to the Priority 3 for Gender Equality and Women's Empowerment; The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021.
<b>Other documents or relevant comments</b>	The project has been specifically contributing to the promotion of the International Labour Standards (ILS) and the decent work principles of ILO through the seminars regularly organized on six topics with the participation of representatives from specialized institutions and organizations,

## ILO Emerging Good Practice 2

**Project Title: Mid-Term Evaluation of the Project INT/17/03/UNW  
"Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey"**

**Project TC/SYMBOL: INT/17/03/UNW**

**Name of Evaluator: Hülya Günaydın**

**Date: May 2019**

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

**GP Element**

**Text**

<p><b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b></p>	<p>The project is well designed creating synergies with</p> <ul style="list-style-type: none"> <li>• as a follow-up of the former project “Gaziantep Women-Only Centre: Providing Livelihood Support” implemented in Gaziantep by UN Women in partnership with ILO, ASAM and GMM in order to contribute in the social and economic stabilization of Syrian women and girls, and to their self-reliance and ability to co-exist in Gaziantep. SADA Women-Only Center established during the former project serves a unique protected location and fulfils the pre-requisites for effective delivery of the outputs, presenting “innovative and good practices”. Furthermore, other service are also offered to the vulnerable women such as psychosocial support, consultancies;</li> <li>• with other complementary projects targeting the Syrian Refugees and the HCs For example: <ul style="list-style-type: none"> <li>✓ Role models as successful entrepreneurs selected from the former beneficiaries of the complementary projects implemented by ILO transferred their experiences to the beneficiaries of this project;</li> <li>✓ Former beneficiary of this project, who later has become the founding member of the Gaziantep Women Cooperative, has delivered her experiences and lessons-learned to the beneficiaries of this project;</li> <li>✓ Outputs delivered in complementary projects are used for the purpose of this project, for example, brochures on labour rights at work, work permits, social security.</li> </ul> </li> </ul>
<p><b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b></p>	<p>Donor coordination is of high concern in addressing the high number of Syrian refugees in Turkey. Complementarities and synergies with other projects of ILO under its Programme have been achieved.</p>
<p><b>Establish a clear cause-effect relationship</b></p>	<p>These conditions ensure cost-effectiveness of the whole ILO Response to the Syrian Refugee Crisis for 2017-2021.</p>
<p><b>Indicate measurable impact and targeted beneficiaries</b></p>	<p>Holistic benefit created.</p>
<p><b>Potential for replication and by whom</b></p>	<p>Other implementing partners of projects targeting the Syrian refugees and the HCs.</p>
<p><b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b></p>	<p>3RP on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021.</p>
<p><b>Other documents or relevant comments</b></p>	

### ILO Emerging Good Practice 3

**Project Title: Mid-Term Evaluation of the Project INT/17/03/UNW  
“Strengthening the Resilience of Syrian Women and Girls and Host Communities  
in Turkey”**

**Project TC/SYMBOL: INT/17/03/UNW**

**Name of Evaluator: Hülya Günaydın**

**Date: May 2019**

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

<b>GP Element</b>	<b>Text</b>
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>Efficient implementation of the project has been ensured through several measures taken by ILO such as:</p> <ul style="list-style-type: none"> <li>• The childcare service offered to the children of the attendees;</li> <li>• Careful selection of the participants;</li> <li>• Strong support and cooperation of the implementing partners and the stakeholders;</li> <li>• The participative approach of the project management, which is reflected in involvement of the members of the Future of Women Committee of Syrian refugee women, in designing the courses and seminars as well as an innovative idea of initiating a women’s cooperative to facilitate common businesses of the Syrian and HC women;</li> <li>• “Code of Conduct” and “Common Understanding” developed specifically for this project and governing the activities contributes the effective project management;</li> <li>• Internal capacity building of the PMT together with the trainers and interpreters have demonstrated to contribute to a remarkable increase in the quality of the performance with a specific emphasis on gender sensitive and special approaches to the most vulnerable refugee women.</li> </ul>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	Vulnerable women lacking resources to take care of their family members. Contribution of participative and ethical approach to the improving the management of the project activities.
<b>Establish a clear cause-effect relationship</b>	These conditions ensure timely and smooth implementation of the activities.
<b>Indicate measurable impact and targeted beneficiaries</b>	High attendance of the Syrian refugee women and HC women and their high satisfaction from the activities they participate.
<b>Potential for replication and by whom</b>	Other UN agencies.
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020) , specifically with reference to the Priority 3 for Gender Equality and Women’s Empowerment; The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021.
<b>Other documents or relevant comments</b>	

#### ILO Emerging Good Practice 4

**Project Title: Mid-Term Evaluation of the Project INT/17/03/UNW  
“Strengthening the Resilience of Syrian Women and Girls and Host Communities  
in Turkey”**

**Project TC/SYMBOL: INT/17/03/UNW**

**Name of Evaluator: Hülya Günaydın**

**Date: May 2019**

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

GP Element	Text
<b>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</b>	<p>Effectiveness of the project has been ensured through several measures taken by ILO such as:</p> <ul style="list-style-type: none"> <li>• Capacity building on cooperatives and entrepreneurship through transfer of international knowledge of ILO on MY-COOP Model for cooperatives.</li> <li>• Awareness raising seminars on topics concerning regulations, rights, procedures social security, work permits, work incentives, occupational health and safety, gender equality specifically contributing to the promotion of the International Labour Standards (ILS) and the decent work principles of ILO;</li> <li>• Results with a specific focus on gender equality and mainstreaming towards empowerment of these most vulnerable Syrian and HC women through increased longer term social and economic recovery and livelihood opportunities.</li> </ul>
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	<p>Vulnerable women lacking resources to take care of their family members. They are in need of learning Turkish, skills and other relevant issues to improve their employability. These women are not familiar with the ILS and Decent work conditions.</p>
<b>Establish a clear cause-effect relationship</b>	<p>These conditions improves effectiveness of the project ensuring to achieve its objectives.</p>
<b>Indicate measurable impact and targeted beneficiaries</b>	<p>The Syrian refugee women and HC women have been empowered to improve their employability.</p>
<b>Potential for replication and by whom</b>	<p>Other UN agencies.</p>
<b>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</b>	<p>United Nations Development and Cooperation Strategy (UNDCS) for Turkey (2016-2020) , specifically with reference to the Priority 3 for Gender Equality and Women’s Empowerment; The Regional 3RP and the Chapter on Turkey as well as the corresponding ILO Response to the Syrian Refugee Crisis for 2017-2021.</p>
<b>Other documents or relevant comments</b>	