



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

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ACRONYMS

3RP: Regional Refugee and Resilience Plan

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

DGILF: Directorate General of International Labour Force

DGMM: Directorate General of Migration Management

EQ: Evaluation Question

FriT: EU Facility for Refugees in Turkey

ILO: International Labour Organization

ILO EVAL: ILO Evaluation Office

ILO ITC: International Training Centre of the ILO

ILO P&B: Programme and Budget

ILS: International Labour Standards

IMM: Istanbul Metropolitan Municipality

ISKUR: Turkish Public Employment Agency

KIGEP: Transition to Formality Programme

M&E: Monitoring and Evaluation

MoI: Ministry of Interior

MoJ: Ministry of Justice

MoLSS: Ministry of Labour and Social Security

MoNE: Ministry of National Education

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

OSH: Occupational Safety and Health

SDGs: Sustainable Development Goals

SME: Small and Medium-Size Enterprises

SSI: Social Security Institution

SuTP: Syrians under Temporary Protection

TESK: Confederation of Turkish Tradesmen and Craftsmen

TİSK: Turkish Confederation of Employers' Associations

ToR: Terms of Reference

TURKSTAT: Turkish Statistics Institute

TÜRK-İŞ: Confederation of Turkish Trade Unions

UNDCS: United Nations Development and Cooperation Strategy

UNDP: United Nations Development Programme

UNEG: UN Evaluation Group

UNHCR: United Nations High Commissioner for Refugees

WAP: Workplace Adaptation Programme

EXECUTIVE SUMMARY

Project Background

Türkiye continues to host the largest number of refugees worldwide which makes it necessary to combine national and international efforts both for refugee groups vulnerable groups in host communities. The ILO, as one of the leading international actors in Türkiye, spent considerable effort in this direction. The current project is a combination of previous endeavours and it is funded by The United States Department of State, Bureau of Population, Refugees and Migration (BPRM) with an allocated budget of \$9,775,421.23 and is implemented in 14 provinces across Türkiye. The project implementation period has coincided with the COVID-19 pandemic which caused revisions in some of the project activities and targets.

The overall objective of the project is “to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and inclusive economic growth underpinned by decent work principles” based on *three outcomes namely;*

- Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development trainings
- A strengthened enabling environment for business development and economic growth generate more and better entrepreneurship and formal job opportunities for refugees and host communities
- Labour market governance institutions and mechanisms strengthened for inclusive labour market policies protecting the rights at work of refugees and host communities

Evaluation Background and Methodology

This independent final evaluation intends for assuring accountability in terms of measuring the process, progress, outcome, and the achievement of the project in terms of the expected and achieved results and enabling learning for improvement. The evaluation reviews the approach and design implemented in achieving outcomes, as well as assesses factors in design and implementation that have contributed to or impeded the achievement of outcomes.

The evaluation applies the key OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential of the project. The core ILO cross-cutting priorities, specifically gender equality and non-discrimination, promotion of international labour standards (ILS), environment, and social dialogue was also addressed in this evaluation.

Both quantitative and qualitative approaches have been used during the evaluation. The evaluation tools employed were documentary analysis and semi-structured interviews. The documentary analysis is based on the documents reviewed, including project document(s), Logical Framework Matrix, progress reports, mission reports, independent mid-term evaluation, news on activities and other outputs of the project, and relevant materials from secondary sources (e.g., national research and publications). Semi-structured interviews were conducted online, via Zoom, to reveal the facts relevant to the evaluation questions and synthesis of findings, conclusions, and recommendations, as well as to identify lessons learned and good practices.

Findings

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

Relevance:

Türkiye faces numerous social and economic challenges imposed by the high number of refugees, especially Syrians under temporary protection. The intervention carries a critical value in terms of supporting and motivating public institutions as well as civil society organizations in addressing these issues. ILO Office for Türkiye has been actively involved in a number of these efforts and has been in the field since the early phases of the "refugee crisis" being in touch with the target group and in close collaboration with public agencies and civil society organizations. Therefore, the project fits perfectly with the context and it is part of continuing efforts undertaken by a number of actors financed through national and international funds.

Coherence:

ILO Office for Türkiye has a long working history in the field of labour and employment-related issues in the country and they have undertaken various efforts in terms of employability of refugees and other vulnerable groups. The project under question is a perfect fit with other interventions of the ILO Office for Türkiye. Many examples of synergies are observed during the evaluation. Furthermore, ILO's comparative advantages such as its extensive experience in different geographies, capability to engage high-level stakeholders, long-time presence in Türkiye, and competent staff provided added value to the project. Interaction with other ILO activities that may result in adverse effects is not observed. There are good examples of created synergies with other interventions of public institutions, especially with the local administrations. There are also examples of partnerships extending beyond the duration of the project both at global and country levels.

Effectiveness:

The intervention logic of the project is built on three pillars, which could be briefly interpreted as, improving the employability of refugees, supporting an enabling environment for businesses, and strengthening the relevant governance structure. The project demonstrated considerable progress towards these achievements in terms of;

- i. training of refugees, guiding and supporting them to reach employment opportunities, and helping them to adapt to their working environment
- ii. improving entrepreneurship skills of refugees and host community members, encouraging formalization of informal enterprises, delivering business advisory services to small businesses, job referral services, supporting the establishment and operation of women cooperatives, providing financial assistance to small enterprises to ensure their survival of the COVID 19 period.
- iii. improving the capacity of public institutions in terms of labour market governance, labour migration statistics, legal matters and audit processes, occupational health and safety measures, labour rights and better working conditions, supporting business service delivery to refugees, conducting analysis on foreign labour, child labour, and green economy.

Because of COVID and local economic circumstances, target values for some outcomes were modified during the project implementation period. Circumstances imposed by the COVID-19 outbreak were quickly evaluated by the project team and the project outcomes were modified to be more realistic under new conditions. As the result of adequate and on-time reactions to the COVID-19 crisis taken by the project team, not much deviation was observed in the nature and degree of achievement of the project and the project targets. Definition of indicators at output level only does not allow evaluation of outcomes in an objective and verifiable manner. As achievement of outputs does not guarantee the desired outcome, a strong statement cannot be made about the level of attainment of the desired outcomes.

Efficiency:

In general, the use of project resources is considered to be efficient with the exception of staff cost. Output-based rather than activity-based planning allows flexibility for the project staff in the design and implementation of activities but increases the workload of the project staff considering the requirement of making frequent modifications in the activity plan to achieve the target outputs. This is further augmented by the donor's requirement for utilization of the budget in annual terms which makes it impossible for the project team to ensure long-term commitments considering the time frame required for preparation and contracting procedures. It also requires repetition of similar efforts every year.

The project is managed and implemented by a team of experts who have a long working relationship with ILO. They are familiar with the political context and local dynamics. They are also knowledgeable about the activities of project partners. They have a good working relationship with public bodies and other UN agencies. Consequently, the existing management structure and technical capacity have been sufficient and adequate. All observations indicated that the political, technical, and administrative support of ILO as well as the national partners, especially DG International Labour Force has been more than satisfactory.

The project activities were also complemented by other resources at the global and country levels. The project team closely collaborated with other projects of implementation partners which are utilizing international and local funds.

Sustainability and Impact Potential:

With the conclusion of the project, longer-term effects are expected for various actors. Public agencies and employers' and workers' organizations are among these actors, as their improved capacity is expected to be reflected in future policymaking and governance actions. Local Administrations have a better outreach capability for refugees and have a wider spectrum of tools in terms of providing support to local communities. SMEs are more equipped for improving their business and following the procedures for employing refugees which will be reflected in higher employment of the target group. Women's cooperatives became role models for similar initiatives for providing employment and improving income of refugees. As the end beneficiaries of the project, refugees themselves improved their capacities in terms of their employability and adaptation to the work environment.

Türkiye was one of the countries that strictly followed pandemic measures. As a response, the project team revised the project plan to circumvent the restrictions and the expected impact and sustainability was not affected by the COVID-19 pandemic. Adopting online communication tools,

conducting online meetings, and using online platforms for training were demonstrated in the project and these tools and new approaches can be utilized in post-pandemic responses as well.

The project also contributed to advancing ILO's core principles. Tripartism is enhanced with the active participation of public agencies where employer and worker representative organisations are also actively involved in selected activities. This is also expected to contribute to the improvement of ILS and social dialogue. Gender equality has been the focus of all activities directly targeting refugees. The project team paid special attention to conveying the message about the active participation of women in the labour force which is emphasized in all training and awareness-raising activities.

The government of the USA as the donor institution closely monitors the progress and is continuously informed about the challenges faced and actions taken to overcome those challenges through reports and meetings. Good practices achieved may contribute to the experience of the Government of the USA in the promotion of decent work for refugees. Effective communication with the donor agency and their prompt response to requests for modifications is an indication of an effective partnership with the government of the USA.

Gender equality and non-discrimination issues

The project directly targets vulnerable groups where women constitute a considerable portion. Therefore, gender mainstreaming was at the heart of the project design and implementation. The project design reflects the understanding of the gender-related context for the refugees and host communities. It is observed that the project used gender/women specific tools and products wherever possible in line with the ILO's mainstreaming strategy on gender equality. Women formed the majority of the project team, and they are fully conscious of gender issues. Gender disaggregation has been respected in data collection for monitoring purposes.

ILS, Environment and Social Dialogue

The activities implemented under the project addressed the needs and capacity development of related actors, including government institutions and employers' and workers' organizations. Building the activities on the needs of those institutions and observations in the field indicate improved capacity toward decent work in Türkiye. In this respect, ILS promotion is considered to be very effective in the project.

Regarding the social dialogue, the activities for promoting an enabling environment for business development and economic growth to generate more and better entrepreneurship and job opportunities for refugees and host communities brought together many social actors. The activities did not only provide means of collaboration but also encouraged social dialogue between relevant actors during preparation and implementation.

Even if the environmental aspect does not have a central role in the design project, it is obviously a point of concern. Focusing on women cooperatives for guiding them to good agricultural practices, supporting green job opportunities and green economy programs are indications of mainstreaming environmental aspects in project activities.

Conclusion

The “ILO Programme of Support for Refugees in Turkey” correctly identified and met the needs of refugees and host community members in Türkiye for decent work opportunities. Activities implemented for this purpose were adequate and serious efforts were recorded for their adequate implementation. On the other hand, focusing on output level indicators only in the project design caused the project team to spend substantial effort on designing activities, identifying partners, and ensuring their engagement with short term commitments and frequent revisions which introduced a certain degree of inefficiency in implementation.

The project consolidates and develops further achievements of the previous projects to support refugees and host community members while strengthening the tripartite dialogue aiming at further developments for decent work opportunities.

Coinciding with the period of the COVID-19 outbreak caused delays in implementation, modification of some activities as well revision of the targets. The project team made notable efforts and has been very successful in finding ways of responding to the effects of the pandemic, like reshaping the activities and even bringing in a new activity to support the target groups. It is also worth noting that such achievements could only be possible in presence of the effective communication and synergy between the ILO Office for Türkiye and the BPRM, donor organization.

Lessons Learned

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

Lesson Learned 1: *When interventions related to decent work opportunities are built on previous work and experiences relevant to the same context, the intervention is more likely to be implemented more effectively and it is more responsive towards unexpected situations.*

Lesson Learned 2: *The output-based, rather than activity-based planning, hinders efficiency and impedes effectiveness of the intervention, as well as limits the identification and high-level engagement of stakeholders.*

Emerging Good Practices

Two major good practice examples stand out among the activities implemented under the project.

Good Practice 1: Establishment of “Cooperative Incubation Centre” as part of Outcome 2.5, “Established new women cooperative(s) and improved existing women cooperatives”.

Good Practice 2: The project is linked to “Green Jobs” within the framework of decent work opportunities. This is very critical as Green Jobs is regarded to be one of the most promising fields of employment to yield decent work opportunities and has the potential to be extended and replicated, considering the climate change and environmental issues.

Good Practice 3: Focusing on Women Cooperatives, as a means of providing decent work opportunities for refugee and host community women.

Recommendations

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

- The outcomes should have indicators/targets specific to the outcomes and more solid links should be established between project outputs and outcomes. This will improve impact level monitoring as well.
- Project management should have the ability of making longer term commitments in terms of engagements and utilisation of budget.
- In order to enhance tripartite structure, innovation approaches should be developed, and some incentives should be provided to workers' organisations.
- Not only workers but their immediate supervisors should be included in the workplace adaptation programs
- In providing business support to new establishments sector-specific expertise is needed.

1. Project Background

The “Decent Work Opportunities for Refugees and Host Communities in Turkey” project aims to scale up the impact of accumulated International Labour Organization (ILO) experience and knowledge in the field of promotion of inclusive job and decent work opportunities for both refugee communities (Syrians Under Temporary Protection (SuTP) and non-Syrian refugees) and host communities in Türkiye.

Country Context

Türkiye, being on the crossroads of Asia, Africa and the Europe, faces irregular migration flows both as a destination and a transit country. This historical movement is increasing as political unrest, armed disputes and economic problems experienced in the surrounding geography of Türkiye. It may even be argued that climate change triggered migration, which may become more serious in the future, is on the horizon for Türkiye.

According to The UN High Commissioner for Refugees (UNHCR), Türkiye continues to host the largest number of refugees worldwide, as the number of people forcibly displaced across the world due to conflict, violence and persecution hit record levels¹.

The Syrian crisis caused massive influx of Syrians to the country and currently Türkiye hosts 3,761,267² Syrians under Temporary Protection (SuTP) as of 7 April 2022. They are mostly concentrated in the provinces of İstanbul, Gaziantep, Hatay, Şanlıurfa, Adana and Mersin. Nearly 1.35% of SuTP are living in 7 shelter centres which are located in the provinces of Adana, Hatay, Kahramanmaraş, Kilis and Osmaniye while the majority of them are distributed throughout Türkiye.

According to the Presidency of Migration Management Statistics, there are also 29,256 refugees who applied for International Protection in the year of 2021, the highest numbers coming from the countries of Afghanistan, Iraq, and Iran respectively.

Unfortunately, the global changes do not allow one to be optimistic about the future of refugee problems. The global economy is experiencing a pronounced slowdown amid fresh threats from COVID-19 variants and a rise in inflation, debt, and income inequality that could endanger the recovery in emerging and developing economies³. In the meantime, the political instability in the region continues, and new developments like the new political takeover in Afghanistan and the very recent Russia-Ukraine war are worsening the situation. All these indicate that Türkiye will continue facing further problems of migration. Another outcome of this context is increasing pressure on the public service delivery both at the national and local level in the country which may trigger security, social and economic tensions.

The above picture indicates that the SuTP and refugees are not in a position to leave the country in a foreseeable future, and they need support to sustain their lives in Türkiye as well as their cohesion with the host community. The Turkish government is spending serious national efforts, opening

¹ <https://www.unhcr.org/tr/en/refugees-and-asylum-seekers-in-turkey> (accessed 10 April 2022).

² Presidency of Migration Management, Statistics: Temporary Protection. <https://en.goc.gov.tr/temporary-protection27> (accessed 11 April 2022).

³ Burns, A., & van Rensburg, T. J. (2012). Global economic prospects. The World Bank, Washington, DC.

public services like education and health and applying numerous support programs for SuTP and refugee groups. There are also international aid and support programs for these groups. However, both for maintaining their lives and also for their future social and economic roles, these groups are in need of being part of employment processes. Türkiye provided opportunities for them to be registered for employment and to establish businesses. On the other hand, like the rest of the developing countries, Türkiye is struggling with problems like economic slowdown, increasing unemployment, youth unemployment, limited participation of women in economic life, etc. This requires interventions to support vulnerable groups in the country as well as with the refugee communities.

In this context, national and international efforts need to be combined both for refugee groups and also for vulnerable groups in host communities. One of the leading international actors in Türkiye to contribute the policy framework and interventions to improve the situation of the related groups is ILO. ILO contributes to strengthen the global policy framework to respond to refugee and forced displacement situations globally. It has premised its strategy on strengthening the enabling environment for decent work and social justice for all, embracing the need to engage all government, social, national and international partners.

Based on the comprehensive rights-based ILO refugee response strategy that promotes the ILO's decent work principles, the "ILO Program of Support for Refugees in Turkey" has been developed. With the Program, the ILO is supporting further policy dialogue on a range of related issues, including improving the ecosystem for more inclusive legislation, access to employment-related services, social protection, conditions and rights at work, business investment, and transition from the informal to the formal economy in Türkiye. In particular, the Refugee Response Programme mainly focuses on improving the labour market integration and decent work opportunities for Syrian and non-Syrian populations and their cohesion with host communities, as well as strengthening the governance mechanisms and structures for this purpose.

In the framework of ILO's Refugee Response Programme in Türkiye, many projects targeting the refugees and host communities have been conducted. One of these projects was the US Department of State – Bureau of Population, Refugees and Migration (BPRM) funded project "Improving Labour Market Integration of Syrian Refugees and Host Communities in Turkey" project aiming to enhance the livelihoods and social cohesion of Syrian refugees and host communities in Türkiye by promoting labour market integration and inclusive economic growth underpinned by decent work principles. Another BPRM funded project was "Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey", which is carried out with the aim of enhancing the knowledge base on refugees, in particular non-Syrian refugees, and contributing to their livelihoods and access to decent work in Türkiye.

Project Description

The "Decent Work Opportunities for Refugees and Host Communities in Turkey" project was proposed to merge the two above-mentioned BPRM funded projects. This aims more inclusive operation and to boost the synergies between these two interventions. Another aim is to scale up the impact of accumulated ILO experience and knowledge in the field of promotion of inclusive job and decent work opportunities for both refugee communities (SuTP and non-Syrian refugees) and host communities in Türkiye.

The Project is aligned with the 11th Development Plan of Türkiye under related measures referring to employment and working life, and international migration. Further, the Project is linked with the “National Employment Strategy” which is geared towards developing policies providing equal opportunities to all and preventing discrimination as well as protecting workers and promoting social dialogue.

The project objectives are closely aligned with the 2030 Agenda for Sustainable Development Goals (SDGs), mainly with Goal 8 (specifically targeting 8.2 , 8.3 and 8.8) and with Goal 10 (specifically targeting 10.7).

The project is funded by The United States Department of State, Bureau of Population, Refugees and Migration (BPRM) with an allocated budget of \$9,775,421.23. The project is implemented in 14 provinces across Türkiye namely, Ankara, İstanbul, İzmir, Bursa, Adana, Gaziantep, Şanlıurfa, Mersin, Konya, Hatay, Kahramanmaraş, Eskişehir, Denizli, and Ordu.

The project implementation has coincided with COVID-19 pandemic, and related measures caused revision in some of the project activities and targets. The delays and problems experienced during the implementation also caused some activities to be completed by March 2022. In this respect, three amendments were requested on the dates of 26 June 2020, 5 January 2021 and 22 December 2022. The last one included a budget revision to support the KIGEP Plus (Transition to Formality) Programme, which provides incentives to employers to formally employ refugees and host community members in Türkiye. As part of the COVID-19 response of the Project, additional revisions like newly introduced Output 2.7 - “Provided financial assistance to small enterprises (employing 1-5) owned by refugees and host community members to increase their resilience against COVID-19 impact on their businesses” and increasing the number of beneficiaries of the KIGEP Plus under Output 2.7 were put forward.

Project Management

The ILO Office for Türkiye has been conducting the Refugee Support Programme, supporting Syrian refugees since 2015, and non-Syrian refugee populations since 2017. The Project was built on this experience, as well as other important fields of experience of ILO including social dialogue, occupational safety and health, women and youth employment, and elimination of the worst forms of child labour, to improve the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and inclusive economic growth underpinned by decent work principles.

Recalling that, previous experience of ILO, specifically two previously mentioned projects, have been merged under this Project, on the basis of this past experience and lessons learned, the two project teams have come together in the Project management structure. As stated in the Project Document, the project team, responsible for the interventions carried out in 14 provinces in Türkiye, is composed of 14 staff, namely:

- Senior Programme Officer, responsible for overall coordination and management of the Refugee Response Programme and ensured the management of the project is in line with the overall strategy
- Senior Programme Coordinator, responsible for overall coordination and management;
- Livelihoods Officer, responsible for livelihoods related interventions and cooperatives;

- Finance Officer, responsible for the project expenditures and project budget and in compliance with the ILO's financial rules and regulations;
- Skills and Employment Officer, responsible for skills and competency development related interventions;
- Governance Officer, responsible for labour market governance-related interventions;
- Business Development Officer, be responsible for business development and job creation related interventions;
- Green Economy Officer, responsible for green economy-related interventions;
- Monitoring & Evaluation Officer, responsible for the design, coordination and implementation of the monitoring, research, and learning framework of the project;
- Communications Officer, responsible for design and implement all outreach activities of the project including preparation of project visibility products, setting a communication strategy for the project, maintaining a project constituent/stakeholders/participant list and updating the list regularly;
- Project Assistant, to provide administrative and programmatic support for the timely delivery of the project results and outputs when necessary;
- Finance Assistant, to provide support to payment processes for the timely delivery of the expected project results. This will include but will not be limited to compiling payment files, supporting with budget monitoring of expenditures, etc.;
- Administrative Assistant, to assist in the procurement of services and supplies in line with ILO's financial rules and regulations for the project and arrange for control of distribution and maintenance of inventory records, etc.;
- Field Operations Assistant, responsible for assisting field-based operations and logistics.

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

Theory of Change

Although the Theory of Change is not explicitly defined in the Project Document, it is observed that the project mainstreams the good practices and lessons learned from the earlier responses to the overall rationale and activity planning in Türkiye. It is built on strong ties with local authorities and institutions, which was established through previous work of ILO in Türkiye, for implementation. The project works in synergy with other parallel ongoing ILO interventions with the aim to facilitate the access of final beneficiaries to the labour market. Therefore, in line with the ILO principles, the project supports decent work for all, including migrant and refugee workers as well as members of host communities, by promoting rights at work and decent employment opportunities, enhancing social protection, and strengthening the social dialogue.

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

The project is built on three pillars targeting refugees, businesses and regulatory bodies. 23 distinct activities were implemented to reach the achievements. When these activities and targets for each activity are reviewed, it can be concluded that the intervention logic is well structured. The only shortcoming is the difficulty of measuring the achievements. It is very easy to monitor the progress of each activity but the progress towards achieving outcomes which are expected to be visible and sustainable is not possible with the current Theory of Change.

Project Objectives

The overall objective of the project is “to strengthen the resilience and social cohesion of refugees and host communities in Türkiye by promoting access to decent work and inclusive economic growth underpinned by decent work principles”.

The project design is based on *three specific outcomes*, as given below with associated outcomes:

OUTCOME 1: Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development trainings.

The objective of this component is to equip refugees and host communities in Türkiye at working age with the right skills and competencies in accordance with the needs of labour market demand and their prior learning and experiences.

Outputs

- 1.1 Increased skills and competencies of refugees and host communities.
- 1.2 Promoted access of refugees and host community members to apprenticeship program
- 1.3 Strengthened sustainability of employment and social cohesion at workplace

OUTCOME 2: An enabling environment for business development and economic growth promoted to generate more and better entrepreneurship and formal job opportunities for refugees and host communities.

This component mainly aims to improve economic and financial inclusion of refugees as well as host communities. The activities accommodate the objective of creating an enabling environment for business development and entrepreneurship to generate job opportunities for refugees and host communities.

Outputs

- 2.1 Equipped refugees and host community members to seize entrepreneurship opportunities
- 2.2 Supported new enterprises' establishment and formalization of informal enterprises
- 2.3 Improved Small and Medium-Size Enterprises (SMEs) capacities on sustainability, productivity, and competitiveness
- 2.4 Increased employment of refugees and host community members through job referrals
- 2.5 Established new women cooperative(s) and improved existing women cooperatives
- 2.6 Rolled-out green job-related pilot programs towards refugees and host community members
- 2.7 Provided financial assistance to small enterprises (employing 1-5) owned by refugees and host community members to increase their resilience against COVID-19 impact on their businesses

OUTCOME 3: Labour market governance institutions and mechanisms strengthened to assist Türkiye in implementing inclusive labour market policies protecting the rights at work of refugees and host communities

The main focus of this component is to strengthen labour market governance systems and institutions through the development of evidence-based and refugee-specific capacity-building measures to improve planning and policymaking in governance. There are delivery of tailored training activities which are developed by inclusion of national and international training institutions, consultants as well as ITC-ILO training programs to strengthen the capacity of relevant labour market institutions including DGILF, SSI, ISKUR, Mol, MoJ, MoNE, and other relevant as well as the employers' and workers' organizations, private sector, exporter associations, chambers and union of merchants at local level with respect to refugees' access to the labour market and building resilience.

Outputs

- 3.1 Strengthened capacity of relevant government institutions and employers' and workers' organizations with respect to refugees' access to labour market and building resilience
- 3.2 Strengthened capacity of relevant government institutions on labour migration statistics
- 3.3 Strengthened capacity of the judiciary for the enforcement of the Law on Foreigners and International Protection, and the subsequent Temporary Protection Regulation as well as Work Permit Regulations for international protection applicants
- 3.4 Strengthened capacity of inspection/audit personnel of relevant government institutions
- 3.5 Increased awareness of refugees and host community members on occupational safety and health (OSH) / Increased capacity of OSH Professionals – Occupational Safety Experts
- 3.6 Increased capacity of certified accountants and other relevant personnel.
- 3.7 Increased capacity of public institutions and/or chambers of commerce and industry delivering labour related services towards refugees
- 3.8 Increased knowledge and experience sharing among governmental institutions as well as workers' and employers' organizations
- 3.9 Promoted working conditions of workers within supply chains in the two sectors
- 3.10 Increased knowledge and data base on four labour related areas.
- 3.11 Increased awareness of refugees and host communities on labour rights and their access to labour market.

4. Evaluation Background

Purpose of the evaluation

ILO systematically conducts evaluation to promote accountability and learning and the evaluation relates to both purposes. The main purpose of this independent final evaluation is for accountability (measuring the process, progress, outcome, learning and the achievement of the project in terms of the expected and achieved results) and learning for improvement. The evaluation reviews the approach and design implemented in achieving and/or progress towards outcomes, as well as assess factors (in design and implementation) that have contributed to or impeded achievement of outcomes.

The evaluation applies the key OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential of the project. The core ILO cross-cutting priorities, specifically gender equality and non-discrimination, promotion of international labour standards (ILS), environment, and social dialogue was also addressed in this evaluation. In addition, the evaluation also considers the lessons learned through the implementation of the project and identifies good practices to constitute important inputs for the upcoming Project activities and future interventions in the field.

A special focus is given to the overall impact of COVID-19 on project activities and mitigation measures taken by the Office as a response. In this respect, it was assessed whether, how and to what extent the COVID-19 has affected project implementation and what measures were taken by the project team to address the unexpected COVID-19 pandemic linked factors.

The evaluation also assesses the extent to which project activities have so far contributed towards the achievement of anticipated outcomes (in comparison with the expected targets for indicators determined as per the project's log frame) and draws out and documents key lessons learned as well as provides a set of recommendations to inform future directions of the ILO's Refugee Response Program in Türkiye and to recommend better allocation of resources.

The evaluation of the Project is part of the Monitoring and Evaluation Plan of the ILO Regional Office for Europe and Central Asia. The Terms of Reference (TOR) for this evaluation is provided in Annex III.

Scope and clients of the evaluation

The scope of the evaluation encompasses all activities and components of the project for the period of January 2020 and March 2022 and up to the actual time of the mission. The final independent evaluation also benefits from the findings of the Mid-Term Independent Evaluation conducted in 2021. The Evaluation's geographical coverage included 14 project provinces where project activities were implemented.

The evaluation of the Project is part of the Monitoring and Evaluation Plan of the ILO Regional Office for Europe and Central Asia. The *main clients of the evaluation* are:

- ILO management,
- Project Team members,
- Programming staff in charge of the elaboration of new initiatives around the area of refugees in the region,
- Donor - The United States Department of State, Bureau of Population, Refugees and Migration,
- National and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in the Project cities.

Evaluation Criteria and Questions

The evaluation questions are provided by the Terms of Reference (TOR) are presented below.

Relevance

- Project's fit with the context:
 - To what extent is the project addressing key relevant components of and is contributing to:
 - ILO results framework (including P&B 2020-21), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
 - National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries,
 - Constituents' organization's mission, mandate, strategic/organizational plans?
 - The achievement of the relevant Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8, 8.5 and 10.7.
 - To what extent has the project been repurposed to provide a timely and relevant response to constituents' needs and priorities in the Covid-19 context?
 - Is there any relevance and coherence of the project strategies related to the COVID-19 policy and programme response and measures by the government, social partners, UN system and other key partners?
 - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting the achievement of the set project objectives (strategies)?
 - Is there a fit between the project design and the direct beneficiaries' needs?
 - What mechanisms are in place to ensure inclusion of beneficiary feedback in the design and implementation process?
 - How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?
 - In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to the gender equality and non-discrimination?
- Appropriateness of the project design:
 - 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?
 - Does project align with gender-related goals set by SDGs and national policy framework?
 - Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality?
 - To what extent are the output and outcome indicators of the project gender-inclusive?

Coherence

- How well does the interventions of the project fit with other interventions of the ILO Office for Turkey? What synergies have been created?
- To which extent other activities of the ILO Office for Turkey support or undermine the project activities, and vice versa?
- How well does the interventions of the project fit with other interventions of the relevant partners?
- To which extent other interventions of the partners (particularly policies) support or undermine the project activities?
- Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what

were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?

- Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?
- What has been the added value of the ILO work in terms of comparative advantage?

Effectiveness

- To what extent have the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any unintended results (positive or negative)?
- To what extent has the project adapted its approach to respond to the COVID-19 crisis and what have the implications been on nature and degree of achievement of the project and project targets after the COVID-19 crisis?
- Has the project fostered ILO constituents' active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?
- To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?
- How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Which alternative strategies towards gender equality would have been possible or are still possible?
- Are the activities and outputs of the project consistent with their overall objectives of the project?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

Efficiency

- How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
- Given the size of the project, its complexity and challenges under the Covid-19 environment, has the existing management structure and technical capacity been sufficient and adequate?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
- Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

Sustainability and Impact Potential

- To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer-term effects?
- How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic responses over time? What action might be needed to form a basis for longer term effects?

- To what extent have results contributed to advance sustainable development objectives (as per UNSDCF, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- To what extent has the project contributed to advance the ILO's core principles (ILS, tripartism and social dialogue, gender equality)?
- How much has the project facilitated and enhanced partnership with the Government of USA in promotion of decent work for refugees?
- What is the level of ownership of the programme by partners and beneficiaries?
- How is the sustainability of the project affected by the COVID-19 situation and in the context of the national and global response?

The following questions are provided in the ToR for cross cutting issues and to identify the lessons learned and good practices for future:

Lessons learned and good practices for future

- What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?
- Are there good practices to be replicated both nationally and globally?
- Is the project successful in terms of advocating and promoting good practices through innovative communication tools?
- What lessons and good practices from the project are relevant for the COVID-19 response?

Gender equality and non-discrimination issues

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

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

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

The questions, which were formulated by the Evaluation Manager, are organized for OECD/DAC criteria and cross-cutting issues that were addressed in the final independent evaluation, as described in the "Purpose of evaluation" section above.

5. Methodology

The Evaluation was carried out in accordance with the ILO evaluation policy based on the United Nations Evaluation Norms and Standards, following ILO Evaluation Guidelines and Support Guidance Documentation. It fully adheres to ILO evaluation norms, standards, and ethical safeguards.

The evaluation has been conducted by Mr. Melih Aral, Independent Evaluator. Due to the situation resulting from the COVID-19 pandemic, all interviews have been conducted online via Zoom.

The Evaluation study took place over three phases:

Phase	Activities and outputs
Preparation/Desk Review Phase	<ul style="list-style-type: none"> • Discussions with Evaluation Manager & Project Coordinator • Review of documents • Inception Report
Data Collection (online) Phase	Online interviews with the project team, stakeholders and beneficiaries (see Annex V for complete list of persons interviewed)
Synthesis and Reporting Phase	<ul style="list-style-type: none"> • Synthesis and preparation draft evaluation report • Submission of draft evaluation report • ILO comments to evaluator • Submission of Final report

To fully understand the project and its achievement of outcomes and outputs both quantitative and qualitative approaches have been used during the evaluation. The evaluation tools employed were documentary analysis and semi-structured interviews.

The documentary analysis is based on the documents reviewed, including project document(s), Logical Framework Matrix, progress reports, mission reports, independent mid-term evaluation, news on activities and other outputs of the project, and relevant materials from secondary sources (e.g., national research and publications). This enabled the consultant to collect information to answer relevant evaluation questions and design the semi-structured interviews. Quantitative data was drawn from project documents, especially from the Progress Reports.

Semi-structured interviews were conducted online, via Zoom, to reveal the facts relevant to the evaluation questions and synthesis of findings, conclusions, and recommendations, as well as to identify lessons learned and good practices. In this regard, twelve meetings were carried out with 27 participants in total, consisting of 10 males and 17 females. This helped to better understand the qualitative aspects of the project, including perceptions and evaluations of stakeholders from their own perspectives. Opinions revealed by the stakeholders improved and clarified the quantitative data obtained from project documents. The participatory nature of the evaluation contributes to the sense of ownership among stakeholders. This is also beneficial for engaging stakeholders into the evaluation process and dissemination of the findings. Findings were validated by means of various cross-checks with stakeholders whenever possible. The list of persons to be interviewed, which was determined in the inception report, was revised by the evaluation manager before conducting semi-structured interviews. The final list is given in Annex V.

6. Findings

The presentation of the findings is based on the evaluation questions (EQ) provided in the Terms of Reference of the evaluation, as the following.

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

EQ1: Project's fit with the context

Türkiye still faces challenges such as unemployment, poverty, and social adaptation imposed by the high number of refugees, especially Syrians under temporary protection. The intervention carries a critical value in terms of supporting and motivating public institutions as well as civil society organizations in addressing these issues. On the other hand, the state of affairs regarding this issue is recognized by the international community and there are many initiatives supported by international donor organizations. ILO Office for Türkiye has been actively involved in a number of these efforts and has been in the field since the early phases of the problem which is known as the "refugee crisis" being in touch with the target group and in close collaboration with public agencies and civil society organizations. Therefore, the project fits perfectly with the context and it is part of continuing efforts undertaken by a number of actors financed through national and international funds. It is worth mentioning that the current project is fourth funding from PRM of ongoing activity and will be continued with the implementation of fifth funding from PRM.

Furthermore, when the international context is considered, the global flow of migrants is on the rise. No remedy is foreseen in the near future as economic slowdown, ever increasing gap between developed and developing countries, the political disputes ending with armed conflicts like the Russia-Ukraine conflict, and climate change impacts are getting more severe. This picture is indicating more refugee problems to be experienced in the years ahead. The accumulated ILO experience in Türkiye and improving the ways of facing refugee challenges, especially enabling decent work opportunities for refugees and host communities fits well with the present and future global needs.

EQ2: Appropriateness of the Project Design

The project's inclusive approach considered both the refugee groups as well as host community members for decent work opportunities. The project design brought together public, local, social and business actors for a holistic intervention on the topic. The project outcomes are well selected for supporting the target groups to build up resilience through skills development, to build up an enabling environment for job opportunities, and finally to strengthen the labour market governance institutions and mechanisms strengthened so as to provide a framework on which decent works can flourish. It can be easily stated that the project addressed both dimensions of an ecosystem in which the refugees and host community members will be more likely to become part of social and economic life.

On the other hand, the project design cannot be evaluated in isolation without taking into account its connection with implementation, which means that methodology should also be under focus when the design is evaluated. It is observed that the donor institution does not adopt a conventional activity-based project design approach. Rather than defining detailed plans for each activity to be implemented, they prefer to focus on outputs. Consequently, activity plans are frequently modified to meet the target outputs. This approach allows room for flexibility during the implementation at the expense of a high workload on the project staff. The need for frequent change of activity plans and the time pressure does not allow room for preparatory studies such as needs analysis or consultation with local stakeholders. This is compensated by the extensive experience of the project staff and their well-established linkages with relevant actors. Over-emphasized focus on outputs overshadows a coherent and sustainable outcome to be achieved as the end result of all activities. It is observed that the project design does not identify unique indicators at outcome level. Consequently, although the basis for measuring the achievement of outputs is in place, there is some uncertainty about measuring achievement towards expected outcomes considering the fact that the achieved outputs may not necessarily lead to intended outcomes.

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

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

As stated in the project document, the project is the result of merging two ILO interventions, namely “Improving Labour Market Integration of Syrian Refugees and Host Communities in Turkey” and “Promoting Decent Work Opportunities for Non-Syrian Refugees and Asylum Seekers in Turkey”. The merging enabled an inclusive operation and provided an opportunity to boost the synergies between these two interventions. Bringing project teams of the merged interventions together for the project has also contributed to this end.

ILO Office for Türkiye has a long working history in the field of labour and employment-related issues in Türkiye and they have undertaken various efforts in terms of employability of refugees and other vulnerable groups. It is not unfair to state that ILO Office for Türkiye has an extensive intervention approach and leverages available funds to boost the effectiveness of its efforts. For example, ILO has been implementing the KIGEP (Transition to Formality Program) together with the Social Security Institution (SSI) since 2019 and within the project, KIGEP practice was extended to cover the target group(s).

As an example, the project provides partial support to the Transition to Formality Programme (KIGEP Plus), the flagship scheme of the ILO Office for Türkiye, implemented jointly with SSI. The synergy between the two programs enabled the project team to readopt the project activities to respond the COVID-19 pandemic outbreak. In this respect, the targets were redefined and the support to KIGEP Plus was increased.

EQ2: To which extent other activities of the ILO Office for Türkiye support or undermine the project activities, and vice versa?

Considering that the project activities completely overlap with the mission of the ILO, other activities of the ILO Office for Türkiye supplement the current project to a great extent. Linkages established with local communities, working experience with partner organizations, and lessons learned from the project contribute to other activities implemented by ILO in Türkiye. Based on the review of project documents and interviews held with the project team, and representatives of the target group and project partners, an interaction that may result in adverse effects is not observed.

EQ3: How well do the interventions of the project fit with other interventions of the relevant partners?

All project partners are selected among the public institutions or civil society organizations already actively involved in activities related to migrants, especially for their employability. Therefore, project activities fit very well with and benefit from other interventions of the relevant parties. For example, Istanbul Metropolitan Municipality has been operating employment offices having successful track records for counselling and job referral services for local communities. Their partnership with ILO extended their services to the migrant population and improved their capacity in terms of engaging with migrants. Another example would be the Apprenticeship Program (Output 1.2) where the Ministry of National Education was implementing an apprenticeship program for Syrian refugees and host communities under EU Facility for Refugees in Turkey (FRiT) funding. The project team spent extensive efforts to harmonize the two interventions and to ensure complementarity and avoid duplication between the two projects.

EQ4: To which extent other interventions of the partners (particularly policies) support or undermine the project activities?

As stated above, intervention partners are selected among institutions that are already actively involved in similar activities. This brought in the opportunity to build up some project activities based on the experience of the partners. A leading example may be the collaboration with United Nations Development Programme (UNDP) for some activities. UNDP has already been involved in projects to support refugees and vulnerable groups in Türkiye. The “Employment effects of climate change and green economy policies in Turkey” report was prepared as the result of this partnership. No conflicting interventions (including policies and procedures) are observed. Skills development and entrepreneurship support programs of Tepebaşı Municipality and Konya Innopark are also good examples to mention. Incorporating these institutions in project activities made it possible to benefit from their experience in the field.

EQ5: Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?

Being a specialized UN agency, ILO has the opportunity to establish a close collaboration medium with international organizations, especially with other UN agencies. UNDP and UNICEF are among the agencies that frequently collaborated for activities at the country level. As an example, among the high number of activities implemented under the project, the green jobs program (Outcome

2.6) was implemented in collaboration with the UNDP to ensure the complementarity of the activities and to develop a vision for future efforts. The project documents and the ongoing ILO-UNDP collaboration in youth employment & NEET clearly indicate that there is a high potential for cooperation between ILO and UNDP in Türkiye.

The project also provided means of involving/contacting some actors from other countries. This is regarded to be beneficial to share the experience of ILO office for Türkiye, especially in the refugee intensive context. In this respect, the visit of a Delegation from Jordan, another country experiencing the refugee problem due to Syrian crisis, to Istanbul Metropolitan Municipality in order to be acquainted with the ILO's Turkish experience in establishment of cooperatives, especially on training and entrepreneurship activities is a good example. The project has also successfully brought in the ILO experience from other countries by involving relevant ILO offices in the project as well as the labour market governance staff and the social partners from Türkiye and Colombia. The webinar with ILO Colombia enabling comparative analysis of Colombia and Türkiye with regard to refugee response policies, implementation and capacity building training in collaboration with the International Training Centre (ITC) of ILO (Italy) demonstrate the efforts in connecting the project to ILO's international capacity and experience.

Collaboration with local representatives of global brands such as H&M, Inditex, proved to be useful since the reason behind their presence in Türkiye overlaps with ILO's objectives at local level to a considerable extent. Such project-based collaborations are very likely to yield global level partnerships.

At the country level, the Directorate General of International Labour Force (DGILF) is the main counterpart of ILO Office for Türkiye in public administration. They have been an active partner throughout the implementation and DGILF and ILO closely consult with each other for other joint activities. This partnership connects the project to the priorities of the public administration to identify the needs more accurately, to access data and to grant permissions and consent when needed. The refugee problem is being severely experienced at the local level and municipalities due to their role of service delivery are struggling to cope with the influx. They are in need of capacity development and connecting their interventions to those of more experienced institutions like ILO. Although they are individually active at local levels, the municipalities, especially those already providing skills training and employment services proved to be good implementing partners in employment-related activities. These municipalities are very satisfied with their experience with ILO and willing to take part in future interventions.

EQ6: Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?

The project has a solid monitoring and evaluation plan in place but it had not been possible to employ a dedicated full time M&E expert for the entire duration of the project. Data collection for monitoring of activities is mainly undertaken by the project staff and a consultant was recruited to coordinate the M&E efforts in close coordination with the project coordinator and relevant technical officer. All data collected is disaggregated by sex and gender is at the focus of all activities and this is reflected in the targets achieved.

EQ7: What has been the added value of the ILO work in terms of comparative advantage?

ILO has comparative advantages in many aspects. Its extensive experience in different geographies contributes to the project management approach. It has the capability to engage high-level stakeholders, especially at the country level and its long-time presence in Türkiye and capable staff makes it possible to organize field activities efficiently and effectively. It should be emphasized that the project staff has high resilience to time pressure. Additionally, the involvement of other international organizations, like UNDP, and bringing in the ILO experience/teams from other ILO country offices (Colombia) and the ITC to support some activities are examples in this dimension. The collaboration between Istanbul Metropolitan Municipality (IMM) and Jordanian institutions has also been founded on the ILO's presence and experience.

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

EQ1: To what extent have the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?

The intervention logic of the project is built on three pillars defined as outcomes, which could be briefly interpreted as, improving the employability of refugees, supporting an enabling environment for businesses, and strengthening the relevant governance structure. Targets are defined in terms of outputs associated with each outcome.

All three outcomes represent very ambitious objectives that require a long-term intervention. This project is fourth funding from PRM of such an effort and demonstrated considerable progress towards these achievements in terms of;

- i. training of refugees, guiding and supporting them to reach employment and apprenticeship opportunities, and helping them to adapt to their working environment
- ii. improving entrepreneurship skills of refugees and host community members, encouraging formalization of informal enterprises, delivering business advisory services to small businesses, job referral services, supporting the establishment and operation of women cooperatives, providing financial assistance to small enterprises to ensure their survival of the COVID 19 period.
- iii. Delivery of training and organization of workshops for improving the capacity of public institutions in terms of labour market governance, labour migration statistics, legal matters and audit processes, occupational health and safety measures, labour rights and better working conditions, supporting business service delivery to refugees, conducting analysis on foreign labour, child labour, and green economy.

Because of COVID-19 and economic circumstances, there have been changes in the target values to be achieved which makes it difficult to monitor the progress of the achievements. On the other hand, the new context under the impact of COVID-19 was quickly evaluated by the project team and a new Activity (as referenced to Output 2.7) was programmed and in close collaboration with the donor institution, was put in place. Hence, financial assistance was provided to small enterprises

(employing 1-5) owned by refugees and host community members to increase their resilience against COVID-19 impact on their businesses. The interviews during the evaluation pointed out that this intervention has been very valuable for those enterprises and is regarded to be one of the most appreciated activities of the project. When carefully studied, the key to the success of such a quick response is the close collaboration between ILO Office for Türkiye and the Ministry of Labour and Social Security, and the ongoing KIGEP Plus Program.

Another solid indicator for the achieved effectiveness is the collaboration with the Istanbul Metropolitan Municipality. Collaboration with IMM to support women cooperatives resulted in establishment of a “Cooperative Incubator Centre”. This centre is promising beyond the needs of the Activity and the interviews with the IMM team revealed that there is high ownership of the Centre, which is currently becoming a permanent department under the municipality. It should also be noted that the IMM is being reorganized to place the Centre and refugee-related interventions to a more central position, even bringing in new international collaborations.

It should be emphasized that such a diverse range of activities is not easy to plan and implement. Major factors in achieving the targets rely on the hard work of the project staff.

It is also worth mentioning that initiatives for green jobs are a promising activity however they should be expanded to other sectors such as recycling and removable energy to be more beneficial.

EQ2: Have there been any unintended results (positive or negative)?

Outcome 2, “An enabling environment for business development and economic growth promoted to generate more and better entrepreneurship and formal job opportunities for refugees and host communities”, encouraged new businesses to be formally registered. However, the restrictions imposed due to COVID-19 introduced difficulties for the survival of new businesses. The project team realized that the timing for this activity is not appropriate and ceased its implementation for a while.

As previously mentioned, the establishment of the Cooperative Incubator Centre under the IMM is a positive, but not previously planned result in the project. IMM’s collaboration with the ILO, to support women’s cooperatives, enabled the IMM to become more focused and empowered towards Refugee related issues and providing support to cooperatives. This was noticed by other funding institutions, and they are already in a new collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), from Germany.

OSH training delivered to moto-courier trainees of Output 1.1 under Activity 3.5 led to a capacity increase in the target group for advocacy of their rights. As the result of the COVID-19 restrictions, high demand was observed for moto-couriers for delivery of daily needs such as groceries. As a result, many unqualified persons were recruited in the sector which introduced serious health and safety risks. During the OHS trainings organized together with the IMM, a need for psycho-social analysis of moto-couriers was observed. The analysis conducted created awareness about the labour rights of the target group and resulted in a set of actions that turned into an advocacy activity.

EQ3: To what extent has the project adapted its approach to respond to the COVID-19 crisis and what have the implications been on nature and degree of achievement of the project and project targets after the COVID-19 crisis?

Measures against the COVID-19 outbreak were announced in the first quarter of the implementation period when plans for fieldwork were prepared. The team immediately modified the project plan to suspend the activities which require face-to-face interaction among stakeholders and project staff. ILO also had measures worldwide restricting the mobility of their staff. Under these circumstances, an immediate response was to carry some of the meetings and workshops to online platforms. With the prolongation of the measures, some of the activities requiring the presence of project staff on the field were delegated to local partners as the travel restrictions of ILO staff continued for more than a year. COVID-19 restrictions affected almost all businesses at the global level and the small businesses owned by the target group or potential employers of the target group as well as newly established businesses by entrepreneurs supported under the project were no exception. In line with the business support scheme announced by the Government of Türkiye, part of the budget which could not be utilized because of the cancellation of some activities was shifted to business support to be delivered to small businesses. The team reacted to the COVID-19 crisis on time and not much deviation was observed in the nature and degree of achievement of the project and the project targets.

EQ4: Has the project fostered ILO constituents' active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?

As in other activities, ILO Office for Türkiye established a close relationship with the government bodies, especially with the General Directorate of International Labour for designing an immediate response to the COVID-19 pandemic. The business support program, KIGEP Plus, introduced to provide financial support to small businesses is a good example of this cooperation.

Another important constituent group that benefitted in terms of partnership is the municipalities. Their involvement in the project provided means of working with different social groups and organizations, women cooperatives being the leading example. This collaboration encouraged municipalities for their active involvement in social dialogue and to understand their needs to respond to COVID-19. As a result of this activity, not only a remedy was provided for the problems those groups experience, but also it resulted in supporting them in production of new products such as facemasks, face visors, disinfectants, etc. to help society for responding to the pandemic.

Unfortunately, the same cannot be said for the employer and worker representatives. Although they were involved in some of the project activities, a dedication to project achievements was not observed. This cannot be attributed to the project team as they had utmost care in making them involved. The fact that project objectives do not exactly match their potential benefits is the reason behind this reluctance. In future activities, this can be overcome by introducing some elements that will attract these agencies but the fragmented structure of especially worker representatives in Türkiye makes it difficult to get them actively involved in ILO activities.

EQ5: To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?

As stated above, participation of the government agencies has been very beneficial in terms of designing and planning project activities and outputs. In this way, extending the project activities, especially those to respond immediate effects of the pandemic, has been possible. Same holds for collaboration with non-public constituents. It can be argued that the evaluation shows that the constituents are very excited to work with ILO and their contribution have been beneficial for the project. For more effective collaborations in the future, it should be noted that nearly all stakeholders interviewed expressed that they want to access evaluation results as well so as to have better contribution to future endeavours. As ILO has a portal enabling access to all reports globally, the stakeholders may be informed by the project team about the portal and the links to the specific reports should be forwarded to relevant stakeholders once they become available.

Again, participation from the employer's and worker's representatives' side was limited.

EQ6: How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?

Gender is a special focal point in the project as the target community largely suffers from gender inequality due to their cultural background. The project team which is comprised of mostly women is fully aware of this issue and they have taken all measures to promote the role of women in the economy and their employability as well as entrepreneurship of women. The team tried to convey this message in almost all activities of the project. Gender disaggregation was always considered in setting the targets and follow-up of the achievements.

The team is aware that gender mainstreaming cannot be confined to the representation of women among project beneficiaries, and they consider gender neutrality and sometimes positively discriminating women in designing training and entrepreneurship support programs. Supporting childcare units of local service providers where women attend training programs is a good example of this approach. Another example may be having an outcome to establish and support women cooperatives, which is an indicative evidence that gender considerations are a priority in the project.

EQ7: Which alternative strategies towards gender equality would have been possible or are still possible?

Considering the sensitivity of the issue among the target group, it can be argued that the project team exploited all applicable alternative strategies to promote gender equality. One alternative could be the identification of women entrepreneurs as role models for employers or entrepreneurs in project activities. For formally securing in collaboration with a gender expert or as a joint effort to demonstrate the importance attributed to in future interventions.

EQ8: Are the activities and outputs of the project consistent with their overall objectives of the project?

Activities are not formally defined in the project plan. Donors and the project management focus on outputs and consequently has the flexibility to reshape project activities to achieve the target outputs. For that reason, this question cannot be answered in terms of activities since the activities are frequently revised during the course of the project in order to meet the target indicators. Nevertheless, the outputs defined are consistent with the objectives and the achievement of the outputs ensures the meeting of the objectives. It is important to note that frequent modifications in project activities and target values make the outputs untraceable over time. For example, the target for Output 3.4 was 350 originally, this changed from 350 to 215 in the 2nd Progress Report and then changed to 215 to 150 in the 4th Progress Report. The last revision is 222 in the 8th Progress Report and the final achievement is 170 in the final report. Another shortcoming of this output-focused approach is the pressure of finding the right stakeholders and the necessity to rely on them for the achievement. The progress reports clearly underline the efforts of project team in engaging stakeholders and ensuring their contribution. Even if most of these efforts were successful, there are some instances where the efforts resulted in failure such as the attempt to cooperate with Confederation of Hearing-Impaired Persons (CHIP). It is natural that expectations may differ, and new concerns may emerge as the discussions for collaboration progress. If the project management had had an opportunity to make long term activity plans and engage in longer term commitments, staff time and effort would have been saved for establishing more reliable partnerships, like unwillingness for collaboration of the potential partners or low-quality results/deliverables. It should be put forward that if the activities were planned and studied in detail at the beginning, most of the futile effort could have been avoided and/or channelled to a more promising partnership.

EQ9: How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?

A monitoring plan is in place and the project team gave utmost importance for the monitoring of the project as it can be observed in the regularly updated summary tables presented in quarterly progress reports. Unfortunately, the M&E expert had to leave the post in the early phases of the project, and it was not possible to recruit a qualified replacement on annual contracts. Instead, external assistance has been acquired to coordinate M&E activities with the project staff. Although the project team spent extra effort to ensure effective monitoring of the project progress there is a need for improvement, like organizing more regular meetings with wide participation of the beneficiaries, donor organization, and key partners.

EQ10: Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

Development of a communication strategy is an integral part of the project activities and was put in place at the inception period. Progress reports reveal that the communication strategy is effectively implemented, and it can be proposed that the involvement of a large number of stakeholders and enabling their collaboration can be attributed to the effective use of the communication strategy.

Efficiency: *The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.*

EQ1: How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results.

In general, the use of project resources is considered to be efficient with the exception of staff labour. Output-based rather than activity-based planning allows flexibility for the project staff in the design and implementation of activities but imposes a burden considering the requirement of making frequent modifications in the project plan. This is further augmented by the donor's requirement for utilization of the budget in annual terms which makes it impossible for the project team to ensure long-term commitments considering the time frame required for preparation and contracting procedures. It also requires repetition of similar efforts every year.

EQ2: Given the size of the project, its complexity and challenges under the Covid-19 environment, has the existing management structure and technical capacity been sufficient and adequate?

It should be recalled that this project is proposed by merging two previous interventions and it is based on the experiences, collaborations and experience of the relevant ILO staff. This is a valuable advantage when dealing with such a complex project, and the success to respond COVID-19 is a good indication. The project is managed and implemented by a team of experts who have a long working relationship with ILO. They are familiar with the political context and local dynamics. They are also knowledgeable about the activities of project partners. They have a good working relationship with public bodies and other UN agencies. Considering these qualifications and findings of the evaluation exercise it can be concluded that the existing management structure and technical capacity have been sufficient and adequate.

EQ3: Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?

All observations indicate that the political, technical, and administrative support of ILO as well as the national partners, especially DG International Labour has been more than satisfactory. Even after the COVID-19 outbreak which necessitated making changes and bringing in new activities, both parties efficiently collaborated to respond. Providing financial assistance to 960 small enterprises to ensure their survival during the COVID 19 period is a good example to demonstrate the joint support provided by ILO and national partners.

It is observed that national partners, especially DGILF and municipalities, are willing to have closer collaboration with ILO, whilst they believe that such a collaboration can be more effective if it is established at the design phase rather than during the implementation of activities.

EQ4: Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

Under the project, there are activities that are good indications of benefiting from complementary resources at the global and country levels. The apprenticeship program (Output 1.2) was implemented by Ministry of Education (MoNE) in coordination with a similar activity financed under

FRiT funds. The project teams learned from each other experience and planned their activities to ensure complementarity between the two activities and to avoid duplication.

At the country level, collaboration with Kızılay funded by national resources as well as international donors for the delivery of services is a good example. Kızılay is coordinating the humanitarian and livelihoods support delivered to SuTP and has an outreach to virtually all individual SuTP members. Their activities facilitated project activities such as organizing skills and entrepreneurship training, and supporting women's cooperatives.

Similarly, ongoing activities of some municipalities are complementing the activities under this project. For example, collaboration with the Adana Metropolitan Municipality made it possible to join efforts and mobilize municipal resources for supporting the Meryem Women's Cooperative to create green jobs.

Sustainability and Impact Potential:

Impact: *The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

Sustainability: *The extent to which the net benefits of the intervention continue or are likely to continue*

EQ1: To what extent is the achieved progress likely to be long-lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer-term effects?

With the conclusion of the project, longer-term effects can be expected for the following actors:

Public agencies and employers' and workers' organizations: Training programs and consultancy services provided, webinars and online meetings organized, and the research conducted contributed to the capacity of these agencies in terms of developing policies for the employment of migrants, production of relevant statistics, addressing legal issues, planning and conducting inspection and audits, implementation of occupational health and safety measures. This improved capacity is expected to be reflected in future policymaking and governance actions.

Local Administrations: Joint activities implemented improved the capacity of the local administrations in terms of outreach to refugees, and utilization of a wider spectrum of tools in terms of providing support to local communities. It is already visible that the local administrations are pursuing these efforts through different channels, and benefiting from different funding opportunities. It is worth noting that local administrations stated that the project changed their point of view in addressing issues related to refugees.

SMEs: Training programs and seminars organized, and financial assistance provided increased formalization of the business, improved their sustainability, productivity, competitiveness, increased their knowledge in terms of legal procedures to be followed for employing refugees, and improved working conditions. All of these will provide a better environment for the employment of the target group.

Women's cooperatives: Support and training programs conducted improved the capacity for production and better business practices. This will not only increase the number of members in

these cooperatives and their income levels, but these cooperatives have also already become role models which will increase the number of such initiatives and increase women's access to livelihoods.

Refugees and vulnerable host community members: Training, mentoring, and awareness-raising activities, guidance to support programs, job referral activities, and training provided to health professionals increased the employability and entrepreneurship capacities of these actors and improved their adaptation to the workplace. All these efforts are expected to contribute to the longer-term employability of the target group.

EQ2: How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic responses over time? What action might be needed to form a basis for longer term effects?

It is of utmost importance to understand that COVID-19 has not only necessitated finding ways for better implementation of interventions and responding to the pandemic; but also transformed the global context which is reflected in the interventions of the ILO. Among them, more extensive use of online communication tools, conducting online meetings, using online platforms for training and other business purposes requires transformation of daily office routines. Within the project, such tools were developed and used to respond to problems experienced under pandemic conditions. The evaluation shows that the tools and approaches adopted can be utilized in post-pandemic responses as well. The ILO Academy, an online training platform established to provide training programs on-demand basis is one of the good examples.

EQ3: To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?

Efforts undertaken within the project directly or indirectly address a wide spectrum of SDGs. SDGs such as SDG1: No poverty, SDG8: Decent Work and Economic Growth, SDG10: Reduced Inequalities are directly addressed by the project while SDG5: Gender Equality, SDG15: Life on Land, SDG16: Peace Justice and Strong Institutions are indirectly targeted by the project.

EQ4: To what extent has the project contributed to advance the ILO's core principles (ILS, tripartism and social dialogue, gender equality)?

As stated above, participation of the government agencies has been very beneficial in terms of designing and planning project activities and outputs. In this way, extending the project activities, especially those to respond immediate effects of the pandemic, has been possible. Same holds for collaboration with non-public constituents. It can be said that the evaluation yields that the constituents are very excited to work with ILO and their contribution have been beneficial for the project. For more effective collaborations in future, it should be noted that nearly all the stakeholders being interviewed expressed that they want more timely dissemination of the products and results, implying that this aspect should be improved.

Again, participation from the employer's and worker's representatives' side was limited.

EQ5: How much has the project facilitated and enhanced partnership with the Government of USA in promotion of decent work for refugees?

The government of USA as the donor institution closely monitors the progress and is informed about the challenges faced and actions taken to overcome those challenges through reports and meetings. Good practices such as the establishment and strengthening of women cooperatives may contribute to the experience of the Government of USA in promotion of decent work for refugees.

Effective communication with the donor agency and their prompt response to requests for modifications is an indication of an effective partnership.

Having that said, a brief internet search revealed that since 2019, there was no post related to the project on BPRM's Facebook page where news from many activities was announced. Unless the donor organization is willing to remain discreet in the project which can be associated with some social and political sensitivities, they can play a more active role in the dissemination of the outcomes.

EQ6: What is the level of ownership of the program by partners and beneficiaries?

General ownership of the project is observed to be high among all stakeholders. This is especially visible in the DG of International Labour Force and the Municipalities involved in the project. During the interviews, the intention and willingness of these institutions for future collaborations on the topic were clearly visible. Among them, a unique example is the ownership of Istanbul Metropolitan Municipality leading them to an internal reorganization and keeping the Cooperative Incubation Centre as a permanent unit and an indispensable part of IMM's future refugee interventions. Adana Metropolitan Municipality is another example which exhibit high level of ownership by allocating land to the Meryem Women's Cooperative and supporting them to be engaged in business activities at national and international level.

EQ7: How is the sustainability of the project affected by the COVID-19 situation and in the context of the national and global response?

Türkiye was one of the countries that strictly followed pandemic measures. Confinement during certain periods, travel restrictions, and prohibition of meetings were effective during a considerable section of the project implementation period. This is further augmented by the restrictions imposed by ILO at the global level by closing down the offices and imposing travel restrictions. However, the project team revised the project plan to circumvent these restrictions. Some training sessions carried to the online media may not be as effective, but these are repeated face to face after the ease of the restrictions. Considering that the project outcomes are achieved in spite of the COVID-19 situation, a risk on sustainability of the project outcomes is not foreseen.

Lessons learned and good practices for future

EQ1: What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?

Lessons learned from the project can be elaborated at two different levels. The lessons learned for implementation level are summarized below while the lessons learned at the level of the intervention design is given in Section 8 below.

The legalization of businesses may not always yield the expected results especially when the burden introduced on the businesses is not well calculated and the general business environment is not promising.

Care should be taken for organizing training programs for high-level officers such as judges or prosecutors. Seminars and workshops can be more effective. The timing and duration of these activities should be carefully planned to match the heavy workload of the target group.

Although it is practical to switch to online training programs at the time of a pandemic, it should be noted that civil servants are considered to be free from their daily assignments when they register for a formal training program conducted face to face. However, they are regarded to be on duty if the training is conducted online which may prevent their full-time dedication to the training.

Online programs are the only viable alternative to replace the face-to-face training and other programs. However, for disadvantaged individuals, online programs may not be as effective considering their technical background and level of education.

EQ2: Are there good practices to be replicated both nationally and globally?

Good practices observed which could be replicated in other interventions can be summarized as follows:

Collaboration with local administrations facilitates project implementation because of high level of ownership of these institutions in terms of delivering support to local communities.

Collaboration with other UN agencies, especially UNDP in the promotion of youth employment and green jobs yields a promising vision for future joint activities.

Women cooperatives proved to be a very effective mechanism in Türkiye considering the high level of dedication of women and the sense of collaboration among the refugees and local communities.

EQ3: Is the project successful in terms of advocating and promoting good practices through innovative communication tools?

The project is implemented under COVID-19 conditions and had to go through a number of modifications to reach the target outcomes. All these modifications imposed an extra workload on the project team. Although the team disseminated information about project activities and project outputs on their web site and on social media, a systematic dissemination of project outcomes and good practices created was not possible due to time restrictions. It is recommended that ILO Office for Türkiye should select some best practice applications and with the consent of the implementation partners, promote them more effectively on social or conventional media to inform general public.

EQ4: What lessons and good practices from the project are relevant for the COVID-19 response?

Regarding the COVID-19 response, the following lessons learned, and good practices are observed.

Online training programs proved to be not effective, especially for those not having much experience in using online tools.

Revising the production plan for a women's cooperative for the production of sanitary masks as a response to the COVID-19 outbreak led to a business success making this particular cooperative sell their products to retail chains at the national level and even export their products.

Gender equality and non-discrimination issues

EQ1: To what extent does the project mainstream gender equality in its approach and activities?

The project directly targets vulnerable groups where women constitute a considerable portion. Therefore, gender mainstreaming was at the heart of the project design and implementation.

The project design reflects the understanding of the gender-related context for the refugee and host community. Including establishment and improvement of women cooperatives among outputs is clearly demonstrating that the critical importance of empowering women in employment and income generation is taken into consideration even in the project design phase. This will definitely improve the situation of women in their families, society and will also build up their confidence to take part in the economy as equal individuals.

EQ2: To what extent does the project use gender/women specific tools and products?

The content of the training programs is designed to address women equally with men. Discrimination of women by directing them to professions that are traditionally regarded as "women's work" was avoided. Finding ways of supporting women for skills development purposes and to reach work opportunities is more efficient when women-specific needs are concerned. Among them, supporting childcare units of local service providers where women attend training programs, positive discrimination for women in grant applications are used in the project.

EQ3: Does the project align with ILO's mainstreaming strategy on gender equality?

Although a gender analysis is not conducted during the design phase, the project team is fully aware and sensitive about the gender equality concept, and they consider ILO's mainstreaming strategy on gender equality while;

- Identifying the problems to be addressed by the project
- Making observations about the target group during project activities
- Considering gender roles and relations in the community and workplace
- Identifying the needs of the target group

It is observed that the majority of the project staff and representatives of partner institutions are female, and they are fully conscious of gender issues.

Gender disaggregation has been respected in data collection for monitoring purposes.

ILS Environment and Social Dialogue

EQ1: How effective was the project in using ILS promotion and social dialogue tools and products?

International labour standards (ILS) govern a wide range of issues arising in the world of work on a daily basis. ILS are either Conventions (or Protocols), which are legally binding international treaties

that may be ratified by member states, or Recommendations, which serve as non-binding guidelines. The fundamental conventions adopted by ILO⁴, as well as instruments related to migrant and domestic workers, such as Migration for Employment Convention, Migrant Workers (Supplementary Provisions) Convention and Domestic Workers Convention⁵ were relevant to the project. ILO collaborates with national actors to advance the effective implementation of ILS at the national level. One of the main interventions in this project is to strengthen labour market governance institutions and mechanisms to assist Türkiye, in implementing inclusive labour market policies protecting the rights at work of refugees and host communities, as detailed under Outcome 3. The activities supporting the outcome are addressing the needs and capacity development of related actors, including government institutions and employers' and workers' organizations. Building the activities on the needs of those institutions and observations in the field through their interaction with ILO Office for Türkiye makes this dimension of the interaction to lead better resilience toward decent work in Türkiye. In this respect, ILS promotion is considered to be very effective in the project.

Regarding the social dialogue, the activities for promoting an enabling environment for business development and economic growth to generate more and better entrepreneurship and job opportunities for refugees and host communities, as organized under Outcome 2, bring together many social actors. The activities do not only provide means of collaboration but also encourage social dialogue between relevant actors during preparation and implementation. The trainings, work adaptation programs, women cooperative establishment are some examples of activities providing social dialogue where trainings, meetings, and peer-learning were used as tools to support the social dialogue.

EQ 2: To what extent did the project mainstream social dialogue in its approach and activities?

The project puts social dialogue in a central position. When the project design, outcomes and outputs are reviewed, the collaboration between different social actors and ILO's tripartite structure is visible. The majority of activities reflect the project approach on the principles of social dialogue with full participation of workers' and employers' organizations. The interviews carried out also supported this dimension and revealed the efforts of project team to enable participation of relevant social actors. In this sense, the project mainstreams social dialogue in its approach and activities. However, the progress reports and details of activities indicate that the participation of employers and workers representatives was not at the desired level. In spite of this, sector representative organizations and involvement of supply chain of some businesses fill this gap. Moreover, the participation of local administrations/municipalities is a clever choice for their function of bridging different social groups and relevant actors.

EQ 3: To what extent did the project mainstream environmental aspect in its project planning and activities?

Even if the environmental aspect does not have a central role in the design project it is obviously a point of concern. This can be revealed by the activities identifying Green Jobs as part of decent work

⁴ <https://www.ilo.org/global/standards/introduction-to-international-labour-standards/conventions-and-recommendations/lang--en/index.htm>

⁵ Rules of the game: An introduction to the standards-related work of the International Labour Organization International Labour Office, Geneva, 2019.

opportunities. For example, under Output 2.5, by focusing on women cooperatives, employment in green economy and environment friendly agriculture were promoted. Another example is the activities under Output 2.6, which focused on green job opportunities and green economy programs. A joint research conducted under this activity with UNDP in the field of “Employment effects of climate change and green economy policies in Turkey” is an important output of the project. There are also some discussions with municipalities for job opportunities related to recycling of plastic materials, to prevent detrimental environmental effects.

The progress reports and interviews revealed the need for extending the scope of environmental aspects in work opportunities, such as recalling that green jobs are very closely linked with the jobs in renewable energy sector. The interviews indicated that job opportunities in renewable energy sector and jobs in recycling will be more focused in future interventions.

7. Conclusion

In conclusion the project, as part of ILO’s ongoing “ILO Programme of Support for Refugees in Turkey” is correctly identifying and meeting the needs of refugees and host community members in Türkiye for decent work opportunities. In this respect three outcomes of the project improves the employability of refugees, supporting an enabling environment for businesses, and strengthening the relevant governance structure. Activities leading to outputs to reach these outcomes are adequate and serious efforts were recorded for correct implementation. The outputs achieved confirm the validity of the project idea to support decent work opportunities. On the other hand, the output-based approach in the project design caused the project team to spend substantial efforts for activities, implementing partner identification and effective engagement of them to lead results.

The project made good progress towards planned outputs and decent work opportunities both for refugees and host community members were put in the agenda of constituents and partners, including public institutions, employers, municipalities and international organizations. The project has contributed long term needs of target groups regarding the decent work opportunities, not only with the activities realized but also with causing the stakeholders to build up ownership of the refugee and host community needs. The project also made use of political engagement and extensive participation of DG International Labour Force was ensured.

The project consolidated and developed further achievements of the previous projects to support refugees and host community members while strengthening the tripartite dialogue aiming at further developments for decent work opportunities.

The project implementation coincided with the COVID-19 outbreak and this caused delays in implementation as well reviewing the targets and activities. The project team made notable efforts and has been very successful for finding ways of responding the effects of pandemic, like reshaping the activities and even bringing in a new activity to support the target groups. Such reactions demonstrate the desire of the project team to reach objectives and to build more constructive and relevant local ownership and participation in the implementation of activities. It is also worth to

note that such achievements could only be possible in presence of the effective communication and synergy between the ILO Office for Türkiye and the BPRM, donor organization.

The interviews with the Project partners clearly show the success of the participatory strategy used, with a high level of satisfaction among the stakeholder and their intention for future collaborations. The ownership has reached to admirable level and some of the partners are placing the decent work opportunity issues on top of their own institutional agenda.

8. Lessons Learned

Two lessons learned were extracted from the findings of the evaluation:

Lesson Learned 1: When interventions related to decent work opportunities are built on previous work and experiences relevant to the same context, the intervention is more likely to be implemented more effectively and it is more responsive towards unexpected situations.

When interventions towards decent work opportunities for refugees and HC members, mostly vulnerable groups, are considered, it should be noted that country context is of utmost importance. The context is linked to details like the number and profile of refugees, public policies and regulations, the reaction of host community towards refugees, needs of the refugees, level of achievements so far, etc. On the other hand, the challenges faced in decent work opportunities in the refugee intensive contexts cannot be faced by ad-hoc interventions but being connected to a higher level and continuous strategy/program, systematic work and accumulation of expertise, partnerships, and long-term collaboration with donor institutions are valuable. This project has been designed and implemented within the framework of ILO's "Refugee Response Programme" in Türkiye which consolidates and develops further achievements of the previous projects to support refugees and host community members while strengthening the tripartite dialogue. This enabled using ILO Office for Türkiye's reputation and network in order to put forward a better project design based on previous similar interventions, making use of previous experience, achievements and resources, human resources being the main one, and finally to ensure the collaboration of constituents, stakeholders and implementing partners. This is regarded to be the main force of the project to respond the effects of COVID-19. The project team experienced in the same context and in close contact with constituents and country wide stakeholders has displayed substantial efforts demonstrating their risk-management capacity and strength of ILO Office for Türkiye in the context. This made it possible to react against COVID-19 related against delays, cancellations, and interruptions as well as to respond the immediate needs occurring by new activities, new partnerships towards those needs and by ensuring the cooperation of donor institution.

Lesson Learned 2: The output-based, rather than activity-based planning, hinders efficiency and impedes effectiveness of the intervention, as well as limits the identification and high-level engagement of stakeholders.

In the first sight, output-based planning allows project staff to be more flexible while designing and implementing the activities. This is justified while the needs to respond the effects of COVID-19 occurred. However, the evaluation concludes that this is in expense of decreased efficiency and hampered effectiveness. The progress reports reveal that the implementation phase necessitated substantial efforts of the project staff to reach the desired outputs. Those efforts ranged from

identifying right implementing partners, ensuring their engagement, designing activities accordingly and to deal with their implementation. The urgency of designing activities, which are unfortunately missing in the design of the intervention, limited the time to identify the best stakeholders for collaboration. There are many drawbacks of this situation, including but not limited to the following;

- It is more likely to prevent collaboration with new stakeholders, as under the time pressure it is more practical to bring in previously collaborated stakeholders, than seeking for new collaborations. In other words, this caused limited access to the existing group of stakeholders having potential to contribute decent work opportunities for refugees and host community members.
- The attempt to engage stakeholders for activities caused project staff to spend serious efforts while identifying and contacting the potential stakeholders, carrying out negotiations to ensure their participation and to make sure that the activity is implemented correctly to yield desired outputs. The stakeholder mapping provided in Annex VI shows the high number of stakeholders related to the project and their involvement to specific outcomes.
- It sets a boundary for high-level engagement of stakeholders. Not having a long-term activity plan makes it difficult to establish collaborations which are planned well ahead of time. As they are not included in the design phase of the intervention their full potential cannot be utilized. The interviews revealed that constituents like DGILF, Provincial Directorate of Health in Mersin and some stakeholders like IMM, H&M are expressing their excitement to collaborate with ILO Office for Türkiye and interested being part of such interventions. In addition, their contribution to related activities demonstrate that they have capacity to reach and involve target groups and they are also willing to mobilize their internal resources. It should also be noted that they want more extensive collaboration in the side of ILO, especially being included in design phase and being able to benefit from the dissemination activities like the results and evaluations of the activities they are connected to. Such willingness and ownership that was accumulated through long-term strategy of ILO and long-standing efforts of ILO teams should be harvested for future interventions.

9. Emerging Good Practices

The evaluation has allowed to identify the following three good practices

Good Practice 1: Establishment of “Cooperative Incubation Centre” as part of Outcome 2.5, “Established new women cooperative(s) and improved existing women cooperatives”.

In recognition of the context and needs, Outcome 2.5 is correctly designed to support women refugees and host community members. It aims to establish new women cooperatives(s) and to improve the existing ones. Thus, women, both refugee and host community members, will be able to reach decent work opportunities. To reach this outcome the ILO project Team collaborated with implementing partners including Municipalities. The primary aim was to get the support of these institutions for women cooperatives.

During the activity development and implementation, the collaboration with Istanbul metropolitan Municipality resulted in establishment of “Cooperative Incubation Centre”. This enabled the project

not only to support the women cooperatives as planned at the beginning but also to have a unique permanent unit under IMM. The interviews revealed the high ownership in the municipality and this new unit is highly valued in the IMM organization leading a new process of reorganization of their refugee focused work where the Cooperative Incubation Centre will play a central role. This capacity development put IMM in a better position to support refugees for decent work opportunities. They expressed that they would have more focus on the topic and they want to be part of future interventions. This new unit already enabled them to be noticed by other funding institutions and they have started a new collaboration with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), from Germany.

The IMM team expressed that even if they were having refugee related work in the past, their collaboration with ILO helped them to understand that their role can be extended. This is especially important because IMM is the largest metropolitan municipality in Türkiye serving more than 15 million people, including largest refugee community in the country. Their partnership with ILO both served to the outcome but more importantly resulted in a new structure and a high ownership, making IMM one of the potential partners of ILO for future interventions.

Good Practice 2: The project is linked to “Green Jobs” within the framework of decent work opportunities. This is very critical as Green Jobs is regarded to be one of the most promising fields of employment to yield decent work opportunities and has the potential to be extended and replicated, considering the climate change and environmental issues.

The world’s largest challenge is climate change and environmental problems. The global warming and human pressure on the natural resources have huge impacts to make the globe less healthy. United Nations (UN) leads the global efforts towards a solution and Sustainable Development Goals were put in place with common approval of all UN member countries. Accordingly, UN organizations are focusing on achievement of the SDGs globally. Türkiye is among the signatories and UN organizations, like UNDP are conducting programs/projects in the country towards SDGs.

Each challenge is coupled with new opportunities, and this is also valid for climate change and environmental degradation. It is widely believed that transforming our intervention with the planet will cause many jobs to be lost but will bring more new job opportunities, Green Jobs. Green jobs is a framework term and it refers many sectors and class of jobs, including but not limited with sustainable agriculture, recycling, renewable energy, protection of land and marine life and resources. Moreover, green jobs are considered to be more gender-neutral than other types of employment.

Türkiye is among the Mediterranean countries which are experiencing the climate problem in a serious way. This is why, a fast transformation in above mentioned sectors is in place. This will result in new job opportunities which are in need of new skills to be developed through trainings and education. This is why future decent work interventions should focus on “Green Jobs” and skills empowerment of refugees and host community members, with special focus on women and youth.

This project initiated a collaboration with UNDP and prepared a report about green job opportunities. The capacity and network of ILO Office for Türkiye may help both to extend the SDG focus to a wider range of stakeholders and refugee communities and also to answer the needs for decent work opportunities.

Good Practice 3: Focusing on Women Cooperatives, as a means of providing decent work opportunities for refugee and host community women.

The problems related to decent work opportunities is experienced both in refugees and host community members. When carefully studied it is clear that women are experiencing the problem more severely. This is mainly due to the social and cultural background of Türkiye together with high unemployment in the country. Usually, men take the priority to be part of the employment and women are usually trapped in unpaid traditional roles like childcare, housework, elderly care, etc. In addition to these, it shall also be noted that the refugee women's lack of interest in employment due to cultural barriers is another issue. This causes them to be isolated from employment and social roles. The same situation is also valid for refugee women. In this context, a women-focused output is highly valuable.

Women cooperatives are related to ILO's global, regional and national expertise in facilitating the establishment and management of cooperatives as a means of providing decent work/self-employment opportunities. Establishment of new women cooperatives and providing technical support to the existing ones can be regarded to be a gender-sensitive intervention to increase women's participation in formal employment.

In the project, a new women cooperative, namely Meryem Cooperative, is established and other women cooperatives, including Cemre women cooperative and Halka cooperative were assisted with necessary technical information to enable their access to livelihoods as well as strengthen their resilience in the labour market.

Among them Meryem women cooperative is an outstanding example to demonstrate the value of such collective organizations for decent work opportunities of women. The newly established cooperative, under the auspice of Adana Metropolitan Municipality (AMM), has 37 members consisting of Turkish, Syrian, Iranian and Afghan women, thus contributing to cohesion of refugees as well. The cooperative is involved in agriculture sector and harvested 17 different types of agricultural products, such as seasonal vegetables and mushroom. To sell their agricultural products they have established business relationships with some municipalities and big supermarket chains in Türkiye, such as Migros.

As part of their business plan, they are also involved in the production of sanitary masks and face shields as a response to the COVID-19 outbreak. This led to a business success making this particular cooperative sell their products to retail chains at the national level and even export their products.

In a relatively short period, within the lifetime of the project, Meryem, nearly 350 women benefitted from its activities and the cooperative has even reached to the capacity to apply for some grants of Ministry of Trade and UNHCR.

The assessment yields that the key to the success of this particular cooperative lies on the guidance and support from ILO as well as its linkage to Adana Metropolitan Municipality. Establishing this linkage is a wise choice in the project as AMM provided necessary land for production and helped a lot during establishing business relationships for sale activities. This is obviously serving to the sustainability of the Meryem Cooperative.

10. Recommendations

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

Recommendation 1: The outcomes should have indicators/targets specific to the outcomes and more solid links should be established between project outputs and outcomes. This will improve impact level monitoring as well.

Addressed to	Priority	Resource	Timing
ILO Project Team	High	Low	Short-term

The project has three outcomes and relevant outputs to reach them. Indicators and targets are reviewed to reveal the linkage between outputs and outcomes. The aim is to comment on the linkage between outputs and outcomes and if the outcomes are enabling/indicating achievement of outcomes. This project implementation reveals the central role of outputs and substantial efforts spent for activities to reach them. At this point it is also worth to note that there are many revisions of targets due to COVID-19 effect, even extending to the last quarter and this makes monitoring complicated.

On the other hand, when carefully studied the achievement of outcomes does not clearly indicate that outcome is safeguarded as well. In this respect the above-mentioned linkage is not very well set up. Moreover, the indicators defined at outcome level are actually more likely to be output level ones, resulting in missing specific outcome-level indicators which is also prohibiting monitoring and evaluation at outcome level.

Recommendation 2: Project management should have the flexibility of making longer term commitments.

Addressed to	Priority	Resource	Timing
The donor institution	High	Low	Not applicable

The project is designed as a 2-years intervention, while the budget allocation is annual. This brings in some disadvantages and complications. First of all, some qualified staff may not be contracted properly. The need for annual revision of contracts is also a hindering effect on the staff deployment. Another problem is related to implementation. The activities are planned annually to conform budget processes, and any unexpected (for example due to COVID-19) delays, cancellations or interruptions are resulting in time pressure on the project staff. The efforts are also spent to match the implementation activities and budget allocation periods and make relevant modification in case of mismatch.

Recommendation 3: In order to enhance tripartite structure, innovation approaches should be developed and some incentives should be provided to worker organisations.

Addressed to	Priority	Resource	Timing
ILO Project Team The government institution(s)	Medium	Medium	Medium-term

The tripartite structure is of central importance for ILO. This enables workers, employers and governments to have equal voice. Hence, their views and considerations are reflected in labour standards, policies, programs and interventions. Unfortunately, participation of worker’s organizations has never been at the desired level in Türkiye. To enable better and more fruitful participation of workers’ organization there is a need of finding innovative ways and/or using incentives to attract their interest.

Recommendation 4: Not only workers but their immediate supervisors should be included in the workplace adaptation programs

Addressed to	Priority	Resource	Timing
ILO Project Team	High	Low	Medium-term

Workplace adaptation programs mostly focus on improving capacities of workers and their peer groups. To get the most benefit from the enabling environment intended to be established and to increase the institutional ownership, it is recommended to include immediate supervisors of these workers in the program by designing specific complementary programs for them.

Recommendation 5: In providing business support to new establishments sector-specific expertise is needed.

Addressed to	Priority	Resource	Timing
ILO Project Team Donor Institution	Medium	Medium	Medium-term

Entrepreneurship or business development support is a frequently used tool for improving the business environment that will eventually increase employment. In most of the applications, the support provided covers horizontal issues common to all businesses such as marketing, business planning, etc. However, in most cases, sector-specific expertise is needed to improve the effectiveness of the support provided to target enterprises. Engaging experts having experience in daily practices of the specific sector and having in-depth knowledge of the market dynamics can provide more effective counselling and may address very specific needs of the businesses.

ANNEXES

ANNEX I : LESSONS LEARNED TEMPLATES

Lesson Learned 1

ILO Lesson Learned Template

Project Title: Decent Work Opportunities for Refugees and Host Communities in Turkey

Project TC/SYMBOL: TUR/19/02/USA

Name of Evaluator: Melih Aral

Date: 15 Aug 2022

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>When interventions related to decent work opportunities are built on previous work and experiences relevant to the same context the intervention is more likely to be implemented more effectively and it is more responsive towards unexpected situations.</p> <p>The project is part of the ILO's "Refugee Response Programme" in Türkiye. This enabled benefitting from human resources, experienced in the same context and similar projects, to connect with constituents/stakeholders and to demonstrate effective management while responding the COVID-19 effects.</p>
Context and any related preconditions	<p>High number of refugees, in need of protection and means of sustaining their lives for a prolonged period of time.</p> <p>The preconditions are that the similar interventions have been developed in the same context, and an experienced project team being involved in similar interventions, having a functional network, close relationship with the constituents and stakeholders is present.</p>
Targeted users / Beneficiaries	The ILO
Challenges /negative lessons - Causal factors	
Success / Positive Issues - Causal factors	<p>The Interviewees expressed the role of ILO to bring them in as well as to keep them engaged for the activities they are involved. It is also revealed that they are supported and guided by the ILO Project Team for their needs during implementation. This resulted in better ownership and interest for future collaborations in the same topic.</p> <p>The activities which were affected by COVID-19 were handled effectively either by redesigning or by readjusting targets in a realistic way or by developing new means/tools for better implementation. In addition, developing new activities, based on new partnerships, management needs, etc. has been possible in a very short period. Thus, keeping the commitment of the outputs to project outcomes has been possible.</p>
ILO Administrative Issues (staff, resources, design, implementation)	

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	<p>The output-based, rather than activity-based planning, hinders efficiency and impedes effectiveness of the intervention, as well as limiting the identification and high-level engagement of stakeholders.</p> <p>A substantial effort is needed to develop activities to reach the outputs. Those efforts necessitated identifying right stakeholders and their engagement to the relevant activities. The time pressure caused loss of efficiency and effectiveness in this dimension. This resulted limited access to potential stakeholders, and constituents, unsuccessful attempts, lower quality results and underutilization of their capacity.</p>
Context and any related preconditions	<p>The refugee problem has been on top of the agenda of Türkiye more than a decade. The challenge also resulted in capacity development for related constituents and stakeholders. However, there's no systematic mechanism bringing all efforts and parties together.</p> <p>The preconditions are presence of numerous stakeholders dealing with refugees and decent work opportunities. These actors are also interested in linking their efforts to those of an international organization, ILO namely. They express that they are open to learn more, and they want to have wider role/engagement with such interventions than being taking limited activity-specific roles.</p>
Targeted users / Beneficiaries	The ILO
Challenges /negative lessons - Causal factors	<p>The absence of activity-based approach causes development of activities for long period of time, to reach outcomes.</p> <p>In time limitation limited number of, mainly previous ones, can be contacted. The capacity of some stakeholders is under-utilized.</p> <p>The efforts needed for supporting stakeholders to achieve better quality results and for ensuring higher level engagement</p>
Success / Positive Issues - Causal factors	
ILO Administrative Issues (staff, resources, design, implementation)	

ANNEX II : GOOD PRACTICES TEMPLATES

Good Practice 1

ILO Emerging Good Practice Template

Project Title: Decent Work Opportunities for Refugees and Host Communities in Turkey

Project TC/SYMBOL: TUR/19/02/USA

Name of Evaluator: Melih Aral

Date: 15 Aug 2022

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The intervention, as part of outcome 2.5 for establishment and supporting women cooperatives, resulted in establishment of “Cooperatives Incubation Centre” under Istanbul Metropolitan Municipality. The initial engagement of IMM was to support women cooperatives, however their role extended beyond this with the establishment of CIC. This resulted in high ownership in the IMM and CIC is likely to shape their future responses towards refugees and decent work opportunities. Engagement of a stakeholder, with a huge potential will be beneficial for future ILO interventions and will also contribute to better off the decent work opportunities of refugee groups and HC members at impact level.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	IMM, as a metropolitan municipality, has already been active in refugee related interventions. They have capacity, effective network and availability of extensive resources. Their collaboration with ILO led to capacity development and in recognition of ways to become more effective. No limitation – this can be replicated in every country.
Establish a clear cause-effect relationship	The effort spent by ILO to identify and engage a stakeholder with high capacity has achieved results beyond the outcome specific aims and led to high ownership and a permanent structure to contribute to future interventions.
Indicate measurable impact and targeted beneficiaries	The impact of the good practice will be more strengthened cooperatives to support decent work opportunities. Targeted beneficiaries are refugees and HC members involved in cooperatives.
Potential for replication and by whom	Fully replicable by ILO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	This good practice will contribute to advance the Decent Work Agenda as part of Decent Work Country Programmes (DWCPs) of ILO. The good practice is also linked to ILO’s Refugee Response Programme in Türkiye. Finally, it is linked to the Strategic Plan 2022–25 of ILO, which refers to “increasing cooperation and partnerships” for improving organizational performance.
Other documents or relevant comments	n/a

ILO Emerging Good Practice Template

Project Title: Decent Work Opportunities for Refugees and Host Communities in Turkey

Project TC/SYMBOL: TUR/19/02/USA

Name of Evaluator: Melih Aral

Date: 15 Aug 2022

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

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The intervention is linking decent work opportunities with the green jobs. This is linked to decent work opportunities but beyond this, green jobs are representing emerging employment opportunities for the future. The project initiated collaboration with UNDP about green jobs. This is fully in agreement with the UN SDG agenda. Considering green jobs as part of decent work opportunities has the potential to contribute future interventions of decent work opportunities.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	Like the rest of the world, the climate change and environmental degradation has been experienced in Türkiye. Türkiye is also among the countries striving to reach SDGs as part of the global commitment organized by UN. No limitation – this can be replicated in every country.
Establish a clear cause-effect relationship	The global efforts against climate change and environmental degradation will bring in new job opportunities. Focusing on green jobs and empowering target groups with relevant skills will support decent work.
Indicate measurable impact and targeted beneficiaries	The impact is the increasing decent work opportunities under the framework of green jobs. Targeted beneficiaries are people in need of decent work opportunities, with special focus on women.
Potential for replication and by whom	Fully replicable by ILO.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	This good practice is linked to advance the Decent Work Agenda, as part of Decent Work Country Programmes (DWCPs) of ILO, by bringing in new job opportunities. It is also linked to the Strategic Plan 2022–25 of ILO, which points out transition to green economy. ILO studies show that implementing the Paris Agreement on Climate Change could create a net gain of 18 million jobs by 2030.
Other documents or relevant comments	n/a

Good Practice 3

ILO Emerging Good Practice Template

Project Title: Decent Work Opportunities for Refugees and Host Communities in Turkey

Project TC/SYMBOL: TUR/19/02/USA

Name of Evaluator: Melih Aral

Date: 15 Aug 2022

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

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Focusing on Women Cooperatives, as a means of providing decent work opportunities for refugee and host community women.</p> <p>The intervention has focused on the employment opportunities of refugee and host community by establishment and supporting the women cooperatives.</p> <p>In the lifetime of the project Meryem Cooperative was established with 37 members of Turkish, Syrian, Iranian and Afghan women. They are involved in production of agricultural products, sanitary masks and face shields. To sell their products they have established business relationships with municipalities, nation-wide supermarket chains and retail chains at the national level. They are even exporting their products.</p> <p>By the end of the intervention nearly 350 women benefitted from the activities of the cooperative.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>AMM, as a metropolitan is providing support to the cooperative. This auspice covered providing land use for production and support towards establishing sales relationships.</p> <p>No limitation – this can be replicated in every country.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The support provided by ILO, for establishment and trainings of the cooperative is a significant starting point. Another important aspect is the linkage with the Adana Metropolitan Municipality. These caused to have a self-sustaining women cooperative for decent work opportunities of refugee and host community women.</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The impact may be the women accessing to employment opportunities. The targeted beneficiaries are refugee and Turkish women.</p>

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



ANNEX III : TOR

TERMS OF REFERENCE

Final Independent Evaluation of “Decent Work Opportunities for Refugees and Host Communities in Turkey” Project

PROJECT OVERVIEW	
Project Title	TUR/19/02/USA: Decent Work Opportunities for Refugees and Host Communities in Turkey
Contraction Organization	International Labour Organization (ILO)
ILO Responsible Office	ILO Office for Turkey
Funding Source	The United States Department of State, Bureau of Population, Refugees and Migration (BPRM)
Budget of the Project	\$9,775,421.23
Project Location	Turkey, with project provinces of Ankara, İstanbul, İzmir, Bursa, Adana, Gaziantep, Şanlıurfa, Mersin, Konya, Hatay, Kahramanmaraş, Eskişehir, Denizli, Ordu
Project Start and End Date	01.01.2020 – 31.12.2021
HQ Technical Unit Responsible	MIGRANT
Type of Evaluation	Final Independent Evaluation
Expected Starting and End Date of Evaluation	01 January 2022 – 20 March 2022



1. INTRODUCTION AND RATIONALE FOR EVALUATION

As per ILO Evaluation Policy, this Project has been subject to an initial evaluability assessment by an external collaborator in 2020. Moreover, as per ILO Evaluation Policy, this Project is subject to a mid-term internal evaluation and a final independent evaluation. In that regard, a mid-term evaluation, as projected in the work plan of the project, has already been undertaken by an external consultant.

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

a. Project description

The ILO commits to support decent work for all, including migrant and refugee workers, by promoting rights at work and decent employment opportunities, enhancing social protection and strengthening the social dialogue. Therefore, the project aims to scale up the impact of accumulated ILO experience and knowledge in the field of promotion of inclusive job and decent work opportunities for both refugee communities (SuTP and non-Syrian refugees) and host communities in Turkey. The project is implemented in 14 provinces across Turkey namely, Ankara, İstanbul, İzmir, Bursa, Adana, Gaziantep, Şanlıurfa, Mersin, Konya, Hatay, Kahramanmaraş, Eskişehir, Denizli, and Ordu. The overall objective of the project is to strengthen the resilience and social cohesion of refugees and host communities in Turkey by promoting access to decent work and inclusive economic growth underpinned by decent work principles.

Theory of Change

The project mainstreams the good practices and lessons learned from the earlier responses to the overall rationale and activity planning in Turkey. The project is built on strong ties with local authorities and institutions for implementation. It works in synergy with other parallel ongoing ILO interventions with the aim to facilitate access of final beneficiaries to the labour market. Therefore, in line with the ILO principles, the project commits to support decent work for all, including migrant and refugee workers, by promoting rights at work and decent employment opportunities, enhancing social protection and strengthening the social dialogue.

The Project is aligned with the 11th Development Plan of Turkey under related measures referring to employment and working life, international migration. Further, the Project is



linked with the “National Employment Strategy” which is geared towards developing policies providing equal opportunities to all and preventing discrimination as well as protecting workers and promoting social dialogue.

The project objectives are closely aligned with the 2030 Agenda for SDGs, mainly with Goal 8 “to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. The first objective related to “increasing skills and competencies of refugees and host communities in line with labour market demand” and second objective related to “promoting an enabling environment for business development and economic growth to generate more and better entrepreneurship and formal job opportunities for refugees and host communities” strongly support specifically SDG 8.3 on “promoting development oriented policies that support productive activities, decent job creation”, SDG 8.2 on “achieving higher levels of productivity of economies through diversification, technological upgrading and innovation” and SDG 8.8 on “protecting labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants”.

Furthermore, the project’s third objective related to “providing support to strengthen labour market governance institutions and mechanisms” is coherent with the SDG 10 “to reduce inequalities in and among countries” and specifically its target 10.7 on “facilitating orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well managed migration policies.”

The overall project objectives of the project are also designed in line with the Outcome 9 of the current ILO P&B 28-19 and will support the achievements of the Outcome 7 of the P&B 2020-2021 with a specific reference to Output 7.5 on “increased capacity of constituents to develop fair and effective labour migration frameworks, institutions and services to project migrant workers”. Project is also aligned with the United Nations Development Cooperation Strategy for Turkey (UNDCS) (2016-2020), an agreement signed between the Government of Turkey and the United Nations System in Turkey.

ILO, as the UN specialized agency for the world of work with its tripartite structure bases approach on the principles of social dialogue with full participation of workers’ and employers’ organizations. The ILO is collaborating closely with relevant General Directorates and departments of the Ministry of Family, Labour and Social Services. Further, the ILO partners with the Ministry of National Education Regional, Ministry of Justice, Ministry of Interior (DGMM), Development Agencies, workers’ and employers’ organizations, chambers, local governments and municipalities, NGOs and UN agencies, especially under the 3RP to enhance social and economic stability and promote decent work and social justice.



ILO implements a five-year (2017-2021) comprehensive, holistic and integrated programme of support in Turkey, aimed at strengthening the labour market and business development environment through the stimulation of decent work opportunities, inclusive socio-economic growth and the reinforcement of governance systems and structures. The programme builds on ILO interventions on the Syrian refugee crisis in Turkey since 2014, promoting comprehensive short- and medium-term employment rich measures to be implemented within the framework of Turkey's overall response and the Regional Refugee and Resilience Plan (3RP).

The Project undergone evaluability assessment in December 2020. The findings and recommendations of the assessment are being used in the implementation and planning of the next interventions and activities.

The intervention includes three outcomes:

Outcome #1: Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development trainings. The objective of this component is to equip refugees and host communities in Turkey at working age with the right skills and competencies in accordance with the needs of labour market demand and their prior learning and experiences.

Outcome #2: An enabling environment for business development and economic growth promoted to generate more and better entrepreneurship and job opportunities for refugees and host communities. This component mainly aims to improve economic and financial inclusion of refugees as well as host communities. The activities accommodate the objective of creating an enabling environment for business development and entrepreneurship to generate job opportunities for refugees and host communities.

Outcome #3: Labour market institutions and mechanisms strengthened to improve governance and implementation of inclusive labour market policies protecting the rights at work of refugees and host communities. The main focus of this component is to strengthen labour market governance systems and institutions through the development of evidence-based and refugee-specific capacity-building measures to improve planning and policy-making in governance. There are delivery of tailored training activities which are developed by inclusion of national and international training institutions, consultants as well as ITC-ILO training programmes to strengthen the capacity of relevant labour market institutions including DGILF, SSI, ISKUR, MoI, MoJ, MoNE, and other relevant as well as the employers' and workers' organizations, private sector, exporter associations, chambers and union of merchants at local level with respect to refugees' access to labour market and building resilience.



b. Purpose, Scope and Clients of the Evaluation

The final independent evaluation will ensure accountability to beneficiary, donor and key stakeholders, and promote organizational learning within ILO and among key stakeholders. Independent project evaluations assess development cooperation projects and programmes as a means to deliver ILO outcomes to constituents at the programme and budget and Decent Work Country Programme levels. They consider the project's relevance, efficiency, effectiveness, coherence and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. Project evaluations have the potential to:

- improve project performance and contribute towards organizational learning;
- help those responsible for managing the resources and activities of a project to enhance development results from the short term to a sustainable long term;
- assess the effectiveness of planning and management for future impacts;
- support accountability aims by incorporating lessons learned in the decision-making process of project stakeholders, including donors and national partners.
- support conceptualization of the next phases, steps, strategies and approaches. The evaluation results would contribute to further project development and help define what and how the ILO contributed to strengthening the capacity of governments and social partners to negotiate and set appropriate wage levels, taking into account both the needs of workers and their families and economic factors.

The evaluation results would contribute for further project development to improve labour market integration of refugees and host communities in Turkey. It would help to define what and how the ILO Office for Turkey contributed for better working and living conditions both for the 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. A particular reference will also be given to the overall impact of COVID-19 on protect activities and mitigation measures taken by the Office as a response.

The **scope** of the evaluation will encompass all activities and components of the project for the period of January 2020 and December 2021 and up to the actual time of the mission. The final independent evaluation will also benefit from the findings of the Mid-Term Independent Evaluation conducted in 2021.

In line with ILO evaluation policy, the evaluation will address gender equality and non-discrimination as a cross-cutting concern throughout its methodology and deliverables. Furthermore, tripartism and social dialogue and international labour standards will be placed at the heart of the evaluation. It will also give specific attention to how the project is



relevant to the ILO's programming framework, including the P&B for 2020-21 and UNSDCF of Turkey, contribution of the project to SDGs and UN country frameworks, and COVID-19 response. To that end, the evaluation is expected to follow the guidance documents included in Annex 1.

The evaluation of the Project is part of the Monitoring and Evaluation Plan of the ILO Regional Office for Europe and Central Asia. The main clients of the evaluation will be ILO management, Project Team members and programming staff in charge of the elaboration of new initiatives around the area of refugees in the region, donor and national and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in the Project cities.

2. Management Arrangements for the Assignment

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

- Evaluation Manager of the ILO Office for Turkey: The Evaluation Manager, Ms. Özge Berber Agtaş, will supervise, coordinate, and guide the assignment. She will give the final decision and feedbacks to all the outcomes of the assignment.
- Project Coordinator: The Coordinator, Ms. Billur P. Eskioglu, will provide strategic advice to the process.
- Project Officers: They will provide necessary documentation, information and the lists of contacts/stakeholders/constituents/ beneficiaries, and provide technical support to the consultant within the scope of the assignment when necessary.
- Finance and Procurement Officer & Finance Assistant: They will make sure if the expenditures are realized in accordance with the approved budget and in compliance with the ILO's financial rules and regulations.

3. Criteria and questions

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

- The evaluation should address the evaluation criteria related to relevance, coherence, project progress/ achievements and effectiveness, efficiency in the use of resources, impact and sustainability of the project interventions as defined in the [4th edition of the ILO Policy Guidelines](#) for results-based evaluation (2020).
- The evaluation adheres to confidentiality and other ethical considerations throughout, following the [United Nations Evaluation Group \(UNEG\) Ethical Guidelines and Norms and Standards in the UN System](#). The evaluation process will observe confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data



collection process and ensure maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.

- The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism and social dialogue, and constituents' capacity development, will be considered in this evaluation. In particular and in line with ILO evaluation policy, the gender dimension will be considered throughout the methodology, deliverables and final report of the evaluation.
- The evaluation will also focus on the effects of the COVID-19 pandemic on the project, assessing whether, how and to what extent unexpected factors have affected project implementation and whether the project has effectively addressed these unexpected factors, including those linked to the Covid-19 pandemic.
- It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt and propose reformulations of the suggested questions, but any changes should be agreed upon between the ILO evaluation manager and the evaluator. Upon completion of the desk review and initial interviews conducted as part of the inception phase, the inception report to be prepared by the evaluator will indicate and/or modify (in consultation with the evaluation manager) the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

- Project's fit with the context:
 - To what extent is the project addressing key relevant components of and is contributing to:
 - ILO results framework (including P&B 2020-21), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
 - National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries,
 - Constituents' organization's mission, mandate, strategic/organizational plans?
 - The achievement of the relevant Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8, 8.5 and 10.7.



- To what extent has the project been repurposed to provide a timely and relevant response to constituents' needs and priorities in the Covid-19 context?
- Is there any relevance and coherence of the project strategies related to the COVID-19 policy and programme response and measures by the government, social partners, UN system and other key partners?
- Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting the achievement of the set project objectives (strategies)?
- Is there a fit between the project design and the direct beneficiaries' needs?
- What mechanisms are in place to ensure inclusion of beneficiary feedback in the design and implementation process?
- How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?
- In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to the gender equality and non-discrimination?
- Appropriateness of the project design:
 - 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?
 - Does project align with gender-related goals set by SDGs and national policy framework?
 - Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality?
 - To what extent are the output and outcome indicators of the project gender-inclusive?

Coherence

- How well does the interventions of the project fit with other interventions of the ILO Office for Turkey? What synergies have been created?



- To which extent other activities of the ILO Office for Turkey support or undermine the project activities, and vice versa?
- How well does the interventions of the project fit with other interventions of the relevant partners?
- To which extent other interventions of the partners (particularly policies) support or undermine the project activities?
- Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?
- Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?
- What has been the added value of the ILO work in terms of comparative advantage?

Effectiveness

- To what extent have the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any unintended results (positive or negative)?
- To what extent has the project adapted its approach to respond to the COVID-19 crisis and what have the implications been on nature and degree of achievement of the project and project targets after the COVID-19 crisis?
- Has the project fostered ILO constituents' active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?
- To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?
- How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Which alternative strategies towards gender equality would have been possible or are still possible?
- Are the activities and outputs of the project consistent with their overall objectives of the project?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- Is there any communication strategy available? If yes, how effective was the communication strategy implemented?



Efficiency

- How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?
- Given the size of the project, its complexity and challenges under the Covid-19 environment, has the existing management structure and technical capacity been sufficient and adequate?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
- Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

Sustainability and impact potential

- To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer-term effects?
- How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic responses over time? What action might be needed to form a basis for longer term effects?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCF, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- To what extent has the project contributed to advance the ILO's core principles (ILS, tripartism and social dialogue, gender equality)?
- How much has the project facilitated and enhanced partnership with the Government of USA in promotion of decent work for refugees?
- What is the level of ownership of the programme by partners and beneficiaries?
- How is the sustainability of the project affected by the COVID-19 situation and in the context of the national and global response?

Lessons learned and good practices for future

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



- What lessons and good practices from the project are relevant for the COVID-19 response?

Gender equality and non-discrimination issues

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

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

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

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

4. Methodology

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

The evaluation will be conducted in a participatory manner by engaging the stakeholders at different levels and ensuring that they have a say about the implementation of the project, can share their views and contribute to the evaluation and participate in dissemination processes. The methodology will include examining the project's Theory of Change in the light of logical connect between the levels of results, their alignment with the ILO's strategic objectives. Particular attention will be given to the identification of assumptions, risks and mitigation strategies, and the logical connect between levels of



results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

The 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 (online)* to collect and analyse primary data; and (3) *a data analysis and reporting phase* to produce the final evaluation report.

The evaluation will be carried out in the middle of a pandemic caused by the COVID-19 virus. The pandemic is likely to have serious implications for data collection for this independent final evaluation. In principle, domestic travel by the evaluator may not be possible due to COVID-19 related travel restrictions. Therefore, alternative methodologies for the data collection will be considered. This could include extensive use of video-conferencing technology, and other forms of online and virtual approaches building on EVAL's guidance notes "[COVID-19: Conducting evaluations under challenging conditions](#)" and [Implications of COVID-19 on evaluations in the ILO \(Practical tips on adapting to the situation\)](#). Should country-based field work be necessary, a team of national consultants could make part of the evaluation team.

Multiple data collection techniques are expected to be used by the evaluation. First of all, the evaluator will make **desk review** of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, news on activities and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the Evaluator(s) is expected to use **interviews (telephone or computer based due to COVID measures)** as a means to collect relevant data for the evaluation. Individual or group interviews will be conducted with the main clients defined in the TOR.

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

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

Sound and appropriate data analysis methods should be developed for each evaluation question. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to



draw valid and reliable conclusions. Data shall be disaggregated by sex where possible and appropriate, during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

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

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

More specifically, in accordance with ILO Guidance note 3.1: "Considering gender in the monitoring and evaluation of projects", the gender dimension should be considered throughout the methodology, deliverables and final report of the evaluation. The evaluator should assess the relevance and effectiveness of gender-related strategies and outcomes to improve the lives of women and men. Data shall be disaggregated by sex where possible and appropriate during the collection, presentation and analysis of data. To the extent possible, data should be responsive to and include issues relating to diversity and non-discrimination.

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

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

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



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

5. Main Outputs (Deliverables)

A. Inception Report (to be submitted to the Evaluation Manager within **twelve days** of the submission of all program documentation to the Evaluator)

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

B. Draft Final Report (initial draft to be submitted to the Evaluation Manager within **15 days** of completion of the data collection)

The evaluation consultant shall submit to the Evaluation Manager the initial draft of the final report. This draft will be app. 30 pages plus executive summary and appendices.

C. 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 should be submitted along with all relevant Annexes as indicated in ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned and etc.).

The final report will be disseminated to all key project stakeholders as well as concerned ILO officials. Translation of the Final Report into Turkish (to be provided by the project).

D. Debriefing/Presentation of preliminary findings:

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

E. An evaluation summary using the ILO Summary template.

6. Suggested Report Format

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

1. Title page



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

For detailed information, please follow this page:

http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm

The process of the finalization of the Evaluation reports:

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

7. Management Arrangements

The evaluation team will be comprised of an independent consultant(s) working under supervision of the ILO Evaluation Manager. The evaluation will be managed by Özge Berber-Agtaş, Senior Programme Officer of the ILO Office for Turkey under the coordination of Ms Irina Sinelina, ILO Regional Evaluation Officer/EVAL.

8. Requirements

Qualifications of the Evaluator(s)

- Substantial knowledge of the migration and refugee issue in Turkey
- Familiarity with the issues of refugees and labour market
- Proven record on experience in evaluation of development interventions



- Knowledge of the ILO's mandate and Decent Work agenda
- Knowledge of the country context
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
- Advanced degree in relevant disciplines
- Excellent analytical and report-writing skills
- Qualitative and quantitative research skills
- Full command of English and knowledge of Turkish will be an asset
- *(Desirable)*: Certificate indicating completion of the ILO EVAL's online *Self-induction programme*. The programme takes one hour, and a certificate is provided upon completion of the programme. The programme is available at http://training.itcilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html.

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, from RO Europe evaluation focal point (Mr. Daniel Smith) and a final approval by EVAL.

9. Roles and Responsibilities

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

- Reviewing the ToR and provide input, propose any refinements to assessment questions, as necessary.
- Reviewing project background materials (e.g., project document, progress reports, logframe, budget, and visibility and promotion materials).
- Developing and implementing the assessment methodology (i.e., prepare the inception report, conduct interviews, review documents) to answer the assessment questions.
- Conducting preparatory consultations with the ILO prior to the data collection mission.
- Conducting online research, interviews and surveys, as appropriate.
- Preparing an initial draft report with an input from the ILO specialists.



- Conducting briefing on findings, conclusion, and recommendation of the assessment.
- Preparing final report based on the feedback obtained on the draft report.

The ILO Evaluation Manager is responsible for:

- Reviewing the ToR, and circulating it for comments and inputs
- Submitting the selected candidate's CV to REO, EUROPE Evaluation Focal Point and EVAL for final approval;
- Facilitating communication with regards to the preparatory meeting prior to the field research and the assessment mission;
- Assisting in the implementation of the assessment methodology, as appropriate;
- Reviewing the initial draft report, circulating it for comments and providing consolidated feedback to the evaluator;
- Reviewing the final draft of the report and submitting it to the Regional Evaluation Officer (Ms Irina Sinelina) and RO/EUROPE evaluation focal point (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 Team is responsible for:

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



10. Timeframe

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

Tasks	Number of working days
Desk review of project related documents; Online briefing with Evaluation Manager and 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.	15 days
Analysis of data based on desk review, online research, interviews/questionnaires with stakeholders; draft report	10 days
Revise and Finalize the report	5 days
Total	40 days

11. Legal and ethical matters, norms and standards

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

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



The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source. In accordance with ILO Guidance note 4: "Considering gender in the monitoring and evaluation of projects"⁶, the gender dimension should be considered throughout the methodology, deliverables and final report of the evaluation. The evaluator(s) should assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. The report should also highlight an environmental aspect of the project and its contribution to the climate action. All this information should be accurately reflected in the inception report and final evaluation report. Lastly, the evaluator(s) shall have no connection to the project management.

12. Payment and Place of Work Details

On completion of the work to the satisfaction of the ILO, the ILO will pay to the External Collaborator(s) as the maximum amount of **TRY 76.000** on a lump sum basis. The evaluator will be responsible for all administrative costs and any other costs as incurred for activities outlined in this ToR.

Place of work

This is a home-based assignment. However, the External Collaborator(s) is/are expected to conduct online or phone interviews with identified partners, beneficiaries and briefing meeting within the project team. No travel is required under this assignment; in case of a need, the ILO Office for Turkey will evaluate the necessity of the travel and cover travel expenses separately.

Payment will be made in two tranches;

1. **30%** upon the submission of the inception report
2. **70 %** 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.

⁶ http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm



Deliverable	Deadline for Deliverable Submission	Payment upon Approval
1. Submission of the Inception Report	15 January 2022	TRY 22,800
2. Conducting interviews with relevant project staff, stakeholders and beneficiaries	15-28 January 2022	-
3. Submission of the Draft Final Report	14 February 2022	-
4. Submission of the Final Report	15 March 2022	TRY 53,200

ANNEXES:

Annex-I: All relevant ILO evaluation guidelines and standard templates

- ILO Policy Guidelines for results-based evaluation, 2020
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf
- Protocol to collect evidence on ILO response to COVID-19
https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_757541.pdf
- Code of conduct form (To be signed by the evaluators)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm



- Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
- Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Checklist 5 preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
- Checklist 6 rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
- Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
- Template for lessons learnt and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
- ILO EVAL [Guidance Note 3.1 on integrating gender equality and non-discrimination](#)
- ILO EVAL [Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects](#)
- Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm



- Template for evaluation summary
<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>
- Implications of COVID-19 on evaluations in the ILO: Practical tips on adapting to the situation https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_744068.pdf
- i-eval Connect: Knowledge sharing platform -- Evaluation Office (EVAL)
<https://intranet.ilo.org/collaborate/evalksp/Pages/default.aspx>
- ILO Library guides on gender <https://libguides.ilo.org/gender-equality-en>



ANNEX II: Project Outline on the basis of objectives and key indicators

Objectives and Indicators:

OUTCOMES	OUTPUTS	INDICATORS
<p>Outcome 1:</p> <p>Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development trainings.</p>	<p>1.1 Increased skills and competencies of refugees and host communities.</p> <p>1.2 Promoted access of refugees and host community members to apprenticeship programme</p> <p>1.3 Strengthened sustainability of employment and social cohesion at work place</p>	<p>1.1 # of refugees' and host communities' skills and competencies increased</p> <p>1.2 # of refugees and host community members accessed to apprenticeship programme</p> <p>1.3 # of refugees and host community members benefited from work place adaptation programme</p>
<p>Outcome 2:</p> <p>An enabling environment for business development and economic growth promoted to generate more and better entrepreneurship and job opportunities for</p>	<p>2.1 Equipped refugees and host community members to seize entrepreneurship opportunities</p> <p>2.2 Supported new enterprises' establishment and formalization of informal enterprises</p> <p>2.3 Improved SMEs capacities on sustainability, productivity and competitiveness</p>	<p>2.1 # of refugees and host community members equipped with entrepreneurial skills</p> <p>2.2 # of firms established and/or formalized</p> <p>2.3 # of SMEs equipped with necessary capacity improvement training</p> <p>2.4 # of refugees and host community members placed in at least 40 days of registered employment</p>



<p>refugees and host communities.</p>	<p>2.4 Increased employment of refugees and host community members through job referrals</p> <p>2.5 Established new women cooperative(s) and improved existing women cooperatives</p> <p>2.6 Rolled-out green job related pilot programmes towards refugees and host community members</p> <p>2.7 Provided financial assistance to small enterprises (employing 1-5) owned by refugees and host community members to increase their resilience against COVID-19 impact on their businesses (new activity in response to COVID-19)</p>	<p>2.5 # of women cooperatives established or other forms of women entrepreneurship supported</p> <p>2.6 # of green economy enterprises supported/programmes piloted</p> <p>2.7 # of firms supported financially and firms' formalization facilitated (new activity in response to COVID-19)</p>
<p>Outcome 3:</p> <p>Labour market institutions and mechanisms strengthened to improve governance and implementation of inclusive labour market policies protecting the rights at work of refugees and host communities</p>	<p>3.1 Strengthened capacity of relevant government institutions and employers' and workers' organizations with respect to refugees' access to labour market and building resilience</p> <p>3.2 Strengthened capacity of relevant government institutions on labour migration statistics</p> <p>3.3 Strengthened capacity of the judiciary for the enforcement of the Law on Foreigners and International Protection, and the subsequent Temporary Protection Regulation as well as Work Permit Regulations for international protection applicants</p>	<p>3.1 # of staff of relevant government institutions and employers' and workers' organizations benefited from capacity building training</p> <p>3.2 # of public institutions' staff informed on production, compilation and analysis of labour migration related data</p> <p>3.3 # of staff of judiciary benefited from training on the enforcement of the Law on Foreigners and International Protection, and the subsequent Temporary Protection Regulation as well as Work Permit Regulations for protection holders, number of judicial assistance, Arabic speaking expert witness which are decided by judges in the judicial processes and,</p>



	<p>3.4 Strengthened capacity of inspection/audit personnel of relevant government institutions</p> <p>3.5 Increased awareness of refugees and host community members on occupational safety and health (OSH) Increased capacity of OSH Professionals – Occupational Safety Experts and Physicians on OSH</p> <p>3.6 Increased capacity of certified accountants and other relevant personnel</p> <p>3.7 Increased capacity of public institutions and/or chambers of commerce and industry delivering labour related services towards refugees</p> <p>3.8 Increased knowledge and experience sharing among governmental institutions as well as workers’ and employers’ organizations</p> <p>3.9 Promoted working conditions of workers within supply chains in the two sectors</p> <p>3.10 Increased knowledge and data base on four labour related areas</p> <p>3.11 Increased awareness of refugees and host communities on labour rights and their access to labour market</p>	<p># of references to International Labour standards in court decisions</p> <p>3.4 # of staff of inspection/audit personnel of relevant government institutions benefited from training on the enforcement of the Law on Foreigners and International Protection, and the subsequent Temporary Protection Regulation as well as Work Permit Regulations for temporary and international protection applicants and holders, procedures for work permits and formal employment</p> <p>3.5 # of refugees’ and host community members’ and employers’ awareness increased and,</p> <p># of OSH Professionals – Occupational Safety Experts from private sector companies employing refugees increased capacity on OSH through training activities and manuals</p> <p>3.6 # of certified accountants benefited from informative seminars on refugees’ formal access to labour market</p> <p>3.7 # of language facilitators assigned carried out for delivery of better services at the local level towards refugees and,</p> <p># of referrals made by the consultants</p> <p>3.8 # of representatives increased knowledge and sharing experience on labour rights of refugees</p>
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		<p>3.9 # of representatives from firms, employing refugees in two sectors, benefited from voluntary compliance and social audits training</p> <p>3.10 # of assessments conducted on:</p> <ul style="list-style-type: none">• Effects of foreign labour force in the labour market• Situation of child labour and its incidence assessed in 3 target provinces• Young refugees' access to apprenticeship programme and its impact on employability• International good practices on job creation in green economy and an assessment of green jobs <p>3.11 # of refugees and host communities' awareness increased through informative, promotional and visual materials</p>
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ANNEX IV. INCEPTION REPORT

International Labour Organization (ILO)

Inception Report

24.01.2022

Melih Aral, Evaluator

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ABBREVIATIONS AND ACRONYMS

EQM	Evaluation Question Matrix
EVAL	ILO Evaluation Office
ILO	International Labour Organization
ILS	International Labour Standards
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
OECD/DAC	Organisation for Economic Co-operation and Development/ Development Assistance Committee
ToR	Terms of Reference
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNEG	United Nations Evaluation Group

1. INTRODUCTION

As per International Labour Organization (ILO) Evaluation Policy, a final independent evaluation will be conducted for the “Decent Work Opportunities for Refugees and Host Communities in Turkey” project, in adherence to the Terms of Reference (ToR). This inception report describes the approach for undertaking the evaluation.

The project was planned to be implemented in the period of 01.01.2020 – 31.12.2021 but extended until 31.03.2022. The final evaluation is planned for the period of 01.01. 2022 – 20.03.2022, coinciding with the final phase of the implementation.

The project was implemented under the impact of COVID-19 and restrictions due to the pandemic. As a response to COVID-19, it is observed that the project management has taken measures for mitigation and protection. During the evaluating the project, the response to the pandemic will be a key area to consider. This will be particularly important because the global outlook regarding impact of the pandemic on creating decent jobs and on daily lives of vulnerable groups is highly uncertain, if not daunting. At this point it looks likely that the pandemic will affect the similar types of interventions until it is over. In order for this evaluation to be most useful, it will refer to project’s holistic response to COVID-19.

2. UNDERSTANDING THE TOR

The objective of this study is to conduct a Final Independent Evaluation of the project “Decent Work Opportunities for Refugees and Host Communities in Turkey” as part of the ILO interventions on the Syrian refugee crisis in Turkey since 2014, promoting comprehensive short- and medium-term employment rich measures to be implemented within the framework of Turkey’s overall response and the Regional Refugee and Resilience Plan (3RP).

The sections below are provided as a means of ensuring mutual understanding of the evaluator’s plan of action and timeline for conducting the evaluation. It also provides relevant information of adherence to, and interpretation of the TOR.

2.1 Purpose, Scope and Clients of the Evaluation

The purpose of the final independent evaluation is to ensure accountability to beneficiary, the donor and key stakeholders, and to promote organizational learning within ILO and among key stakeholders. In this regard, the evaluation will consider the project’s relevance, efficiency, effectiveness, coherence and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. The evaluation will help to improve project development and implementation capacity, have organizational learning and deduct lessons for future interventions, as well as to reveal the contribution of ILO for strengthening the capacity of relevant public bodies and social partners in Turkey.

The evaluation will contribute for further project development to improve labour market integration of refugees and host communities in Turkey. It will help to define what and how the ILO Office for Turkey can contribute for better working and living conditions both for the refugees and the host

communities, improvement of knowledge-base, employability and raising the awareness of the refugees, public institutions and the general public about the labour market access of the refugees, and their rights and obligations. A particular reference will be given to the overall impact of COVID-19 on protect activities and mitigation measures taken by the Office as a response.

The **scope** of the evaluation will encompass all activities and components of the project for the period covering January 2020 and March 2022 and up to the actual time of the mission.

In line with ILO evaluation policy, the evaluation will address gender equality and non-discrimination as a cross-cutting concern throughout its methodology and deliverables. Furthermore, tripartism and social dialogue and international labour standards will be placed at the heart of the evaluation. Evaluation will also give specific attention to how the project is relevant to the ILO's programming framework, including the P&B for 2020-21 and the United Nations Sustainable Development Cooperation Framework (UNSDCF) for Turkey (2021-25), contribution of the project to SDGs and UN country frameworks, and COVID-19 response.

The main clients of the evaluation will be ILO management, Project Team members and programming staff in charge of the elaboration of new initiatives around the area of refugees in the region, donor and national and local partners as well as all relevant constituents and main beneficiaries involved in project implementation in the Project cities. The stakeholders include public institutions, municipalities, workers' and employers' organizations, NGOs, particularly those dealing with refugees like the social enterprise "Kodluyoruz" and cooperatives. The beneficiaries are refugee communities (Syrians under Temporary Protection and non-Syrian refugees) and host communities in Turkey.

2.2 Project Background

The overall objective of the "Decent Work Opportunities for Refugees and Host Communities in Turkey" project is to strengthen the resilience and social cohesion of refugees and host communities in Turkey by promoting access to decent work and inclusive economic growth underpinned by decent work principles. The project aims to achieve three outcomes;

Outcome 1: Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development trainings

Outcome 2: A strengthened enabling environment for business development and economic growth generate more and better entrepreneurship and formal job opportunities for refugees and host communities

Outcome 3: Labour market governance institutions and mechanisms strengthened for inclusive labour market policies protecting the rights at work of refugees and host communities.

The linked outputs for each outcome and relevant indicators will be reviewed and evaluated for achievement of the results, in line with the ToR's "Annex 1 - Project Outline on the basis of objectives and key indicators".

The project aims to scale up the impact of accumulated ILO experience and knowledge in the field of promotion of inclusive job and decent work opportunities for both refugee communities (Syrians under Temporary Protection and non-Syrian refugees) and host communities in Turkey. The project is

implemented in 14 provinces across Turkey namely, Ankara, İstanbul, İzmir, Bursa, Adana, Gaziantep, Şanlıurfa, Mersin, Konya, Hatay, Kahramanmaraş, Eskişehir, Denizli, and Ordu.

3. WORK COMPLETED DURING THE INCEPTION PHASE

The product of the inception phase is the present inception report. The inception report builds on a) the terms of reference for the final independent evaluation of “Decent Work Opportunities for Refugees and Host Communities in Turkey” project, b) the exchange of information with the evaluation manager and the project coordinator, and c) the review of documents and websites.

During the inception phase, the evaluator discussed the evaluation, in particular the project implementation with the following persons:

- Ms. Özge Berber Agtaş, Evaluation Manager of the ILO Office for Turkey.
- Ms. Billur P. Eskiöğlü, Project Coordinator.

The following documents and websites, which are shared by the Evaluation Manager, have been reviewed during the inception phase:

Project Related:

- Independent Midterm Evaluation Report
- List of stakeholders for the Midterm Evaluation interviews
- 7th Quarterly Report, covering the period from 01.07.2021 to 30.09.2021
- Revised proposal and logical framework matrix
- Revised Detailed Budget
- https://www.ilo.org/ankara/projects/WCMS_736125/lang--en/index.htm

ILO Evaluation Guidelines and Templates

- Writing the Inception Report, Checklist 3, ILO Evaluation Unit, Revised March 2014.
- Preparing the Evaluation Report, Checklist 5, ILO Evaluation Unit, Revised March 2014.
- Documents for Project Evaluators, Revised January 2015.
- Rating the Quality of Evaluation Reports, Checklist 6, ILO Evaluation Unit, Revised March 2014.
- Implications of COVID-19 on evaluations in the ILO, Practical tips on adapting to the situation, ILO Evaluation Office, 24 April 2020 (v.3).
- Data Collection Methods for Evaluation, Guidance Note 8, Revised April 2016.
- Filling in the EVAL Title Page, Checklist, ILO Evaluation Office, Revised May 2015
- Guidance Note 3.1: Integrating gender equality in monitoring and evaluation, J ILO Evaluation Office, June 2020 v.3
- ILO Policy Guidelines for results-based evaluation, 2020
- Protocol to collect evidence on ILO response to COVID-19
- Code of conduct form (To be signed by the evaluators)
- Guidance Note 7 Stakeholders participation in the ILO evaluation
- Template for lessons learnt and Emerging Good Practices
- ILO EVAL Guidance Note 3.2 on Integrating social dialogue and ILS in monitoring and evaluation of projects

- Template for evaluation summary
- ILO Library guides on gender (<https://libguides.ilo.org/gender-equality-en>)

The recommended source “i-eval Connect: Knowledge sharing platform” -- Evaluation Office (EVAL) (<https://intranet.ilo.org/collaborate/evalksp/Pages/default.aspx>) could not be accessed since credentials are need to login.

4. METHODOLOGY

Evaluation approach and main sources of evidence

Considering the data collection techniques, two approaches will be used. First of all, desk review of relevant materials will be conducted, including the project document, Logical Framework Matrix, 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, online and, where possible, face to face interviews will be used as a means to collect relevant data for the evaluation. Individual or group interviews will be conducted with the main clients defined in the TOR.

The following list of recommended/potential persons/institutions to interview was provided by the Project Coordinator.

Table 1: Recommended List of interviews

Name	Institution Type	Related Component	Email
Özge Berber Agtaş	ILO	All	berber@ilo.org
Nejat Kocabay & Billur P. Eskioglu	ILO (PRM Team)	All	kocabay@ilo.org eskioglu@ilo.org
Salih Gökçe Görgeç	ILO (PRM Team)	Outcome 3	gorgec@iloguest.org
Özgür Azizoglu	ILO (PRM Team)	Outcome 2	azizoglu@ilo.org
Gizem Karsli	ILO (PRM Team)	Outcome 1	karsli@ilo.org

Bahadır Akın & Ayşe Turunç Kankal	ILO (PRM Team)	Output 2.5 & Output 2.6	akin@ilo.org kankal@ilo.org
Name	Institution Type	Related Component (Output)	
UIGM Ebru Öztüm Tümer	Public partner	2.7& 3.1& 3.2& 3.4& 3.6& 3.7& 3.8& 3.9& 3.10	Oztum.tumer@csgb.gov.tr
TÜİK Tuna Kemali	Public partner	3.2 International Migration Statistics Workshop	TUNA.KEMALI@tuik.gov.tr
Provincial Directorate of Health in Mersin Koray Kenziman	Public partner	3.5 OSH Training for Health Professionals	alikenziman@gmail.com
İstanbul Metropolitan Municipality Meltem Ersan & Necdet Kenar	Public partner	1.1 Skills Development Training & 2.3. Capacity Building of Existing Enterprises & 2.4 Referrals to Jobs/ Job Placement& & 3.5 OSH Training & 2.5 Technical and Financial Support	Mersan196393@gmail.com necdet.kenar@isper.istanbul
Justice Academy Judge, Salih Başpınar	Public partner	3.3 Capacity Building Training for Judiciary	salihbaspinar@hotmail.com
ITX Trading S.A Istanbul Branch Office &H&M Ekin Yardımcı & Erdoğan Şekerci	Private Sector	1.3 Workplace Adaptation Programme	ekiny@itxtrading.com Erdogan.Sekerci@hm.com

Konya Innopark A.Ş. Buğra Karan	Private Sector	2.1 Entrepreneurship Training & 2.2 Grant for Newly Created Enterprises	bugra.karan@innopark.com.tr
INGEV Çağrı Çevik	NGO partner	2.3 Capacity Building for Existing SMEs & 2.7 Micro Finance Support for Refugee Small Businesses	cagri.cevik@ingev.org
Language facilitator Gunash Zamanzade	Excoll	3.7 Capacity Support through Language Facilitation in Labour related Services	gunashzamazade@gmail.com
Beneficiary Group		Related Component (Output)	
Europen Ezgi Özyürek		2.4 Job referrals (work permit and SGK premium – KIGEP+)	ik@europen.com.tr
Halka Cooperative beneficiaries Özge Sever		2.5 Technical and Financial Support & 2.4 Job referrals (work permit and SGK premium – KIGEP)	Ozge.sever@impacthub.net
WAP beneficiary (Participant will be provided following their availability check)		1.1 Workplace Adaptation Programme	TBD
SSI Auditor Gülra Kılıç		3.4 Capacity Building Trainee	Gkilic12@sgk.gov.tr
TÜRK-İŞ Barış İyiyaydın		3.8 Knowledge and Experience Sharing Workshop – South Technical Cooperation	barisiyaydin@gmail.com barisiyaydin@turkis.org.tr
TİSK Emre Enver Aykın		3.8 Knowledge and Experience Sharing Workshop – South Technical Cooperation	eaykin@tisk.org.tr

The evaluation will be carried out in the middle of a pandemic caused by the COVID-19 virus. The pandemic is likely to have serious implications for data collection for this independent final evaluation. In principle, domestic travel by the evaluator may not be possible due to COVID-19 related travel restrictions. Based on EVAL's guidance notes "COVID-19: Conducting evaluations under challenging conditions" and Implications of COVID-19 on evaluations in the ILO (Practical tips on adapting to the situation) the remote technologies and approaches will be used by the evaluator.

5. Evaluation Criteria and Questions

The evaluation will apply the key OECD/DAC criteria of relevance, effectiveness, efficiency, coherence, sustainability and impact potential. Based on the criteria, as defined in the 4th edition of the ILO Policy Guidelines for results-based evaluation (2020), the evaluation will address all of the questions, as included in the ToR. The questions are detailed below to the extent possible.

Relevance

- Project's fit with the context:
 - To what extent is the project addressing key relevant components of and is contributing to:
 - ILO results framework (including P&B 2020-21), the ILO mandate and relevant policies, including gender equality and non-discrimination, international labour standards, social dialogue and disability inclusion,
 - National development strategies and UN Country programme frameworks (UNSDCFs) in piloting countries,
 - Constituents' organization's mission, mandate, strategic/organizational plans?
 - The achievement of the relevant Sustainable Development Goals – especially SDG 8 and SDG 10, with particular focus on 8, 8.5 and 10.7.
 - To what extent has the project been repurposed to provide a timely and relevant response to constituents' needs and priorities in the Covid-19 context?
 - Is there any relevance and coherence of the project strategies related to the COVID-19 policy and programme response and measures by the government, social partners, UN system and other key partners?
 - Is intervention logic coherent and realistic to achieve the planned outcomes? Are the activities supporting the achievement of the set project objectives (strategies)?
 - Is there a fit between the project design and the direct beneficiaries' needs?
 - What mechanisms are in place to ensure inclusion of beneficiary feedback in the design and implementation process?
 - How well does it complement other ILO projects particularly under the Refugee Response Programme in the country and/or other donors' activities?
 - In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to the gender equality and non-discrimination?
- Appropriateness of the project design:
 - 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?
 - Does project align with gender-related goals set by SDGs and national policy framework?

- Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs and activities that aim to promote gender equality?
- To what extent are the output and outcome indicators of the project gender-inclusive?

Coherence

- How well does the interventions of the project fit with other interventions of the ILO Office for Turkey? What synergies have been created?
- To which extent other activities of the ILO Office for Turkey support or undermine the project activities, and vice versa?
- How well does the interventions of the project fit with other interventions of the relevant partners?
- To which extent other interventions of the partners (particularly policies) support or undermine the project activities?
- Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?
- Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?
- What has been the added value of the ILO work in terms of comparative advantage?

Effectiveness

- To what extent have the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?
- Have there been any unintended results (positive or negative)?
- To what extent has the project adapted its approach to respond to the COVID-19 crisis and what have the implications been on nature and degree of achievement of the project and project targets after the COVID-19 crisis?
- Has the project fostered ILO constituents' active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?
- To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?
- How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?
- Which alternative strategies towards gender equality would have been possible or are still possible?
- Are the activities and outputs of the project consistent with their overall objectives of the project?
- How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?
- Is there any communication strategy available? If yes, how effective was the communication strategy implemented?

Efficiency

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

- Given the size of the project, its complexity and challenges under the Covid-19 environment, has the existing management structure and technical capacity been sufficient and adequate?
- Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?
- Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

Sustainability and Impact Potential

- To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer-term effects?
- How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic responses over time? What action might be needed to form a basis for longer term effects?
- To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?
- To what extent has the project contributed to advance the ILO's core principles (ILS, tripartism and social dialogue, gender equality)?
- How much has the project facilitated and enhanced partnership with the Government of USA in promotion of decent work for refugees?
- What is the level of ownership of the programme by partners and beneficiaries?
- How is the sustainability of the project affected by the COVID-19 situation and in the context of the national and global response?

The following questions are provided in the ToR for cross cutting issues and to identify the lessons learned and good practices for future:

Lessons learned and good practices for future

- What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?
- Are there good practices to be replicated both nationally and globally?
- Is the project successful in terms of advocating and promoting good practices through innovative communication tools?
- What lessons and good practices from the project are relevant for the COVID-19 response?

Gender equality and non-discrimination issues

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

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

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

These Evaluation Questions are used to fill in the Evaluation Questions Matrix (EQM) given in Annex I. The template of EQM is part of Checklist 3 – Writing The Inception Report” which is among the documents shared by the Evaluation Manager.

6. Timeline and Reporting

The timeline of the Final Independent Evaluation is provided in Annex II. While designing the timeline, the dates and workdays given in the ToR are considered.

While reporting the Final Independent Evaluation, the relevant guidelines and templates, as part of ILO Policy Guidelines for results-based evaluation, will be fully respected.

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 gender dimension will be considered throughout the methodology, deliverables and final report of the evaluation.

Annex I - DATA COLLECTION PLAN WORKSHEET for the inception report

Evaluation Questions	Indicator ⁷	Sources of Data?	Method?	Who Will Collect?	How Often?	Cost?	Who will analyze?
Relevance 1 Project's fit with the context		Project documents Project Team Web Sites	Document review Semi structured in depth Interviews Web Search	Evaluator	Once	None	Evaluator
Relevance 2 Appropriateness of the project design		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth Interviews	Evaluator	Once	None	Evaluator
Coherence 1 How well does the interventions of the project fit with other interventions of the ILO Office for Turkey? What synergies have been created?		Project Documents Web Sites Project Team	Document review Web Search Semi structured in depth Interviews	Evaluator	Once	None	Evaluator
Coherence 2 To which extent other activities of the ILO Office for Turkey support or undermine the project activities, and vice versa?		Project Documents Project Team	Document review Semi structured in depth Interviews	Evaluator	Once	None	Evaluator
Coherence 3 How well does the interventions of the project fit with other interventions of the relevant partners?		Project Team Stakeholders	Semi structured in depth Interviews	Evaluator	Once	None	Evaluator
Coherence 4 To which extent other interventions of the partners (particularly policies) support or undermine the project activities?		Project Team Stakeholders	Semi structured in depth interviews	Evaluator	Once	None	Evaluator

⁷ Will be developed during the initial phase of the evaluation exercise

<p>Coherence 5</p> <p>Has the project established partnerships with relevant organizations/institutions at the global and country-level throughout its implementation? What were their roles? And what were their expectations? To what extent have these partnerships been useful in the achievement of the intended results?</p>		<p>Project Team Stakeholders Beneficiaries</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Coherence 6</p> <p>Does the project have an M&E system in place that collects sex-disaggregated data and monitors gender-related results?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth Interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Coherence 7</p> <p>What has been the added value of the ILO work in terms of comparative advantage?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth Interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Effectiveness 1</p> <p>To what extent have the project objectives been achieved? What are the results noted, particularly in terms of notable successes or innovations? What are the major factors influencing the achievement or non-achievement of the objectives?</p>		<p>Project Documents Project Team Stakeholders Beneficiaries</p>	<p>Document review Semi structured in depth Interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Effectiveness 2</p> <p>Have there been any unintended results (positive or negative)?</p>		<p>Project Team Stakeholders Beneficiaries</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Effectiveness 3</p> <p>To what extent has the project adapted its approach to respond to the COVID-19 crisis and what have the implications been on nature and degree of achievement of the project and project targets after the COVID-19 crisis?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth Interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>

Effectiveness 4 Has the project fostered ILO constituents' active involvement through social dialogue through this project in articulating a response to the immediate effects of the pandemic?		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Effectiveness 5 To what extent have the project activities, products and tools benefited from the participation of constituents and have been disseminated to them for utilization, policy advocacy or service delivery?		Project Team Stakeholders Beneficiaries	Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Effectiveness 6 How gender considerations have been mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Effectiveness 7 Which alternative strategies towards gender equality would have been possible or are still possible?		Project Team	Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Effectiveness 8 Are the activities and outputs of the project consistent with their overall objectives of the project?		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Effectiveness 9 How effective is the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners?		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator

<p>Effectiveness 10</p> <p>Is there any communication strategy available? If yes, how effective was the communication strategy implemented?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Efficiency 1</p> <p>How efficiently the resources of project (time, expertise, funds, knowledge and know-how) have been used to produce outputs and results?</p>		<p>Project Documents Project Budget Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Efficiency 2</p> <p>Given the size of the project, its complexity and challenges under the Covid-19 environment, has the existing management structure and technical capacity been sufficient and adequate?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Efficiency 3</p> <p>Has the project been receiving adequate political, technical and administrative support from the ILO and its national partners? If not, why? How that could be improved?</p>		<p>Project Team Stakeholders</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Efficiency 4</p> <p>Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?</p>		<p>Project Team</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 1</p> <p>To what extent is the achieved progress likely to be long lasting in terms of longer-term effects? If not, what action might be needed to form a basis for longer-term effects?</p>		<p>Project Team Stakeholders</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>

<p>Sustainability and impact potential 2</p> <p>How likely will the ILO project lead to results that will be sustained or integrated in other post-pandemic responses over time? What action might be needed to form a basis for longer term effects?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 3</p> <p>To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs)?</p>		<p>Project Documents</p>	<p>Document Review</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 4</p> <p>To what extent has the project contributed to advance the ILO's core principles (ILS, tripartism and social dialogue, gender equality)?</p>		<p>Project Team</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 5</p> <p>How much has the project facilitated and enhanced partnership with the Government of USA in promotion of decent work for refugees?</p>		<p>Project Team Stakeholders</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 6</p> <p>What is the level of ownership of the programme by partners and beneficiaries?</p>		<p>Project Team Stakeholders Beneficiaries</p>	<p>Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Sustainability and impact potential 7</p> <p>How is the sustainability of the project affected by the COVID-19 situation and in the context of the national and global response?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
<p>Lessons learned and good practices for future 1</p> <p>What are the to-date lessons learned from the process of the implementation and how these lessons could be made use of for the formulation of a new project?</p>		<p>Project Documents Project Team Stakeholders</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>

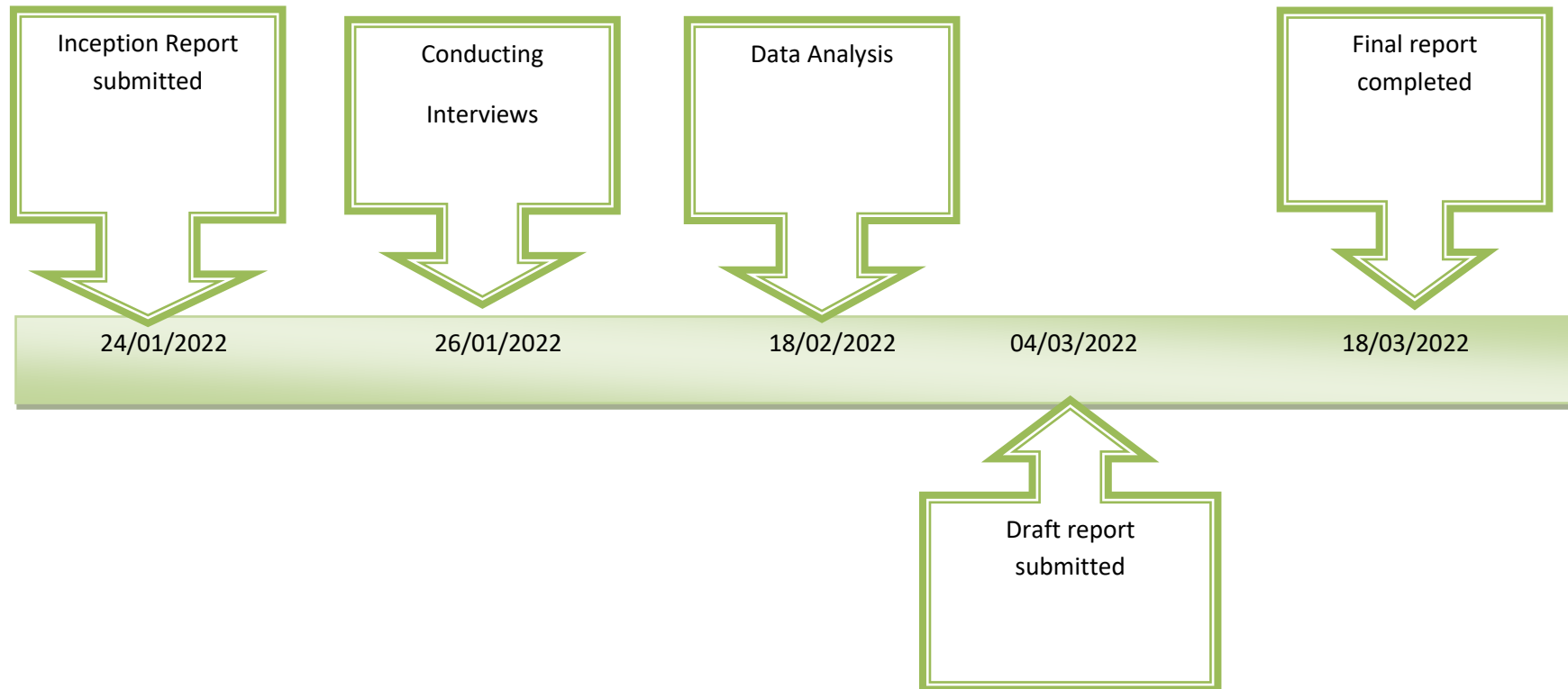
Lessons learned and good practices for future 2 Are there good practices to be replicated both nationally and globally?		Project Documents Project Team	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Lessons learned and good practices for future 3 Is the project successful in terms of advocating and promoting good practices through innovative communication tools?		Project Documents Project Team	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
Lessons learned and good practices for future 4 What lessons and good practices from the project are relevant for the COVID-19 response?		Project Documents	Document review	Evaluator	Once	None	Evaluator
Gender equality and non-discrimination issues 1 To what extent does the project mainstream gender equality in its approach and activities?		Project Documents	Document review	Evaluator	Once	None	Evaluator
Gender equality and non-discrimination issues 2 To what extent does the project use gender/women specific tools and products?		Project Documents	Document review	Evaluator	Once	None	Evaluator
Gender equality and non-discrimination issues 3 Does the project align with ILO's mainstreaming strategy on gender equality?		Project Documents	Document review	Evaluator	Once	None	Evaluator
ILS, environment and Social Dialogue aspects 1 How effective was the project in using ILS promotion and social dialogue tools and products?		Project Documents Project Team	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator
ILS, environment and Social Dialogue aspects 2 To what extent did the project mainstream social dialogue in its approach and activities?		Project Documents Project Team Stakeholders Beneficiaries	Document review Semi structured in depth interviews	Evaluator	Once	None	Evaluator

<p>ILS, environment and Social Dialogue aspects 3</p> <p>To what extent did the project mainstream environmental aspect in its project planning and activities?</p>		<p>Project Documents Project Team</p>	<p>Document review Semi structured in depth interviews</p>	<p>Evaluator</p>	<p>Once</p>	<p>None</p>	<p>Evaluator</p>
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Annex II - Sample Timeline

Final Independent Evaluation of “Decent Work Opportunities for Refugees and Host Communities in Turkey” Project

Date: 24.01.2022



ANNEX V. LIST OF PEOPLE INTERVIEWED

Name	Organization	Role	Email
Özge Berber Ağaş	ILO	Evaluation Manager	berber@ilo.org
Billur P. Eskiođlu	ILO	Project Coordinator	eskioglu@ilo.org
Nejat Kocabay	ILO	PRM Team	kocabay@ilo.org
Salih Gökçe Görgeç	ILO	PRM Team	gorgec@iloguest.org
Özgür Azizođlu	ILO	PRM Team	azizoglu@ilo.org
Gizem Karslı	ILO	PRM Team	karsli@ilo.org
Bahadır Akın	ILO	PRM Team	akin@ilo.org
Ayşe Turunç Kankal	ILO	PRM Team	kankal@ilo.org
Name	Organization	Role	Email
Ebru Öztüm Tümer	DGILF	Public partner	Oztum.tumer@csgb.gov.tr
Koray Kenzıman	Provincial Directorate of Health in Mersin	Public partner	alikenziman@gmail.com
Meltem Ersan	IMM Social Services Department Migration Unit	Public Partner	mersan196393@gmail.com
Serkan İlaslaner	IMM Social Services Department Migration Unit	Public Partner	silaslaner@gmail.com
Zilan Dumanlıdađ	IMM Social Services Department Migration Unit	Public Partner	
Ertuđrul Korkmaz	IMM Social Services Department Migration Unit	Public Partner	
Necdet Kenar	IMM Social Services Department Migration Unit	Public Partner	

Pelin Karahasanođlu	IMM Social Services Department Migration Unit	Public Partner	pekin.karahasanoglu@isper.istanbul
Salih Bařpınar	Justice Academy	Public Partner	salihbaspınar@hotmail.com
Ekin Yardımcı	ITX Trading S.A Istanbul Branch Office	Private Sector	ekiny@itxtrading.com
Erdođan řekerci	H&M	Private Sector	Erdogan.Sekerci@hm.com
Derya Ural	H&M	Private Sector	derya.ural@hm.com
Öznur Özçelik	H&M	Private Sector	oznur.ozcelik@hm.com
Çađrı Çevik	INGEV	NGO partner	cagri.cevik@ingev.org
Name	Organization	Role	Email
Özge Sever	Halka Cooperative	Beneficiary	ozge.sever@impacthub.net
Gülra Kılıç	SSI Auditor	Public Partner	Gkiloc12@sgk.gov.tr

ANNEX VI. STAKEHOLDER MAPPING

Outputs	1	2	3	4	5	6	7	8	9	10	11	12
Outcome 1: Employability of refugees and host community members as well as their resilience in the labour market strengthened through skills development												
1.1 Increased skills and competencies of refugees and host communities	Gaziantep – Textile - Chamber of Craftsmen and Artisans (GESOB)	Ankara – Metal Industry – Syria Friendship Association (SFA)	Istanbul – IT Sector – Kodluyoruz Association	Yaşanboyu Öğrenme Genel Müdürlüğü	X sights	Kızılay	Istanbul Metropolitan Municipality	UNDP	MoNE	Yunus Market	SIDA	Eskişehir Tepebaşı Municipality
1.2 Promoted access of refugees and host community members to apprenticeship programme	MoNE	Expertise France	UNICEF		Kızılay							
1.3 Strengthened sustainability of employment and social cohesion at workplace	H&M	Inditex	Social Security Institution	MoNE								
Outcome 2: An enabling environment for business development and economic growth promoted to generate more and better entrepreneurship and job opportunities for refugees and host communities												
2.1 Equipped refugees and host community members to seize entrepreneurship opportunities	Konya Innopark	Eskişehir Tepebaşı Municipality	Kızılay									
2.2 Supported new enterprises' establishment and formalization of informal enterprises	United Work	Istanbul Sultanbeyli municipality	Istanbul Sultangazi municipality	Gaziantep Union of Merchants and Artisans	Şanlıurfa Union of Merchants and Artisans	Adana Metropolitan Municipality	Konya Innopark					
2.3 Improved SMEs capacities on sustainability, productivity and competitiveness	Adana Metropolitan Municipality	Adana Chambers of Industry	Istanbul Apparel Exporters' Association (IHKIB)	Istanbul Mineral and Metals Exporters' Association (IMMIB)	United Work	Istanbul Chemicals and Chemical Products Exporters Association (IKMIB)	Turkish Employers' Association of Construction Industries (INTES)	İnsani Gelişme Vakfı (INGEV)	Istanbul Metropolitan Municipality			
2.4 Increased employment of refugees and host community members through job referrals	Social Security Institution	United Work	Gaziantep – Textile - Chamber of Craftsmen and Artisans (GESOB)	Directorate General of International Labour Force (DGILF)	Istanbul Metropolitan Municipality							
2.5 Established new women cooperative(s) and improved existing women cooperatives	Adana Metropolitan Municipality	Cemre Women Cooperative	Halka Cooperative in Izmir	Istanbul Metropolitan Municipality	Youth Deal Cooperative	Social Security Institution						
2.6 Rolled-out green job-related pilot programmes towards refugees and host community members	Adana Metropolitan Municipality	UNDP Turkey	Norway based think-tank 'SINTEF'	Meryem Women's Cooperative								
2.7 Provided financial assistance to small enterprises (employing 1-5) owned by refugees and host community members to increase their resilience against COVID-19 impact on their businesses	Directorate General of International Labour Force (DGILF)	Turkish Confederation of Merchants and Artisans (TESK)	İnsani Gelişme Vakfı (INGEV)									
Outcome 3: Labour market governance institutions and mechanisms strengthened to assist Turkey in implementing inclusive labour market policies protecting the rights at work of refugees and host communities												
3.1 Strengthened capacity of relevant government institutions and employers' and workers' organizations with respect to refugees' access to labour market and building resilience	Directorate General of International Labour Force (DGILF)	TURKSTAT	ISKUR	Directorate General of Migration Management	Strategy and Budget Directorate of Presidency	TİSK (Turkey Confederation of Employers Unions)	ÇAŞGEM (Centre for Labour and Social Security Training and Research)	Ministry of Environment and Urbanization	Adana Metropolitan Municipality	Istanbul Metropolitan Municipality	Social Security Institution	
3.2 Strengthened capacity of relevant government institutions on labour migration statistics	Directorate General of International Labour Force (DGILF)	TURKSTAT	Directorate General of Migration Management	Hacettepe University	Middle East University							
3.3 Strengthened capacity of the judiciary for the enforcement of the Law on Foreigners and International Protection, and the subsequent Temporary Protection Regulation as well as Work Permit Regulations for international protection applicants	Justice Academy											
3.4 Strengthened capacity of inspection/audit personnel of relevant government institutions	Social Security Institution	Guidance and Labour Inspection Board	Directorate General of Migration Management	Directorate General of International Labour Force (DGILF)								
3.5 Increased awareness of refugees and host community members on occupational safety and health (OSH) Increased capacity of OSH Professionals – Occupational Safety Experts and Physicians on OSH	Meryem Women's Cooperative	Adana Metropolitan Municipality	İnsani Gelişme Vakfı (INGEV)	Cemre Women Cooperative	Mersin Provincial Health Directorate	Istanbul Metropolitan Municipality	Mersin Mezitli Municipality	Mersin Akdeniz Municipality	Mersin Yenışehir Municipality			
3.6 Increased capacity of certified accountants and other relevant personnel.	Directorate General of International Labour Force (DGILF)	Social Security Institution	Izmir Chamber of the Certified Public Accountants	Konya Chamber of the Certified Public Accountants								
3.7 Increased capacity of public institutions and/or chambers of commerce and industry delivering labour related services towards refugees	United Work	Gaziantep – Textile - Chamber of Craftsmen and Artisans (GESOB)	Adana Chambers of Industry	Ankara Keçiören Municipality	Istanbul Metropolitan Municipality	Eskişehir Tepebaşı Municipality						
3.8 Increased knowledge and experience sharing among governmental institutions as well as workers' and employers' organizations	ILO-Colombia	Social Security Institution	National Employment Agency	Directorate General of International Labour Force (DGILF)	TİSK (Turkey Confederation of Employers Unions)	Confederation of Progressive Trade Unions of Turkey (DISK)	HAK-IS Confederation	Confederation of Turkish Trade Unions (TÜRK-İŞ)	ITC ILO			
3.9 Promoted working conditions of workers within supply chains in the two sectors	Istanbul Mineral and Metals Exporters' Association (IMMIB)	Istanbul Apparel Exporters' Association (IHKIB)	Turkish Employers' Association of Construction Industries (INTES)									
3.10 Increased knowledge and data base on four labour related areas	Directorate General of International Labour Force (DGILF)	UNDP Turkey	Youth Deal Cooperative	Yöntem Araştırma								

Stakeholders	M1	M2	M3	T1	T2	T3	T4	T5	T6	T7	T8	T9	T10	T11	T12	T13	T14	T15	T16	T17	T18	T19	T20	T21	#
Adana Chambers of Industry						X																			2
Adana Metropolitan Municipality					X	X		X	X		X							X							6
Ankara - Metal Industry - Syria Friendship Association (SFA)	X																								1
Ankara Keçiören Municipality																							X		1
YASUEM (Centre for Labour and Social Security Training and Research)												X													1
Coors Women Cooperative								X										X							2
Confederation of Progressive Trade Unions of Turkey (DSK)																						X			1
Confederation of Turkish Trade Unions (TÜRK-İS)																						X			1
Directorate General of International Labour Force (DGLF)							X			X	X	X		X		X		X				X		X	8
Directorate General of Migration Management												X	X		X										3
Eskişehir Tepebaşı Belediyesi	X			X																		X			3
Expertise France		X																							1
Gaziantep - Textile - Chamber of Craftsmen and Artisans (GESOB)	X				X		X															X			4
Guidance and Labour Inspection Board															X										1
HMM			X																						1
Hacettepe University													X												1
HAK-İS Confederation																						X			1
Halka Cooperative in Izmir							X																		1
ILO-Colombia																						X			1
İditar			X																						1
İsrail Gelişim Yaktı (İNGEV)						X				X								X							3
ISKUR											X														1
Istanbul - IT Sector - Kodlayanlar Association	X																								1
Istanbul Apparel Exporters' Association (İHKİB)						X																	X		2
Istanbul Chemicals and Chemical Products Exporters Association (İKİSİB)						X																			1
Istanbul Metropolitan Municipality	X				X	X	X				X					X		X							7
Istanbul Mineral and Metals Exporters' Association (İMMİB)						X																	X		2
Istanbul Sultanbeyli Municipality					X																				1
Istanbul Sultanгази Municipality					X																				1
ITC ILO																						X			1
Izmir Chamber of the Certified Public Accountants																		X							1
Justice Academy															X										1
Kızılay	X	X		X																					3
Konya Chamber of the Certified Public Accountants																							X		1
Konya İnançpark				X	X																				2
Merlin Akdeniz Municipality																		X							1
Merlin Mezitli Municipality																		X							1
Merlin Provincial Health Directorate																		X							1
Merlin Yesilçirçir Municipality																		X							1
Meryem Women's Cooperative									X									X							2
Middle East Technical University													X												1
Ministry of Environment and Urbanization																				X					1
MoNE	X	X	X																						3
National Employment Agency																							X		1
Norway based think-tank 'SINTEF'									X																1
PICTES Team		X																							1
Sakarturk Union of Merchants and Artisans					X																				1
Social Security Institution			X				X	X							X		X					X			7
Strategy and Budget Directorate of Presidency															X										1
Swedish International Development Cooperation Agency (SIDA)	X																								1
TİSK (Turkey Confederation of Employers Unions)															X							X			2
Türkisch Confederation of Merchants and Artisans (TESK)															X										1
Turkish Employers' Association of Construction Industries (İNTEİS)						X																	X		2
TURKSTAT															X	X									2
UNDP	X																								1
UNDP Turkey									X															X	2
UNICEF		X																							1
United Work					X	X	X															X			4
X rights	X																								1
Yabancılar Öğrenme Genel Müdürlüğü	X																								1
Yönetim Araştırma																								X	1
Youth Deal Cooperative								X															X		2
Yuvak Market	X																								1