



**United Nations Development Programme
Turkey**

**Employment and Skills Development Programme Component II
(ESDP II)**

Final Evaluation Report

Prepared by:

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PROJECT INFORMATION

Project/outcome title	Employment and Skills Development Program Component II	
ATLAS ID	00097599	
UNDCS Outcome and CPD Output	UNDCS OUTCOME INVOLVING: 1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development CPD Output 1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth CPD Output 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment	
Country	Turkey	
Region	Europe and Central Asia	
Date Project document signed	December 2018	
Project Dates	Start	Planned End Date
	December 2018	June 2022
Total Committed Budget	5,125,000 EUR	
Project expenditure at the time of evaluation	4,256,289.98 EUR	
Funding Source	KfW	
Implementing Party	Ministry of Industry and Technology	
Evaluation Information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project Evaluation	
Final/midterm review/ other	Final Review	
Period under evaluation	Start	End
	December 2018	June 2022
Evaluators	Beyza Polat	
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Evaluation Dates	Start	Completion
	23.02.2022	04.07.2022

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LIST OF ACRONYMS AND ABBREVIATIONS

ASO	Ankara Chamber of Industry
ASO I.OIZ	Ankara Chamber of Industry 1 st Organized Industrial Zone
ASOSEM	Ankara Chamber of Industry Center of Continued Education
CPD	Country Program Document
DGoSRP	Directorate General of Strategic Research and Productivity
ESDP	Employment and Skills Development Program
İŞKUR	Turkish Employment Agency
KTO	Konya Chamber of Commerce
KTO MEM	Konya Chamber of Commerce Vocational Training Center
L&T	Learn and Transform
M&E	Monitoring and Evaluation
MF	Model Factory
MFP	Model Factory Project
MoIT	Ministry of Industry and Technology
Project	The project under review: Employment and Skills Development Program Component II
SME	Small and Medium Sized Enterprises
SuTP	Syrians under Temporary Protection
ToR	Terms of Reference
UNDCS	United Nations Development Cooperation Strategy
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

Employment and Skills Development Program (ESDP), which is funded by German Federal Ministry for Economic Cooperation and Development (BMZ) via KfW and implemented by the United Nations Development Programme (UNDP), consists of two components, namely Component I (ESDP I) and Component II (ESDP II). Output for component II is as follows: “Sustainable job opportunities created for Syrians and Turkish host community members in Ankara, Kayseri and in Konya.”

ESDP II, which is the subject of this evaluation report, officially kicked off in December 2018 within the Applied SME Capability Center Project (Model Factory Project, MFP hereinafter). UNDP is the senior supplier and the Ministry of Industry and Technology (MoIT) Directorate General of Strategic Research and Productivity (DGoSRP) is the main implementing partner of ESDP II and the MFP. BMZ/KfW is the donor and there are several local stakeholders.

ESDP II has two main objectives:

- Productivity enhancements in SMEs through training and consultancy activities provided by the model factories
- Job creation for the host community members and SuTPs through vocational training programs, entrepreneurship programs and matchmaking activities

The scope of this evaluation is limited by the scope and the budget of ESDP II. Within the scope of ESDP II, Ankara Model Factory has been extended and two new model factories has been established in Konya and in Kayseri. The model factory in Bursa is not within the scope of ESDP II and hence this evaluation.

The model factories are the backbones of ESDP II. SMEs are introduced with and adapted to lean manufacturing practices through the theoretical and practical trainings and consultancy services provided by the model factories. In addition to the training and consultancy services provided by the model factories, three additional services were provided within the scope of ESDP II. These are vocational training programs, matchmaking activities and the entrepreneurship programs.

These activities are delivered by the local partners to the following final beneficiaries:

1. SMEs receiving training and consultancy services from the model factories
2. Vocational training program graduates (host community members and SuTPs)
3. Beneficiaries of the matchmaking activities (host community members and SuTPs)
4. Entrepreneurship program graduates (host community members and SuTPs)

This evaluation’s first and foremost objective is to assess whether the project achieved the desired targets in an effective, efficient, and sustainable manner. In other words, evaluator assesses whether the allocated inputs of the projects were efficiently used to maximize the quality and quantity of the outputs and the outcomes and whether those outcomes realized will be sustained in the medium to long term. Secondly, the Final Evaluation covers all the phases of the project, from the design phase to the implementation phase to the closure phase. Last but not the least, the Final Evaluation provides an assessment of project’s contribution to cross-cutting issues.

Five evaluative criteria covered by this evaluation are: (i) Relevance (ii) Efficiency (iii) Effectiveness (iv) Sustainability (v) Cross-cutting issues.

The proposed evaluation framework adopts a qualitative approach. Review of project documents is combined with a qualitative field study consisting of interviews and focus group discussions with the stakeholders and the final beneficiaries. In-depth interviews and focus group discussions were held with all the stakeholders and a sample of beneficiaries of the project in Ankara, Konya and Kayseri between in April and May 2022. Data from the document review, the interviews and the focus group discussions are analyzed using the appropriate qualitative data analysis techniques such as narrative analysis and grounded theory.

In terms of relevance, ESDP II was rated as Relevant (R). The design and the strategy of ESDP II is fully in line with the national priorities as summarized by the 11th National Development Plan of the Government of Turkey, 2023 Industry and Technology Strategy and 2019-2023 Strategic Plan of the MoIT. ESDP II is fully in line with UNDP Strategic Plan, UNDP Turkey's Country Program Documents for the periods 2016-2020 and 2021-2025, and United Nations Development Cooperation Strategy (UNDCS) for Turkey.

The project also links well with other projects and interventions in the country which aim productivity enhancement and/or job creation for the host community members and SuTPs.

Design of ESDP II is relevant to its targets. Productivity enhancement through the model factories may lead to job creation¹ through the increased competitiveness and the market extension channel. This is a vision shared by the participants of the L&T programs who were interviewed. However, it may take time. Hence, other job creation activities were introduced into the design of the ESDP II which were more direct and had the potential to create jobs in the short run.

One concern regarding the design of ESDP II may be that the job creation component may hamper the original and main purpose of the MFP which is productivity enhancement in manufacturing industry. This did not happen due to the innovative and flexible approach of the main implementing partners and the project management team.

ESDP II's initial target was to create 2,000 jobs, 1,000 for the host community members and 1,000 for the SuTPs. Some implementing agents found this challenging mainly due to the difficulty of finding SuTPs who are willing to be formally employed. However, job targets for the host community members and SuTPs were overachieved thanks to close collaboration of all partners. As of June 2022, 1,048 jobs were created for SuTPs and 1,638 jobs were created for the host community members.

In terms of efficiency, ESDP II was found to be Satisfactory (S). BMZ/KfW contribution to ESDP II has been 5.69 million USD (5.15 million EUR). As of December 2021, 83% of this budget has been realized. None of the expense items in the budget costed higher than planned.

As mentioned in Section 5.1, ESDP II shared experience and insight with the other MADAD-funded MFP. Two of the project activities, which are "monitoring and evaluation system design for the model factories" and "training of the trainers program", were designed and are being implemented in collaboration with the MADAD-funded MFP. This ensures standardization among all Model Factories and potentially contributes to efficiency of both projects.

The local partners and implementing agents were asked whether the funding was sufficient for the achievement of results. Analysis show that the funding was sufficient to achieve the targeted

¹ Please see Box 2 for a detailed discussion on this hypothesis.

outcomes except for the entrepreneurship program. Both the implementers and beneficiaries of the program stated that the seed funding was not sufficient to kick off their business ideas. Job creation was very limited within this strand of activities.

There seems to be no significant delays in the project. The procurement process for the digital transformation component had to be repeated due to a technical issue and this caused some delays. However, project management reported that they were due to close the tender soon. The local partners had just started or were preparing for their first round of service delivery when the pandemic started in Turkey in March 2020. The project management team and the local partners were quick to act. No significant delays due to the pandemic were reported by the implementing agents and the final beneficiaries.

Project is well managed. Organizational structure is well established, there were regular meetings of the project board, and steering committee meeting notes indicate that the stakeholders were satisfied with the overall project management. During the fieldwork, local stakeholders were asked whether they would have liked to be more involved in the decision-making processes; almost all the stakeholders interviewed stated that they were sufficiently involved.

University-industry collaboration has been a structural issue of the Turkish economy, and this seems to have prevailed in ESDP II. Having universities among the local implementing agents would increase the efficiency and effectiveness of ESDP II. Kayseri is a good example of the university involvement. The model factory in Kayseri is located within Abdullah Gül University. Students and graduates of this university often take part in the activities of the model factories, and many are employed as administrative assistants and/or prospective lean transformation experts. Representatives of the main implementing partners interviewed both stated that that would have liked the universities to be involved in this project and that this is something they are working towards in the next round of the MFP.

Pandemic was listed as the major obstacle which required a new course of action and caused some delays. Getting work permits for the SuTPs who were placed in jobs was stated by the director of a vocational training center as another obstacle faced.

M&E systems were in place. Early in 2019, having realized that the women employment figures were not as satisfactory, management team commissioned a desk study to analyze the dynamics of female employment in the manufacturing industry. In turn, training programs for women were designed and put into place. This was a good example of how the M&E systems provided management with data that allowed them to learn and adjust implementation accordingly. In addition, on the second half 2021, UNDP and MoIT started work towards the establishment of a model factory monitoring & evaluation system. With the new system in place, uniform data will easily feed into the decision-making processes of the Ministry.

In terms of effectiveness, ESDP II was found to be Highly Satisfactory (HS). All targeted outcomes were realized or even overachieved except for indicators 2 and 6 which are related to Innovation Center to be established in Ankara with the funding of the Turkish Government. Ministry decided to put establishment of Ankara Innovation Center on hold. Although the establishment of the Innovation Center and 100 new SMEs appear in the logical framework as indicators 2 and 6, it has never been an activity to be financed by the ESDP II funding provided by BMZ/KfW. It is a very closely linked activity. Hence the failure of it may have an indirect effect on the effectiveness of ESDP II. However, it would not be fair to say that ESDP II failed to meet its targets when all the other targets are met.

As of June 2022, 2,686 jobs were created for the host community members and SuTPs. Capacity of Ankara Model Factory was improved and two new model factories in Konya and Kayseri were established. As of May 2022, all model factories are fully operational and have been delivering services to the SMEs. Two entrepreneurship programs were completed, entrepreneurship trainings were delivered to Turkish and Syrian entrepreneurs, and 20 finalists were awarded 10.000 TLs each to kick start their business.

Vocational training program graduates reported higher earnings, higher chances of lifetime employability and better jobs because of attending the program. The program was as effective for the SuTPs as it was for the host community members. All interviewed beneficiaries of the L&T program indicated that their productivity increased, that they were introduced with lean manufacturing techniques, and it became an integral part of their company culture. When asked the difference of a L&T program from a standard consultancy, all replied the same: “The fact that it was applied and that our production process was the application itself”. They were quite satisfied with the training program and the trainers.

The economic and social impacts of the entrepreneurship programs were rather limited. COVID-19 pandemic and the necessity of conducting the activities (such as the trainings, mentoring, teamwork, networking, etc.) online stands out as a major setback towards achieving better results. Another reason is the limited financial resources spared for this activity.

When asked, UNDP, MoIT, KfW, the implementing agents and the local partners listed the following as the key factors contributing to project’s overall performance:

1. Successful project management of UNDP is listed as a key success factor.
2. The high ownership of the main implementing partner, MoIT, contributed significantly to project success. MFP is one of the flagship projects of the Ministry. The fact that ESDP II launched within the MFP created a valuable synergy and positively affected effectiveness.
3. Donor’s willingness to cooperate and their flexibility contributed to success. There were 3 extensions within the ESDP II last of which was due to a technical issue related to a tender process. The tender for the digital transformation component, which is an essential part of the project, could not be completed without the last extension. BMZ/KfW agreed for a 5th extension, contributing a lot to the overall effectiveness of the project.
4. Presence of local partners and their high ownership of the project is another key success factor. This became extremely critical during the pandemic when COVID-19 measures were strict.
5. The dual structure of the project ensured that the two main objectives of ESDP II (i.e. productivity enhancements and job creation) and the related activities did not hamper each other.
6. Vocational trainings were the main drivers of successful job creation. The fact that these trainings were designed by taking into consideration the expectations and needs of the industry itself made them even more effective.

Based on the analysis, sustainability of the project outcomes is rated as Likely (L). Analysis shows that sustainability of the project outcomes depends on the following key factors:

1. Commitment of the main implementing partner to continue providing operational and financial support.

2. Commitment of the local partners to continue providing the services as defined and/or initiated by ESDP II.
3. Sustainability of the local partners, especially the model factories and the vocational training centers.
4. Sustainability of the project outcomes related to the final beneficiaries.

Analysis shows that these have been mostly ensured. Weak compensation scheme of the lean transformation experts seems to be the only threat to the operational sustainability of the model factories. MoIT's efforts to create a pool of experts is a valuable one.

The intervention's ability to address cross-cutting issues is rated as Satisfactory (S). Empowerment of women was rather limited. However, the impact of the program on two vulnerable groups, namely the SuTPs and low-skilled people, is positive. Formal employment opportunities with fair earnings were created for a considerable number of people and the prospects of these opportunities to be sustainable are high.

The following recommendations can be concluded from the evaluation:

1. Model factories are the backbones of ESDP II. The M&E system designed by UNDP and the MoIT focuses more on the activities of model factories and their impact on the beneficiaries. Operational and financial sustainability of the model factories are equally important and should be closely monitored.
2. Continuous and effective communication and collaboration between model factories shall be initiated and encouraged. M&E portal may be used as a medium for this. MoIT, as the main implementing partner, may organize meetings and workshops where the directors of the MFs as well as their board members may get together and share valuable insight and experience. Model factories sharing insight and experiences and building networks, either via the portal or during the meetings and workshops, has the potential to create valuable synergies and increase the operational sustainability of the model factories.
3. Lean transformation experts are the most valuable assets of the model factories. The current compensation scheme for the full-time and part-time experts is weak. Compensation policy of the model factories is not within the mandate of MoIT. However, it is recommended that a study is conducted, and a new compensation scheme is worked out with MoIT in an advisory role. This is critical for the operational sustainability of the model factories.
4. Any effort to train new experts should take into consideration the fact that lean transformation is a highly specialized field of expertise which requires a good combination of theoretical foundation with practical experience. The experience of the current lean transformation experts is extremely valuable.
5. 60% of the model factory service fees are covered by a certain KOSGEB grant scheme. MoIT should ensure the continuation of the KOSGEB support for as long as possible. It is a crucial component ensuring the financial and operational sustainability of the model factories. Considering the benefits of the L&T program to the companies and the whole economy, the grant produces robust impact.
 - a. Majority of the SMEs interviewed stated that they would be hesitant to pay the model factory consultancy fees without the KOSGEB support when first introduced. However, having experienced the productivity gains, their views had changed. Hence, it is recommended that KOSGEB supports are targeted to firms

- receiving these services for the first time. This will increase additionality and encourage new firms to be introduced with model factory services.
- b. This view was more pronounced within the group of small enterprises as compared to the middle-sized ones. KOSGEB support scheme may be re-designed so that amount covered by the support is inversely related to firm size.
 - c. Amount of support may be linked to a performance indicator (such as the amount of increase in productivity or reduction in waste). This may lead to better implementation of the program and increase the impact of the services.
6. Systems may be put in place for better monitoring of the vocational training and entrepreneurship program graduates if the outcomes are to be sustained. Institutional capacity should be built within the local partners under the technical assistance of UNDP. It has been observed that data collection, especially gender sensitive data collection, was not standard practice among the local partners. Data collection (including gender sensitive data) and M&E tools and practices shall be designed and shared with the local partners. In addition, capacity building activities shall be planned in the design phase to ensure a standard level of knowledge and awareness in the local partners on data collection, monitoring and evaluation.
 7. Involvement of the universities and academicians is crucial and should be ensured during the project design phase. Willingness of the universities to participate is a crucial factor. In order to increase their willingness, potential benefits of the MFP to the universities and their communities shall be communicated effectively. Kayseri is a good example of the university involvement. The model factory in Kayseri is located within the Abdullah Gül University. Students and graduates of this university often take part in the activities of the model factories, and many are employed as administrative assistants and/or prospective lean transformation experts. This, along with other possible partnership models, shall be designed and communicated to the university administration by the implementing partners.
 8. It is important to study with experts the minimum funding necessary for a certain activity for that activity to create a significant impact. Otherwise, valuable resources are used inefficiently and ineffectively. Seed funding provided to the graduates of the entrepreneurship program was not sufficient at all to create an impact in terms of job creation. This was pronounced by the program directors and the end beneficiaries.
 9. In the case of entrepreneurship program, there were two types of beneficiaries: those who participated to the entrepreneurship trainings with no funding received and those who received seed funding at the end of the training program. First group could not be monitored due to the data collection and monitoring issues discussed above. And the second group was not provided with enough funding that would create the desired impact. It is recommended that the logical framework is studied better for future implementations of a similar program in order to ensure both evaluability and effectiveness.
 10. ToC of the project relies on two assumptions made in the design phase: (1) productivity growth in SMEs will lead to job creation in the long-run (2) matchmaking, vocational training, and entrepreneurship activities will lead to immediate job creation. While the latter is easy to justify and verify, latter remains as an untested and unverified assumption within the context of ESDP II. Entrepreneur Information System (EIS), which is an administrative database administered by MoIT, contains extensive information on all firms in Turkey since 2006 and is being continuously updated. EIS may be utilized to conduct an impact assessment where employment generation capacity of the model factory

beneficiaries is compared with their non-beneficiary counterparts in the medium and the long run.

The following lessons have been learned and may be noted:

1. Inclusion of effective local partners is a key success factor especially when the project is implemented in multiple geographical locations, and the implementation of the activities require a local know-how. This was the case in ESDP II, and the presence of local partners proved itself valuable. This became extremely critical during the pandemic when COVID-19 measures were strict.
2. Project management team's ability to manage the expectations of the main implementing partner and those of the donor produced success. This was especially important in a project which was launched within an existing project and with additional targeted outcomes. The fact that the productivity enhancements through the model factories would not lead to immediate job creation, which was the main objective of the donor, was quickly grasped by the project management team and innovative solutions were proposed. Additional activities were designed and proposed. This agility brought success and was appreciated by both the donor and the main implementing partner.
3. Continuous monitoring and evaluation, and close interaction with the local partners is crucial for necessary adjustments to be made during the implementation phase. This proved valuable in ESDP II. Early in 2019, having realized that the women employment figures were not as satisfactory, management team commissioned a desk study to analyze the dynamics of female employment in the manufacturing industry. In turn, training programs for women were designed and put into place. Within the implementation period of ESDP II, two observations were made: (1) that the model factories should be closely monitored (2) that there was need for a pool of part-time lean manufacturing trainers for operational sustainability. As a results, a model factory monitoring and evaluation system was designed and a training program for lean manufacturing experts was kicked off.
4. Vocational trainings were the main drivers of more immediate job creation which is also easily observed and may be attributed to the project. The fact that these trainings were designed by taking into consideration the expectations and needs of the industry itself made them even more effective. Presence of the local partners, especially the chambers, led to efficiency in determining the needs and the expectations of the industry representatives. Local economic and social dynamics, which the chambers were aware of, were quickly fed into the project implementation processes.
5. Project documents could have been clearer about the distinction between the MFP and the ESDP II. Logical framework of ESDP II contains targeted outcomes that are not within the budget of ESDP II (i.e. establishment of Ankara Innovation Center) This made the funding analysis and the analysis of effectiveness complicated.

1. INTRODUCTION

Employment and Skills Development Program (ESDP), which is funded German Federal Ministry for Economic Cooperation and Development (BMZ) via KfW and implemented by the United Nations Development Programme (UNDP), consists of two components, namely Component I (ESDP I) and Component II (ESDP II).

As finalized by the amendment agreement dated July 2018, ESDP has two outputs under the two components:

Output 1, under ESDP I - Systems are strengthened for active labor market policies that target Syrian population implemented by İŞKUR;

Output 2, under ESDP II - Sustainable job opportunities created for Syrians and Turkish host community members in Ankara, Kayseri and in Konya.

ESDP II, which is the subject of this evaluation report, officially kicked off in December 2018 within the Applied SME Capability Center Project (Model Factory Project, MFP hereinafter). UNDP and the Ministry of Industry and Technology (MoIT) Directorate General of Strategic Research and Productivity (DGoSRP) are two main implementing partners of ESDP II and the MFP.

ESDP II has two main objectives:

- Productivity enhancements in SMEs through training and consultancy activities provided by the model factories
- Job creation for the host community members and SuTPs through vocational training programs, entrepreneurship programs and matchmaking activities

ESDP II is scheduled to close on 30 June 2022. This final evaluation of ESDP II has the following specific objectives:

- To measure to what extent the project has contributed to solve the needs identified in the design phase.
- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.
- To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to 2023 Industry and Technology Strategy
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
- To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale

up) and international level (replicability) and to support the sustainability of the project or some of its components.

This evaluation report starts with a description the contextual background and the project (Section 2). Section 3 describes the evaluation scope and the objectives, whereas Section 4 details the approach and the methodology of the evaluation. Section 5 presents the analysis and findings, and Section 6 provides a rating report of the project performance. Sections 7, 8 and 9 conclude the report with the summary of main findings, recommendations and lessons learned, respectively.

2. DESCRIPTION OF THE CONTEXTUAL BACKGROUND AND THE INTERVENTION

Turkey's economic growth performance has been remarkable over the past 20 years. However, contribution of productivity to growth has been below the potential. According a 2019 World Bank report² on the various linkages between firm productivity and economic growth, TFP growth contributed to 17% of the economic growth between 1998 and 2017, whereas this figure is 28% in South Korea, 40% in Poland and 24% in Chile.

Structural reforms should be put in place to overcome this issue. With Industry 4.0 on the verge, policies should be designed to transform both the manufacturing industry and the labor force since the new era requires new skills. Official government documents such as the 11th Development Plan and Turkey's Productivity Strategy and Action Plan are not the only documents which state this transformation as a priority. The strategy documents of the leading business associations including TUSİAD, TOBB and TIM also mention the need for structural transformation to close the productivity gap between Turkey and the developed countries.

One stylized fact about the Turkish manufacturing industry is that Small and Medium Sized Enterprises (SMEs), which constitute more than 99% of all firms in Turkey and generate almost 70% of employment, are significantly less productive and less competitive than large firms. The dominance of SMEs is not unusual for developing economies in generating employment. Thus, Turkey is not an exception within this context. Therefore, as it is the case in other developing countries, productivity-enhancing policies directed towards SMEs should be given further priority since these enterprises are the backbones of the economy.

On the other hand, the recent decade has witnessed a slowdown in employment generation capacity of the economy, bringing forth the concerns over "jobless growth". Unemployment rate has been on an increasing trend since 2012. If we exclude the brief period between mid-2016 and the end of 2017, we see a steady increase of the unemployment rate from 8.5 in 2012 to 11.2 by the end of 2021³.

Another structural characteristic of the Turkish labor market is the skills mismatch problem. According to Manpower Group's Talent Shortage Survey published in 2019, 54 percent of the enterprises in Turkey cannot find qualified labor force that they are looking for.

Both the "jobless growth" and the "skills mismatch" problems should be analyzed together with the concept of "premature deindustrialization", a concept, which is first put forth by Dani Rodrik. He argues that with the decline in the share of manufacturing industry, the employment absorption capacity of the economy also goes down since the manufacturing sectors in developing countries are generally labor-intensive sectors.

To make things more problematic, the Syrian workforce had dramatic effects on the Turkish labor market in different ways. Turkey has become home to the largest displaced population in the world. The number of Syrians under temporary protection reached nearly 3.7 million which is close to 7% of the total population of Turkey⁴. According to DGMM, the number of Syrians at working age (between the ages of 18 and 59) is 1.8 million. In addition, we can estimate that approximately 75,000 of 300,000 applicants and status holders of international protection are

² World Bank. 2019. Firm Productivity and Economic Growth in Turkey. Country Economic Memorandum; Washington, DC: World Bank.

³ TÜİK Labour Force Statistics

⁴ Official statistics of Directorate General of Migration Management, June 2022.

at working age⁵. The Syrian labor force dramatically changed the informal side of the labor market, since more than 95 percent of the Syrian workforce are employed informally. In addition, most of the Syrian workforce can be considered as unqualified labor force. Thus, the influx of this unqualified labor force put further pressure on the wages of the unqualified Turkish labor force. In addition, the abundance of cheap and Informal labor force led some firms to postpone some of their labor-saving technology investments. However, it is clear that to achieve a sustainable and inclusive growth, both the Turkish and the Syrian labor force should be equipped with the necessary skills so that they can be conveniently employed on the formal side of the labor market with decent wages. Under these circumstances, the main pillars of the ESDP II become highly relevant.

As mentioned above, ESDP II officially kicked off in December 2018 within the MFP. MFP has been launched in 2015 under the partnership between the MoIT and UNDP. In 2017, the project was extended for the first time with Ankara Chamber of Industry (ASO) and Ankara Chamber of Industry 1st Organized Industrial Zone (ASO I. OIZ) joining as funders and implementing agents. This project, as defined by the initial agreement between the MoIT and UNDP and extended by the joining of ASO and ASO I. OIZ, was planned to end in December 2018.

However, Government of Turkey requested to further extend the time and the budget of the project due to SME Capability Centers becoming an essential part of the overall strategy of the government to “transform the manufacturing industry via improving productivity”. Hence, in 2018, MFP was extended for a second time with BMZ/KfW joining as an additional funder under the terms and conditions of the Employment and Skills Development Program Component II (ESDP II). Further extensions (3rd, 4th and 5th) were made in 2020 and 2021 which kept the organizational structure of the project as it was after the 2nd extension and provided additional public funding.

In sum, the timeline of the MFP may be divided into 3 periods:

1. Launch Period (2015-2016)

This is the first period of the MFP where MoIT is the implementing partner and the funder of the project, and UNDP provides technical support.

During this period, a feasibility study was completed, and preparations were made for the establishment of Ankara Model Factory.

Total Project Budget: 450,000 USD

Total Expenditure (end of period): 435,334 USD

2. 1st Extension Period (2017-2018)

This is the first extension to the MFP. ASO and ASO I.OIZ became the implementing agents and additional funders of the project.

During this period, Ankara Model Factory became operational.

Total Project Budget: 4,626,857 USD

Total Expenditure (end of period): 1,573,043 USD

⁵ DGMM data as of 24 June 2019, available at https://www.goc.gov.tr/icerik6/international-protection_915_1024_4747_icerik

3. 2nd, 3rd, 4th and 5th Extension Periods (2018-2022)

This is the period where BMZ/KfW became an additional funder of the project under the terms and conditions of ESDP. Under ESDP Component II, an additional funding of 5.15 million Euros (app. 5.69 million USD) was provided by BMZ/KfW.

During this period, Ankara Model Factory was extended and three new model factories in Konya, Kayseri and Bursa has been established.

Total Project Budget: 12,790,487 USD

Total Expenditure (as of 31.12.2021): 9,686,976 USD

MFP will end in 2022. As of March 2022, MoIT, ASO, ASO I.OIZ and BMZ/KfW are the financiers of this project, whereas UNDP is the senior supplier and MoIT is the main implementing partners, and ASO and ASO I.OIZ are the implementing agents. As of December 2021, budget realization ratio of the MFP is 76%.

The scope of this evaluation is limited by the scope and the budget of ESDP II. Within the scope of ESDP II, Ankara Model Factory has been extended and two new model factories has been established in Konya and in Kayseri. The model factory in Bursa is not within the scope of ESDP II and hence this evaluation.

KfW allocated a total budget of 5.68 million USD Component II of ESDP. 83.02% of the BMZ/KfW budget has been realized.

Other than the main implementing partners, the implementing agents and the donor, there are several other stakeholders of the project. One of the main features of ESDP II design is the inclusion of local institutions and organizations as the local partners, and the clarity of the role and the responsibility of each stakeholder. Table 1 presents a list of the main stakeholders of the project along with their roles and responsibilities.

Table 1: Project Stakeholders

Stakeholder	Role	Responsibility
UNDP	Senior Supplier	Senior supplier. Has a financing agreement with BMZ/KfW.
MoIT	Main Implementing Partner & Funder	Main implementing partner of the project. Funder of the project through the Investment Programs of the Republic of Turkey.
KfW	Funder	Donor of the project. Has a financing agreement with UNDP Turkey.
Ankara Chamber of Industry (ASO)	Implementing Agent & Funder	Funder of the project. Implementing partner on all the project activities in Ankara.
ASO 1st Organized Industrial Zone (ASO I.OIZ)	Implementing Agent & Funder	Funder of the project. Implementing partner on all the project activities in Ankara.
Ankara Model Factory	Local Partner	Local implementing partner in Ankara. Responsible for the design and delivery L&T programs and other training and consultancy services to SMEs. Legal Status: Commercial Enterprise of ASO

ASO Continuing Education Center (ASOSEM)	Local Partner	Local partner in Ankara. Responsible for the design and delivery of vocational trainings. Responsible for the matchmaking activities.
Konya Chamber of Commerce (KTO)	Local Partner	Local implementing partner on all the project activities in Konya.
Konya Model Factory	Local Partner	Local partner in Konya. Responsible for the design and delivery L&T programs to SMEs. Legal Status: Incorporated Company owned by KTO
KTO Vocational Training Center (KTOMEM)	Local Partner	Local partner in Konya. Responsible for the design and delivery of vocational trainings. Responsible for the matchmaking activities.
Innopark	Local Partner	Local partner in Konya. Responsible for the design and delivery of entrepreneurship program.
Kayseri Chamber of Industry (KAYSO)	Local Partner	Local implementing partner on all the project activities in Kayseri.
Kayseri Model Factory	Local Partner	Local partner in Kayseri. Responsible for the design and delivery L&T programs to SMEs. Responsible for the matchmaking activities. Legal Status: Incorporated Company owned by KAYSO.
Erciyes Technopark	Local Partner	Local partner in Kayseri. Responsible for the design and delivery of entrepreneurship program.

The model factories are the backbones of ESDP II. SMEs are introduced with and adapted to lean manufacturing practices through the theoretical and practical trainings and consultancy services provided by the model factories. In addition to the training and consultancy services provided by the model factories, three additional services were provided within the scope of ESDP II. These are vocational training programs, matchmaking activities and the entrepreneurship programs.

Box 1: Lean Manufacturing and Model Factories

Lean manufacturing is a systematic business strategy which aims to identify and eliminate “waste”. The literature identifies 8 types of waste in the context of manufacturing which are defects, overproduction, waiting, non-utilized talent, transportation, inventory, motion, and extra processing. Lean manufacturing originated in Japan in Tokyo Production System. The idea is to increase production and hence productivity by identifying and eliminating waste. There are different techniques. Kaizen, which “change for the better” in Japanese, is one of the mostly widely used lean transformation techniques. The idea is continuous improvement via the active and constant participation of the employees looking for sources of “waste”. The 5S system, on the other hand, is a five-step process (organize-tidy up-clean-standardize-sustain) through which waste is reduced and productivity is increased.

The effect of lean manufacturing on firms’ financial as well operational performance are well documented in the existing literature. (See: Dieste et al. (2021) for a systematic review of the effect of lean manufacturing on financial performance; Palange and Dhattrak (2021) for a systematic review of the implementation of lean manufacturing techniques for productivity enhancement) In sum, lean manufacturing transforms a company where waste is reduced, production is higher, productivity is enhanced, and operations are more sustainable. In recent

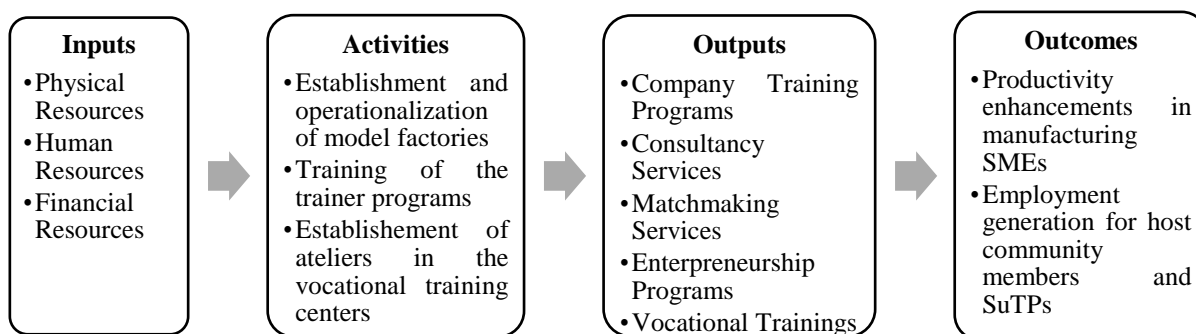
years, lean manufacturing practices are being transferred to the construction and the service sectors with some successful implementations.

As of May 2022, there are 8 model factories in Turkey which are in Ankara, Konya, Kayseri, Bursa, Gaziantep, Mersin, Adana ve İzmir. Model factories deliver the training and consultancy services, via the so-called Learn and Transform (L&T) Programs, to the SMEs. L&T program is a combination of theoretical training and practical implementation. They introduce the SMEs with the lean manufacturing techniques and consult the firms on how to adopt them. The three model factories within the scope of this evaluation, namely Ankara, Konya and Kayseri MFs, deliver the L&T program in a similar manner. “Lean Transformation Leaders” selected by the companies spend a short period of time in the model factory where they receive a formal training on the main principles of lean manufacturing via a theoretical, in-class training combined with a practical application. Following this, they go back to their workplaces and are visited by the Lean Transformation Experts of the model factory on a weekly basis. Lean Transformation Leaders discuss the progress and the challenges of the process with the experts on-site and receive feedback and recommendations.

There are 3 groups of final beneficiaries of the ESDP II:

1. SMEs receiving training and consultancy services from the model factories
2. Vocational training program graduates (host community members and SuTPs)
3. Beneficiaries of matchmaking activities (host community members and SuTPs)
4. Entrepreneurship program graduates (host community members and SuTPs)

Based on the project documents, the theory of change of the project shapes itself as follows:



1. Training and consultancy services will help SMEs adopt lean manufacturing practices in a line of production of their choice.
2. In the short run, productivity will increase in the line of production chosen. In the long run this is expected to be sustained and to spill over.
3. Employment generation capacity of SMEs will go up as they become more productive.
4. On the other hand, vocational training programs, entrepreneurship programs and the matchmaking activities will ease the supply of labor meet the demand for labor.

5. Jobs will be created for the local host community members and SuTPs both in the short run (through matchmaking, vocational training, and entrepreneurship activities) and in the long run (through productivity gains and increasing employment generation capacity)

Theory of change as summarized above relies on two assumptions made in the design phase: (1) productivity growth in SMEs will lead to job creation in the long-run (2) matchmaking, vocational training, and entrepreneurship activities will lead to immediate job creation. It is much easier to justify and monitor the latter whereas the former is a stronger assumption which is hard to verify within the context of this project. Please see Box 2 for a more detailed discussion on whether productivity increase is the right medium for job creation.

Box 2: Productivity Growth and Job Creation

The question of whether productivity growth is employment-augmenting or employment-reducing is a long-debated one in the economics literature.

Analysis at the macro level shows that productivity growth may be accompanied by job destruction in the short run. However, in the medium to the long run, new jobs will be created. Autor and Salomons (2017)⁶ explore the relationship between productivity growth and employment using country- and industry-level data for 19 countries over 35+ years and show that country-level employment generally grows as aggregate productivity rises and that productivity growth typically leads employment growth by one to three years.

Acemoglu and Restrepo (2016)⁷ consider a model where two opposing economic forces determine the evolution of labor's share of income. On the one hand, productivity enhancement through technological progress replaces "old tasks" and reduces the demand for labor. On the other hand, it generates new tasks which are labor-demanding. The balance between these two opposing forces determines the equilibrium outcome where productivity enhancement leads to job creation or job destruction.

The answer to the same question at the micro level depends on whether productivity growth will lead to sales growth through the increased competitiveness and the market expansion channels. If so, productivity growth will lead to employment generation in the medium or the long run, if not in the short run. Otherwise, firms, which are now more productive, will meet the same amount of demand with fewer employees.

Hence, the question is whether productivity growth leads to sales growth. This is possible through two different channels. First, there is the Schumpeterian view that "firms with new technologies or better sources of supply or superior organizations grow and displace incumbents, bringing the benefits of higher productivity". Second, more productive firms are

⁶ Salomons, A. F.. "Does Productivity Growth Threaten Employment?" (2017).

⁷ Acemoglu, Daron and Pascual Restrepo. 2016. "The Race Between Machine and Man: Implications of Technology for Growth, Factor Shares and Employment." NBER Working Paper No. 23077, May.

more likely to become exporters and therefore expand their markets internationally as well. (See: Alvarez and Lopez (2004)⁸, Clerides et al (1998)⁹ and Aw et al (2000)¹⁰ among others)

EDPII's theory of change relies on the assumption that productivity growth in SMEs through the model factories will lead to employment generation in the long-run. Within the context of this project, it is an untested and unverified assumption. The only evidence comes from the fieldwork carried out during this evaluation. During the fieldwork the Evaluator asked the interviewed SMEs the changes that they have experienced in their sales and employment figures. None of the participants reported any significant change in employment (neither an increase nor a decrease). Besides, almost all the interviewed SMEs said their domestic and/or foreign sales volumes went up and that they were expecting employment growth in the future. This is in line with the findings of the existing literature summarized above.

8 output indicators were defined within the ESDP II which are presented in Table 2.

Table 2: Logical Framework

Indicator	Realization	Targets	Status
# of additional service lines on innovation are identified	1	1*	Completed.
# of additional service lines on innovation became operational for Ankara	-	1*	On Hold.
#of existing SME Capability Centers replicated in Kayseri and Konya	2	2	Completed.
# of additional SMEs have received business advisory and innovation services, (women entrepreneurs and women empowerment will be also targeted)	497 SMEs	100 SMEs	Overachieved.
# of additional SMEs have received SME Capability Center Services, as well as ASOSEM	517 SMEs	150 SMEs	Overachieved.
# of additional SMEs are newly established focusing on innovation (set up by Syrians or Syrian/ Turkish joint ventures)	-	100 SMEs*	On Hold.
# of Syrians and Turkish host community members have benefitted from awareness raising activities (including networking, match making activities, capacity building training programmes, entrepreneurship training programmes)	2903 People	500 people	Overachieved.
# of Syrians and Turkish host community members have been placed in jobs	2686 People	2000 people	Overachieved.
* First, second and sixth indicators are related to Innovation Center to be established in Ankara with the funding of the Turkish Government. The background studies were completed within the scope of the component and a report prepared for the next steps to be taken. Ministry decided to put establishment of Ankara Innovation Center on hold. They stated that they are currently evaluating studies related with all Innovation Centers at the Ministerial level and their final decision will be based on this high-level evaluation. It is important to underline that indicator related to establishment of new SMEs focusing on innovation is completely related with Ankara Innovation Center, therefore without finalizing this study, it will be not possible to reach to this target.			

⁸ Alvarez, Roberto and Ricardo A. López. 2004. "Exporting and Performance: Evidence from Chilean Plants." University of Chile and Indiana University, mimeo, February (forthcoming, Canadian Journal of Economics, 2005).

⁹ Clerides, Sofronis K., Saul Lach and James R. Tybout. 1998. "Is Learning by Exporting Important? Micro-dynamic Evidence from Colombia, Mexico, and Morocco." Quarterly Journal of Economics CXIII, 903-947.

¹⁰ Aw, Bee Yan, Sukkyun Chung and Mark J. Roberts. 2000. "Productivity and Turnover in the Export Market: Micro-level Evidence from the Republic of Korea and Taiwan (China)." The World Bank Economic Review 14, 65-90.

3. EVALUATION SCOPE AND OBJECTIVES

In Section 2, a distinction has been made between the ESDP II and the Model Factory Project. The Model Factory Project is wider in scope both in terms of duration and geography. It was launched in 2015 and as of May 2022, there are 8 model factories in Turkey.

This Final Evaluation's scope is limited to the scope of ESDP II. The period covered is 2018-2022 and the geographic areas covered are Ankara, Konya and Kayseri.

This evaluation's first and foremost objective is to assess whether the project achieved the desired targets in an effective, efficient, and sustainable manner. In other words, evaluator assesses whether the allocated inputs of the projects were efficiently used to maximize the quality and quantity of the outputs and the outcomes and whether those outcomes realized will be sustained in the medium to long term. Secondly, the Final Evaluation covers all the phases of the project, from the design phase to the implementation phase to the closure phase. Last but not the least, the Final Evaluation provides an assessment of project's contribution to cross-cutting issues.

Terms of Reference (ToR) lists the more specific objectives of the evaluation as follows:

- To measure to what extent the project has contributed to solve the needs identified in the design phase.
- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.
- To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to 2023 Industry and Technology Strategy
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
- To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.

Accordingly, the evaluation covers the following five evaluative criteria:

1. **Relevance:** the extent to which the objectives of this intervention are consistent with the needs and interest of the people, the needs of the country, national strategies, and relevant legislation.
2. **Effectiveness:** the extent to which the Project objectives have been achieved or how likely they are to be achieved.
3. **Efficiency:** the extent to which the resources/inputs (funds, time, human resources, etc.) have been turned into results and the results have been delivered with the least costly way possible.
4. **Sustainability:** the extent to which the project's positive actions are likely to continue after the end of the project.

5. Cross-cutting issues: the extent to which program design, implementation and monitoring have taken various cross cutting issues into consideration.

The evaluation matrix, which summarizes how each criterion will be assessed, may be found in Annex II.

4. EVALUATION APPROACH AND METHODS

This evaluation report adopts an approach and a methodology that are in accordance with UNEG Norms and Standards and the UNEG Code of Conduct for Evaluations.

A qualitative rather than a quantitative research approach is employed. The reason is in twofold. First, the evaluative criteria questions as presented in Annex II and the indicators mapped to them are not easily quantifiable. Most require a detailed account of the perceptions of various stakeholders and the final beneficiaries. This would not be possible with quantitative research tools. Semi-structured interviews and focus groups are more appropriate. Second, quantitative analysis would require collecting data from a larger sample. In the case of stakeholders, i.e. the implementing partners and the local partners, this would not be possible. In the case of final beneficiaries, tentative plan presented in the ToR would not allow for large-scale data collection. Moreover, the evaluation team could have difficulty in contacting all the final beneficiaries of ESDP II.

Both primary and secondary sources of data were used for data collection. Primary data were collected through the semi-structured in-depth interviews and the focus group discussions, whereas secondary data were obtained from the various project documents and existing studies.

There are three different sources of data:

1. A thorough review of project documents (Annual Reports, Steering Committee Meeting Notes, Needs Assessment Report, Results Framework, etc.) and all other relevant documents (UNDP Strategy Documents, Government's Strategy Documents, relevant reports, and articles, etc.). List of documents reviewed may be found in Annex VI.
2. Semi-structured in-depth interviews with the funders, the implementing partners, and the other stakeholders of the project. Question sets of the interviews may be found in Annex III.
3. Semi-structured in-depth interviews and focus group discussions with the project beneficiaries including executives of the companies that completed the L&T program of the model factories, graduates of the vocational training program and graduates of the entrepreneurship program. Question sets of the interviews and the focus group discussions may be found in Annex III.

A field plan, which was prepared by the evaluator, was discussed, and agreed upon with UNDP. List of interviewees along with the location and date of interview may be found in Annex V.

The qualitative field study started with in-depth interviews of the senior supplier and the main implementing partner which are UNDP and MoIT, respectively. Taking into consideration the preference and the availability of the interviewees, online meetings were organized.

Semi-structured interviews and focus group discussions with the other stakeholders and the final beneficiaries kicked off in Ankara and continued with Konya and Kayseri. MFP is at a later stage of its lifecycle in Ankara. Hence, interviews with the stakeholders in Ankara had the potential to provide valuable input to the meetings in Konya and in Kayseri. Sixty-minute in-depth interviews were held with the directors or general secretaries of the Chambers, Vocational Training Centers, Model Factories, and the Technoparks.

As mentioned above, there are three types of beneficiaries in the evaluated program which are:

1. Graduates of the vocational training program
2. Graduates of the entrepreneurship program

3. SMEs which attended the L&T programs

It was suggested, by the evaluator, that the meetings with the former two are in the form of focus group discussions and the latter to be in the form of in-depth interviews. Company executives may refrain from sharing information in a focus group discussion with the executives of other SMEs. Hence one-to-one interviews seemed more appropriate for the 3rd group of beneficiaries.

Vocational training programs were held in Ankara and Konya. Hence, two focus group discussions with the graduates of the vocational training programs were organized in each city. Entrepreneurship programs were held in Kayseri and Konya. Hence, one focus group discussion with the graduates of the entrepreneurship program were organized in each city. L&T programs were held in all three cities as part of the ESDP II program. Hence, in-depth interviews with an executive of three SMEs were organized in each city. Table below presents the sample of final beneficiaries interviewed:

	SMEs		Graduates of VT		Graduates of Entrepreneurship Program
	Sector	Number of Employees (app.)	Host Community	SuTP	Host Community & SuTP
Ankara	Manufacture of Basic Metals	700	24 years old, Male, T.C.	24 years old, Male, SuTP	
	Manufacture of computer, electronic and optical products	200	21 years old, Female, T.C.	25 years old, Male, SuTP	
	Manufacture of Basic Metals	35	45 years old, Female, T.C.	40 years old, Female, SuTP	
Konya	Manufacture of Electrical Equipment	30	23 years old, Female	20 years old, Male	50 years old, Female, SuTP
	Manufacturing of Machinery and Equipment	125	26 years old, Male	31 years old, Male	55 years old, Male, SuTP
	Manufacture of Fabricated Metal Products	400	23 years old, Male	29 years old, Male	28 years old, Male, HC
Kayseri	Manufacture of Wood	200			39 years old, Male, SuTP
	Manufacturing of Machinery and Equipment	120			26 years old, Male, HC
	Manufacture of Electrical Equipment	300			24 years old, Female, HC

9 in-depth interviews were conducted with the representatives of the SMEs which received services from the MFs. 4 focus group discussions were held with 6 SuTP and 6 host community graduates of the vocational trainings. 2 focus group discussions were held with 3 SuTP and 3 host community graduates of the entrepreneurship program. The evaluator and the UNDP Support Team made extra effort to ensure that the sample of beneficiaries selected for the field study was representative as well as diverse. In the case of focus group discussions with the vocational training graduates and the graduates of the entrepreneurship program, it was made sure that at least one young and at least one women beneficiary was present. In the in-depth interviews with the attendants of the L&T program, SMEs from different size groups (small and medium) and different sectors were selected into the sample.

Efforts were made to work with representative samples. However, these samples are not large enough to make any generalizable statements on the population of interest (i.e. all final beneficiaries). This is one weakness of the methodology and approach.

Moreover, sample selection bias and social desirability bias are potentially present. Final beneficiaries to be interviewed for this evaluation were selected by the local partners. This

proved efficient. However, the local partners may have had the tendency to select those beneficiaries who benefited the most from the program. This may have led to sample selection bias. Social desirability bias, on the other, may have occurred if the participants felt themselves obliged to express their positive views and suppress their criticisms of the program activities. The evaluator informed the participants that their views will not be shared with the other stakeholders and the interviews were conducted in closed rooms with no bystanders present. However, this is still a possibility.

Stakeholder participation was high. All the implementing partners and the agents participated to the field study and assisted the evaluation team with arranging appointments with the final beneficiaries.

The evaluation was carried out adhering to the principles outlined in the UNEG — Ethical Guidelines for Evaluation. The research process was conducted considering the principle of ‘do no harm’. Representatives of the implementing partner were well informed of the project and the purpose of Evaluator’s visit. Hence, a brief, personal introduction was sufficient. However, final beneficiaries were informed about the project and why they are being interviewed. The evaluator read a briefing note aloud before the interview or the focus group discussion.

Below is a tentative briefing:

“I am an independent evaluator assessing a program implemented by UNDP and MoIT. You are the final beneficiaries of this program. You received [...] services as part of this program. I am here today to listen to your experiences and your suggestions if you have any.

Participation to this study is voluntary. Your decision of whether to participate will not affect your current or future relations with anybody or any institution.

The records of this study will be kept private. I will not include any information that will make it possible to identify a subject in any paper or presentation. Based on your consent, I will be recording this session. However, the records will be stored securely and only I will have access to the records.

You may ask any questions you have now. If not, we may start the discussion.”

Moreover, no personal data were shared during the reporting or the presentation of results.

Data were recorded differently in the in-depth interviews and the focus group discussions. During the in-depth interviews, no tape or video recordings were made; data was recorded through detailed interviewer’s notes. During the focus group discussions, unless any participant objects, audio recording was made which was later transcribed by the Evaluator.

Data from the document review, the interviews and the focus group discussions were mapped to the evaluation criteria and evaluation questions. Transcripts from the in-depth interviews and the focus group discussions were coded according to the most salient themes emerging across the field study and analyzed using the appropriate qualitative data analysis techniques such as narrative analysis and grounded theory. Critical perceptions as well as the appraisals of the participants were shared as findings.

In order to ensure the gender sensitivity of the data collection and analysis processes, gender specific questions were added to the questionnaires. Moreover, breakdown of project outputs and outcomes by gender were provided by UNDP and these data were utilized to produce results on gender specific issues. During the focus group discussions with the final beneficiaries, additional time was allocated to women to discuss gender related issues.

The following rating scales are used to wrap up the discussion and objectify and quantify the evaluation findings:

Table 3: Rating Scales

Criteria	Rating Scale
Effectiveness, Efficiency, Crosscutting	6.Highly Satisfactory (HS): no shortcomings 5.Satisfactory (S): minor shortcomings 4.Moderately Satisfactory (MS) 3.Moderately Unsatisfactory (MU): significant shortcomings 2.Unsatisfactory (U): major problems 1.Highly Unsatisfactory (HU): severe problems
Sustainability	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks
Relevance	2. Relevant (R) 1. Not Relevant (NR)

5. ANALYSIS AND FINDINGS

5.1. Relevance

ESDP II kicked off within the MFP in 2018. As explained above, ESDP II has two main objectives: (1) productivity enhancement in SMEs (2) job creation for the host community members and SuTPs. Productivity enhancement may lead to job creation through the increased competitiveness and the market extension channel. This is a vision shared by the participants of the L&T programs who were interviewed. However, it may take time. Hence, other job creation activities were introduced into the design of the ESDP II which were more direct and had the potential to create jobs in the short run. These were the vocational training programs, matchmaking activities and the entrepreneurship programs. MFP had neither of these.

When designed and launched back in 2015, the sole purpose of the MFP was to increase productivity in manufacturing SMEs through lean transformation. Job creation was neither an objective nor a priority. Hence, one concern regarding the design of ESDP II may be that the job creation component may hamper the original and sole purpose of the MFP. This did not happen due to the innovative and flexible approach of the main implementing partners and the project management team. Two things were ensured: (1) a dual structure under which the productivity enhancing activities were separated from the job creation activities through different local partners (2) ownership of the same local implementing partners (namely, the chambers).

MoIT, which has been the main implementing partner of the MFP since 2015, and ASO, which has been an implementing agent since 2017, were specifically asked to give their impressions on the transition to the ESDP II within the MFP. Both stated it was a smooth one.

ESDP II's initial target was to create 2,000 jobs, 1,000 for the host community members and 1,000 for the SuTPs. Some implementing partners and agents found this challenging mainly due to the difficulty of finding SuTPs who are willing to be formally employed. However, job targets for the host community members and SuTPs were overachieved thanks to close collaboration of all partners. As of June 2022, 1,048 jobs were created for SuTPs and 1,638 jobs were created for the host community members. (See Table 4) 39% of the total jobs created are for SuTPs which is lower than the initial 50% target. Some implementing agents interviewed think that share of jobs targeted for SuTPs should have been lower¹¹ and that these jobs will be less sustainable due to various reasons.

Table 4: Job Creation, June 2022

	SuTPs	HC	Men	Women	Total
Ankara	501	915	1289	127	1416
	35.4%	64.6%	91.0%	9.0%	
Kayseri	261	291	521	31	552
	47.3%	52.7%	94.4%	5.6%	
Konya	286	432	655	63	718
	39.8%	60.2%	91.2%	8.8%	
TOTAL	1048	1638	2465	221	2686
	39.0%	61.0%	91.8%	8.2%	

The design and the strategy of ESDP II is fully in line with the national priorities. 11th National Development Plan of the Government of Turkey states the following objectives:

¹¹ One interviewee stated 30-70% would be more appropriate.

*Objective 210: Directing the workforce to more productive sectors and areas, observing the relationship between education and employment, **increasing the qualifications of the workforce, encouraging women's participation in the workforce, equipping the youth with the professional skills needed in the labor market and including them in employment are among the main priorities.***

Objective 331: Vocational education will be developed to increase the quality of the workforce.

*Objective 282: During the plan period; it is aimed that the **competitiveness and productivity is increased** at all levels, including individuals, firms, sectors and the government; foreign dependency on technology is reduced; **production structure is transformed**; priority is given to large-scale investments and technology-intensive sectors by **implementing more active industrial policies centered on the manufacturing industry**, which is critical for growth based on TFP increases, and that **the need for qualified workforce for all the actors of the value chain is met.***

*Objective 309.9. Development Agencies will be restructured to prioritize issues such as institutionalization, innovation management, customer relations management, corporate resource planning, e-commerce, digital transformation, foreign trade and **lean production**, clean production, energy efficiency and industrial symbiosis.*

*Objective 322.4. Innovation Centers will be established in OIZs to support companies in business development, public support, project preparation, cooperation with universities, **lean production, efficiency**, technology management, clustering and digitalization.*

*Objective 322.5. Productivity Support Program will be implemented in OIZs to ensure the **productivity transformation of SMEs.***

*Objective 329. The main objective is to **bring the skills required by the digital transformation in the manufacturing industry to the workforce, to integrate vocational education and higher education with the business world**, to simplify employment incentives for qualified human resources and to focus on priority sectors in these incentives.*

*Objective 330.1. Active labor force programs will be organized to raise **digital skills to the level needed by priority sectors.***

As is clear, productivity enhancement in the manufacturing industry and for the SMEs, lean transformation, job creation, and the vocational trainings has been a priority of the government and these priorities fully match with the objectives of ESDP II.

2023 Industry and Technology Strategy and 2019-2023 Strategic Plan of the MoIT also put emphasis on the transformation of the manufacturing industry. Productivity of the manufacturing industry is seen as one of the main drivers of the economy and both strategy documents stress the need for improvement. 2019-2023 Strategic Plan of the MoIT has the following specific objectives:

*Objective 2: Ensuring the **transformation of existing capacity**, investing in high technology, and developing cooperation mechanisms for high quality production to **increase the value added of the manufacturing industry.***

*Objective 4: Developing the **required qualified labor force** to realize the national technology move and increasing social awareness and motivation in this direction.*

ESDP II is fully in line with UNDP Strategic Plan, UNDP Turkey's Country Program Documents for the periods 2016-2020 and 2021-2025. ESDP II contributes to the following Outcomes and Outputs of UNDP Strategic Plan and the 2021-2025 CPD:

Strategic Plan Outcome 1 – Advance poverty eradication in all its forms and dimensions

*CPD Output 2.1: Capacities at national and local levels strengthened to **promote inclusive local economic development***

*CPD Output 2.3: Capacities strengthened to raise awareness on and to **fight structural barriers to women's economic empowerment***

*CPD Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and non-financial assets **and skill formation to benefit from sustainable livelihoods and jobs***

*Strategic Plan Outcome 3 – Strengthen resilience to shocks and crises**CPD Output 1.1: Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community**CPD Output 1.4: Sustainable job opportunities created for displaced populations and host communities*

Likewise, ESDP II is fully in line with the United Nations Development Cooperation Strategy (UNDCS) for Turkey. Following outcomes of the UNDCS are supported by the intervention being evaluated:

*Result 1 (Outcome 1.1): By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for **sustainable, job-rich growth and development for all women and men.***

*Result 7 (Outcome 4.1): Government institutions provide **improved and sustainable multi- sectoral services to people under international protection** based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.*

The design and the implementation of ESDP was not adequate to generate sufficient female employment. Obviously, the main reason for this is the prevalent low employment of women in the Turkish manufacturing industry. By the end of the first quarter of 2022, female employment is 32 percent of total employment, and this ratio drops to 25 percent in the manufacturing industry¹². Hence, women are less likely to be employed than men and this is more so in the manufacturing sector as compared to the rest of the economy. This prevailed within the implementation of ESDP II. By the end of June 2022, only 8.2% of the 2,686 jobs created were for women. Participation of women to the project activities was continuously monitored as can be seen from the Annual Reports and the Quality Assurance Reports. Early in the implementation phase of ESDP II, the project management team realized this structural issue and prepared a desk study on women employment in the manufacturing sector. In 2021, ASOSEM started to organize textile sector focused tailor-made trainings for women. In 2020, 6.9% of jobs created were for women. This figure increased to 8.2% in June 2022 after the desk study was conducted, further awareness raising activities were done, and vocational trainings targeting women employment in certain sectors were delivered.

SME enhancement has been an important part UNDP Turkey's working agenda. One project, which is closely linked with ESDP II, is TEVMOT. UNDP and MoIT jointly implement TEVMOT which promotes the use of energy-efficient motors in Turkish manufacturing SMEs by providing technical consultancy and guidance in access to finance. The objective is to improve energy efficiency and productivity in SMEs through the transformation of the physical capital.

Another closely linked UNDP project is the establishment of model factories in İzmir, Gaziantep, Mersin, and Adana under the funding of MADAD (EU Regional Trust Fund in Response to the Syrian Crisis). ESDP II-funded and MADAD-funded MFPs shared experience and insight with each other. Two of the project activities, which are "monitoring and evaluation system design for the model factories" and "training of the trainers program", were designed and are being implemented in collaboration with the MADAD-funded MFP. This ensures standardization among all Model Factories and potentially contributes to efficiency of both projects.

¹² Turkish Statistical Agency Labour Force Statistics, March 2022

Digitalization is another important sub-topic in the group of projects implemented by UNDP towards the enhancement of SMEs. Covid19 Resilience and Response Project provided 872 SMEs online training, consultancy and recovery grants on digitalization. Beyond Recovery of SME's project with MoIT, on the other hand, supports digitalization of SME's with the help of Development Agency support schemes. As part of the I Can Manage My Business Project, UNDP, in cooperation with the private sector partners, conducted training and capacity building activities for SMEs on access to finance, financial literacy, digitalization, human capital development, planning and structuring, access to international markets and corporate governance and reached 1098 SMEs in 2021.

These projects align well with ESDP II. UNDP Turkey's experience to implement projects, where SMEs are the targeted beneficiaries, is valuable. Moreover, none of the projects listed above replicates ESDP II. Enhancement of SME performance through the transformation of physical capital, lean transformation or digitalization have the potential to complement each other and create synergies.

MoIT independently promotes and supports productivity enhancing activities in SMEs through various other projects such as the "Productivity Project Awards" and "Innovation Centers".

Creating jobs for the SuTPs as well as the host community members has been objective of various projects implemented in Turkey. Since 2016, the EU has been supporting the integration of Syrian refugees in Turkey with six billion euros under FRiT ("Facility for Refugees in Turkey"). BMZ/KfW action "Social and Economic Cohesion Through Vocational Education", World Bank action "Employment Support for SuTPs and Host Communities", ILO action "Job Creation and Entrepreneurship Opportunities For SuTPs And Host Communities In Turkey" serve the purpose of creating sustainable jobs for the SuTPs and host community members and ESDP II fits well into this set of efforts.

Based on these aspects, the intervention can be rated as Relevant (R).

5.2. Efficiency

Project Budget and Timing

As presented in Section 2, BMZ/KfW contribution to ESDP II has been 5.69 million USD (5.15 million EUR). As of December 2021, 83% of this budget has been realized. None of the expense items in the budget costed higher than planned. When the project was launched in 2018, more than 80% of the budget was allocated to "equipment and supplies" and "professional services for the expansion and operationalization of the model factories" which are the two core elements of ESDP II. 97% of the budget for equipment and supplies was realized, whereas the realization ratio for the professional services budget remained at 74%. Another large item in the budget were the human resources. 7.2% of the total project budget was allocated to human resources and 87% of it was realized.

As mentioned in Section 5.1, ESDP II shared resources with the other MADAD funded MFP and this potentially¹³ increased the efficiency of the project. The two projects shared experience and insight above all. Also, the "monitoring and evaluation system design for the model

¹³ No figures have been shared with the evaluator. Hence, a quantitative assessment cannot be made. However, it has been stated by both the project team and the main implementing partner, MoIT, that such a synergy existed.

factories” and the “training of the trainers” programs benefited both programs using the same resources. However, it was also mentioned by the MoIT the fact that the two projects were funded by different institutions and hence the different operational structures made it challenging for them both to be implemented under the MFP.

The local partners and implementing agents were asked whether the funding was sufficient for the achievement of results. Directors of the 3 model factories and the 2 vocational training centers were satisfied with the budget allocated for their activities. However, the director of one entrepreneurship program stated the following:

“Each one of the 10 finalists of the entrepreneurship program received 10,000 TLs (app. 1,400 USD as of January 2021). This was not sufficient at all. You may only do the paperwork of incorporation with this amount of money. It should have been at least 50,000 TLs. The budget allocated to our activities was also limited. We would have come up with a more extensive training program, would support our graduates through the patent application process, would be able to host them in our incubation center for a while and would be able to monitor them better. I see this the main reason of the outcomes of the entrepreneurship program being rather limited.”

Entrepreneurship program graduates interviewed agree with this statement. None of the interviewees formally established their companies and all are yet to create jobs. Some gave up their business idea and found other jobs. When asked, all agreed that the program would be more impactful if the seed capital had been higher.

The issue of whether ESDP II ensured value for money is a trickier question. The project has different type of outcomes, and these outcomes are not easily monetizable. To sum up, during the project period:

- 2,686 jobs were created for the host community members and SuTPs.
- 2 new model factories were established.
- 7 new ateliers were established within ASOSEM.
- 8 new ateliers were established withing KTOMEM.
- 497 SMEs received business advisory and innovation services.
- 517 SMEs received services from the model factories.
 - 29% of them experienced productivity gains of more than 10% of their total production costs¹⁴
 - 20% of them experienced productivity gains of more than 5-10% of their total production costs.

A comprehensive cost effectiveness or a cost-benefit analysis would give a better answer. However, in the event of these effects being sustained (potentials of which will be discussed in Section 5.4), ESDP II seems to have created value for money.

Within the ESDP II component of the MFP, there were 3 extensions (3rd, 4th and 5th). The main implementing partners and the donor were asked whether these extensions were due to mismanagement or other issues related with the implementation. They all stated that the extensions were not due to operational issues. Two extensions were made (in 2020 and 2021) because the government of Turkey was willing to continue providing funds to the project through the public investment program, and technically the project had to be extended. The last extension in 2022 happened because the procurement process for the digital transformation

¹⁴ Survey of Model Factory Beneficiary Firms, Model Factory Monitoring and Evaluation System Needs Assessment Report.

component had to be repeated due to a technical issue. None of the activities under this component have been carried out, yet. Although the main implementing partners and the donor do not see this as an operational setback, the director of an implementing agent and the director of one model factory stated that failure of the implementation of digital transformation component reduced the quality of services delivered and that they were eager to see the procurement process to be finalized.

The final beneficiaries were also asked whether there were any delays in the delivery of services that they received, and all stated there were none.

As stated, ESDP II kicked off in December 2018 and gained pace in 2019. The local partners had just started or were preparing for their first round of service delivery when the pandemic started in Turkey in March 2020. The project management team and the local partners were quick to act. Entrepreneurship trainings, which were due to kick off in the spring of 2020, were made online. Company trainings in the model factories as well as the vocational trainings were held face-to-face. No significant delays due to the pandemic were reported by the implementing agents and the final beneficiaries.

Project Management

The project board, which consists of UNDP, MoIT, ASO and ASO I.OIZ, has met at least once a year for the official board meetings. Additional steering committee and coordination meetings were held as need be. 7 Steering Committee Meetings were held in 4 years. When asked during the interviews, all stakeholders stated that they were well informed about the current situation and the course of action in these meetings.

The organizational structure of the project is well established. Two main implementing partners, UNDP and MoIT, have been working together on the MFP and various other projects. There is a close collaboration between the two institutions which worked as an advantage in ESDP II. As discussed above, the presence of the local partners and the agents, and the close collaboration between all the stakeholders has been critical. When asked, all the interviewed stakeholders expressed their satisfaction of the project management of UNDP. When asked whether they would have liked to be more involved in the decision-making processes or be more autonomous, almost all the stakeholders interviewed stated that they were sufficiently involved. One vocational training center was an exception. Director of the vocational training center stated that they would have liked to be more independent in the selection process of SuTPs and host community members into the training programs. S/he said:

“We were matched with an NGO to select the vocational training candidates into the training program. We do not think this was necessary. We are ones in the field, familiar with the local dynamics and the local stakeholders. We would like to be more autonomous and independent in this process. It would have been much more efficient.”

Both UNDP and MoIT stated that they would have liked universities to be more involved in this project. MoIT stated the following:

“We would have liked the universities to be involved in this project. We partially achieved this in Kayseri. Abdullah Gül University is involved. However, we were not able to align the project with the capabilities and the expectations of the universities in Ankara and in Konya. What would happen if we could have? Model factories would be more efficiently used. Model factories remain idle except for the days during which companies receive their trainings. They could be used by universities for teaching

and/or research purposes. There is valuable infrastructure there. In the next round of MFP, we, as the Ministry, will require the involvement of universities as partners.”

UNDP Turkey, agrees with the fact that universities could not be involved as much as they would have liked them to be. The director of one model factory expressed the fact that their model factory is not being efficiently used and one suggestion of theirs was to make them available for the universities or the vocational trainings.

The stakeholders interviewed were asked whether they faced any administrative, financial, and managerial obstacles during the project. Pandemic was listed as the major obstacle which required a new course of action and caused some delays. The director of one vocational training center stated the following as one obstacle they faced:

“Work permits for SuTPs was an issue for us. There were cases where we successfully matched a vocational training graduate with a company. However, the work permit became an issue for the company and the match broke. The reasons were either financial or operational. This reduced efficiency.”

Project management monitored the outcomes of the project continuously in collaboration with the local partners. Early in 2019, having realized that the women employment figures were not as satisfactory, management team commissioned a desk study to analyze the dynamics of female employment in the manufacturing industry. In turn, training programs for women were designed and put into place. This was a good example of how the M&E systems provided management with data that allowed them to learn and adjust implementation accordingly.

On the second half 2021, UNDP and MoIT started work towards the establishment of a model factory monitoring & evaluation system. A needs assessment report was prepared, and a system design was proposed by a team of consultants. Model factories are part of the process. A portal is being designed within the systems of the MoIT, and this portal will assist the Ministry to monitor the activities and the performance of the model factories. Model factories had their own evaluation mechanisms. However, there was no uniformity which made any comparison or benchmarking difficult. With the new system in place, uniform data will easily feed into the decision making processed of the Ministry.

Directors of the three model factories were asked their views on the new system design. All expressed their satisfaction of the initiative. When asked if they were expecting any difficulty in aligning themselves with the new system, all underlined the fact that they already had their own monitoring and evaluation systems and that they were expecting no difficulty in aligning themselves with the new system. The fact that model factories actively participated to the design process seems to have contributed to this. One director made the following suggestion:

“It would be nice to complement the portal with a mobile app. It would allow the lean transformation experts to have access to the system while on the field and feed the system with live data.”

Based on these aspects, the intervention can be rated as Satisfactory (S) in terms of its efficiency.

5.3. Effectiveness

Targeted outcomes of ESDP II are summarized in the logical framework matrix presented in Section 2. All targeted outcomes were realized or even overachieved except for indicators 2

and 6 which are related to Innovation Center to be established in Ankara with the funding of the Turkish Government. Ministry decided to put establishment of Ankara Innovation Center on hold. They stated that they are currently evaluating studies related with all Innovation Centers at the Ministerial level and their final decision will be based on this high-level evaluation. Although the establishment of the Innovation Center and 100 new SMEs appear in the logical framework as indicators 2 and 6, it has never been an activity to be financed by the ESDP II funding provided by BMZ/KfW. It is a very closely linked activity. Hence the failure of it may have an indirect effect on the effectiveness of ESDP II. However, it would not be fair to say that ESDP II failed to meet its targets when all the other targets are met.

Until June 2022, 2,686 jobs were created for the host community members and SuTP. Ankara Model Factory operationalized and two new model factories in Konya and Kayseri were established. As of May 2022, all model factories are fully operational and have been delivering services to the SMEs. Two entrepreneurship programs were completed, entrepreneurship trainings were delivered to Turkish and Syrian entrepreneurs, and 20 finalists were awarded 10.000 TLs each to kick start their business.

Some important findings from the interviews conducted with the directors of the vocational training centers and the graduates are:

1. 10 out of 12 graduates interviewed said they would not be able to find a similar job without the vocational training and/or the matchmaking activities.
2. 3 out of 12 graduates interviewed said that they attended vocational training programs before. All 3 stated that the previous vocational training programs were not as effective in placing them into jobs. They find the vocational trainings within the ESDP II more effective in this sense.
3. All graduates interviewed indicated that their earnings went up and that this was due to the training that they received.
4. Directors of the vocational training centers stated that the trainings were as effective for the SuTPs as they were for the members of the host community. Focus group discussions with the SuTPs verified this. The evaluator observed no differences in the way the interviewed host community members and SuTPs assessed the vocational training programs.
5. ASOSEM designed and implemented tailor made vocational training programs for women. In 2020, 6.99% of the jobs created were for women. After the textile sector focused vocational trainings were delivered to women along with other efforts, this ratio increased to 8.2%. (See: Box 2)

Box 2: Graduates of the Vocational Training in National News

Below is a news article from Hürriyet¹⁵ where the empowerment of women attending the Furniture Upholstery Workshop in ASOSEM is reported.

Craftsmen, most of whom are housewives, say,

*"We have shown how it is done in spite of those who say, "You can't do it.""
"If there are people who want to start a new profession, they should definitely come. Women are better at jobs that demand finer details. We have shown how it is done in spite of those who say, "You can't". Nobody should say "I can't do this". Producing is a beautiful thing."*

A housewife with 3 children says:

"I saw the program on social media. I have worked in the food industry, cleaning, etc. I had very little insurance start-up, I wanted to take up a profession, advance it and have retirement. But I never thought I would do something like this. I had doubts about whether I could do it, but now I've learned and I can do it."

22 years old female says:

"My main occupation is laboratory worker. I finished school, on the one hand, I am waiting for an assignment, on the other hand, I am learning a new profession. I also pay my university loan with the fee I get from here."

A married woman looking for a job says:

"My husband is also a furniture master on wood. I could not find a job, my husband said that the course is available and that if I get a certificate, I can find a job more easily. There were those who said, "Can a woman be an upholsterer?". Now my husband says "You are more successful than me". We are planning to open a shop with him."

46 years old female:

"I was working in the care center, I left because of the pandemic. In general, this profession is thought to be difficult for women because there are big armchairs and sofas, but it was easy because the upholstery was made in pieces. We've made quite a bit of progress. People around us even say, "My sofa is broken, can you fix it?""

The women at ASOSEM:

*"The women at ASOSEM shared their memories of the first day as follows:
"There are air guns used in production. We came to the first lesson, our teacher taught us how to put air guns on and off. There was a loud noise while putting it on and we were all scared. We looked at each other. Because we heard it for the first time. Now we are used to the sound and the plugging and unplugging."*

¹⁵ <https://www.hurriyet.com.tr/yerel-haberler/ankara/ev-kadinyidilar-simdi-ustalar-41710620>

Some important findings from the interviews conducted with the directors of the model factories and the company representatives are:

1. All the interviewed beneficiaries of the L&T program indicated that their productivity increased. One company reported more than 50% increase in efficiency. Another one reduced the number of work shifts from 2 to 1 which led to enormous cost savings. Reduction in waste and the delivery times are quite commonly reported.
2. Company representatives interviewed stated that the main positive impact of the L&T program was to introduce them with lean manufacturing techniques and create a company culture around it.
3. When asked whether the efficiency increase led to less employment or more revenues, almost all the companies interviewed said the latter was true. Only one company reduced employment due to the increase in labor productivity.
4. Productivity enhancements may lead to employment generation through the increased competitiveness and the market expansion channels. However, this may take some time. Company representatives were asked whether they increased their employment after the L&T program. They all answered no but added that this is a possible channel and an outcome in the medium-term.
5. When asked the difference of a L&T program from a standard consultancy, all replied the same: "The fact that it was applied and that our production process was the application itself". They were quite satisfied with the training program and the trainers.

According to the survey conducted by a team of consultants for the Needs Assessment Report of the M&E System Design of the Model Factories:

1. 29% of the companies experienced productivity gains of more than 10% of their total production costs.
2. 50% of the companies reported the recovery rate of their investment (i.e. consultancy fee of the L&T program) to be less than 3 months.
3. 97% of the companies agreed with the following statement: "We had a better understanding of how the production processes may be more productive and leaner"
4. 89% of the companies agreed with the following statement: "We had a better understanding of data collection and evidence-based decision making"

The economic and social impacts of the entrepreneurship programs were rather limited. COVID-19 pandemic and the necessity of conducting the activities (such as the trainings, mentoring, teamwork, networking, etc.) online stands out as a major setback towards achieving better results. Another reason is the limited financial resources spared for this activity. This was an issue raised by the director of one entrepreneurship program. 20 entrepreneurs in total were provided with seed funding. Among those, operationalization of the business ideas, revenue generation, and job creation are very rare. Of those who were interviewed during the field study, none formally established their firms or generated jobs. Some found other jobs. The evaluator agrees that the group of beneficiaries of the entrepreneurship program is not limited to those who received funding. Many potential entrepreneurs, a considerable number of which were women and/or refugees, received a formal training on the basic principles of entrepreneurship. The potentials of a positive impact are high. However, these are neither observable nor quantifiable.

It should also be noted that the amount of seed funding lost a lot of its intrinsic value due to the depreciation in Turkish Lira and the relatively high inflation rates during the project implementation period. The delay in payments due to the pandemic and other administrative obstacles led to further loss in the real value of the seed funding.

When asked, the stakeholders listed the following as the key factors contributing to project's overall performance:

1. Successful project management of UNDP is listed as a key success factor.
2. The high ownership of the main implementing partner, MoIT, contributed significantly to project success. MFP is one of the flagship projects of the Ministry. The fact that ESDP II launched within the MFP created a valuable synergy and positively affected effectiveness.
3. Donor's willingness to cooperate and their flexibility contributed to success. There were 3 extensions within the ESDP II last of which was due to a technical issue related to a tender process. The tender for the digital transformation component, which is an essential part of the project, could not be completed without the last extension. BMZ/KfW agreed for a 5th extension, contributing a lot to the overall effectiveness of the project.
4. Presence of local partners and their high ownership of the project is another key success factor. This became extremely critical during the pandemic when COVID-19 measures were strict.
5. The dual structure of the project ensured that the two main objectives of ESDP II (i.e. productivity enhancements and job creation) and the related activities did not hamper each other.
6. Vocational trainings were the main drivers of successful job creation. The fact that these trainings were designed by taking into consideration the expectations and needs of the industry itself made them even more effective.

Project contributed to two main vulnerable groups which consist of women and of SuTPs. The first group of beneficiaries deemed vulnerable are women. Only 8.2% of the jobs created were for women. Efforts were made by UNDP and the implementing partners and agents to increase this figure. However, employment of women in the manufacturing industry is a difficult task to fulfill. Although low in number, anecdotal evidence shows some impressive stories on women empowerment. (See: Box 3) Secondly, ESDP II provided SuTPs with formal jobs. The project targeted at least 1,000 jobs to be created for the SuTPs and this target was met. More importantly, the project created an awareness in the local partners and the firms that formal employment of SuTPs, who are equipped with the necessary skills and are willing to join the formal labor market, is an option. This is as important as the jobs created for them. The director of one vocational training center said:

"It is certainly the case that certain prejudices were broken. Firms, which previously employed SuTPs as a result of our matchmaking activities, are now knocking our door demanding more. This, in my opinion, is the best outcome of this program."

Whether these positive results will be delivered for the vulnerable groups in the long run is also important. Sustainability of the program outcomes in general and for the vulnerable groups will be discussed in the next subsection.

Based on these aspects, the intervention can be rated as Highly Satisfactory (HS) in terms of its effectiveness.

5.4. Sustainability

Analysis shows that sustainability of the project outcomes depends on the following key factors:

1. Commitment of the main implementing partner to continue providing operational and financial support.
2. Commitment of the local partners to continue providing the services as defined and/or initiated by ESDP II.
3. Sustainability of the local partners, especially the model factories and the vocational training centers.
4. Sustainability of the project outcomes related to the final beneficiaries.

The main implementing partner, MoIT, is committed to continue providing support to the model factories operationalized or established within the ESDP II. As discussed above, MFP is one of the flagship projects of the Ministry. There is an ongoing and sustained collaboration between UNDP and MoIT since the feasibility phase of the MFP. Moreover, UNDP and MoIT are now discussing another round of this collaboration under which new model factories will be established. This strong cooperation of the two implementing partners is the main factor which will ensure the sustainability of the project outcomes.

In addition to this, the model factories themselves need to be sustainable. All 3 model factories are commercial enterprises. They were operationalized or established with financial support from the ESDP II funding and the local partners. Despite being commercial enterprises, profit maximization is not their primary objective; they aim to be financially sound and stable. When interviewed, all model factories were asked whether they can sustain themselves financially. They all said they can.

Model factories main source of income is the consulting fees. Companies pay a certain amount of money¹⁶ to attend the L&T programs. Demand for the services of the model companies may be low due to two main reasons: (1) companies may not be interested in the service (2) the service may be too costly. When asked, the director of a model factory said:

"We had difficulty in finding companies interested in or even knowledgeable about lean transformation or lean manufacturing. We had to convince them. Now, demand for our services is over our capacity. We even receive demand from companies located in other cities. It is the power of the word-of-mouth. We do not think that we will struggle with finding clients ever."

Directors of the other model factories gave similar statements.

In terms of the cost of the L&T programs, companies were asked whether they found it costly. All responses were parallel to a specific one quoted below:

"We found it costly at the beginning. However, as we started to see the productivity enhancements and the monetary gains, as the benefits of the program surpassed its cost in such a short period of time, our perceptions changed."

All SMEs added that retrospectively they do not think that the program was costly at all. However, without the KOSGEB support, which covered 60% of the program fee, they would not be inclined to buy the service. This view was more pronounced within the group of small enterprises as compared to the middle-sized ones. Hence, KOSGEB support seems to be a crucial element for sustainability.

¹⁶ Around 150,000 TLs as of 2022.

Model factory directors were asked the following question: “What is your most important capital?” and all unreluctantly stated that it was their human resource. Lean transformation experts deliver the practical training in the model factory. Afterwards, they visit the companies on a regular basis to oversee the process of transformation and intervene, if necessary. Lean transformation is a highly specialized field of expertise which requires a good combination of theoretical foundation with practical experience. Training a lean transformation expert, who already has some experience or background knowledge, takes 6 months to 2 years according to the directors of model factories. Once they become an expert, their outside options explode. Hence, operational sustainability of the model factories depends very much on the sustainable employment of the lean transformation experts, and generous compensation of them plays a critical role. Directors of the model companies, who were interviewed, all stated that the current compensation schemes were not sufficient at all.

MoIT recently started a “Lean Transformation Expert Training Program”. Applications were collected and trainings were kicked off recently. The idea is to come up with a pool of people who have gone through the official orientation and who are eager to be part-time trainers in the L&T programs of the model factories when needed. This is a good effort by the Ministry to ensure the sustainability of the human capital.

In terms of the sustainability of the effects of the model factories on the SMEs, the prospects are good. SMEs were asked two questions:

1. Are you planning to apply the lean manufacturing practices in other lines of production?
Would you be able to do it by yourself or do you need support for that?
2. Would you like to re-attend a similar program?
Would you need financial support for that?

All SMEs interviewed stated that they already started spreading lean manufacturing practices to the lines of production other than the one chosen for the pilot implementation. Almost all said they did not need any support in doing this. And almost all stated that lean manufacturing is now becoming an integral part of the company culture. When asked whether they would need to attend a similar program, almost all stated that they did not. This is good sign of the effects of the L&T program on the final beneficiaries being sustainable or even spill over.

Job creation because of productivity enhancements has been an expected outcome of the MFP since the beginning. However, it was expected to realize in the medium to the long-run. It has never been Ministry’s priority to create jobs in the short run through the vocational trainings, matchmaking activities and the entrepreneurship programs. Hence, sustainability of the job creation component of the ESDP II depends more on the sustainability of the systems established for the job placements.

Sustainability of the vocational training programs shall be evaluated based on the sustainability of the investments made and the willingness of the local partners to continue providing their support. Within the ESDP II, 7 new ateliers were established within ASOSEM and 8 new ateliers were established in KTOMEM. The curriculums of the training programs were prepared in line with the needs and expectations of the industry representatives. Hence, the investments made is expected to continue creating jobs.

Secondly, VTCs and the chambers are willing to continue providing their support to the outputs of ESDP II. All said it was their mandate to provide these services even before the ESDP II and hence they will continue to provide them after it ends. Some local partners were introduced with new activities (such as matchmaking) within the ESDP II, and they stated that these activities became an integral part of their organizational structure. Local partners also stated that they are willing to make further investments if needed. Hence, the local partners seem committed to continue providing their support to the outputs of ESDP II.

The evaluator could not directly attribute job creation to the entrepreneurship programs. This is partly due to monitoring issues and partly due to the insufficient level of financial support. Since no immediate effects were observed, sustainability of job creation through the entrepreneurship programs cannot be evaluated.

As of June 2022, 2,686 jobs were created through the vocational trainings and the matchmaking activities. It is important to assess whether these jobs are sustainable or whether the beneficiaries were equipped with the necessary skills that guarantees lifetime employability. When asked, the interviewed vocational training graduates stated that they are still employed at the company they were first placed in and that they were happy with their jobs. Many felt confident that they would be able to find a similar job even if they lose the current one and this was mainly due to the training that they received. In this sense, the job creation activities seem to have created sustainable effects on the final beneficiaries as well.

Based on this analysis, sustainability of the project outcomes can be rated as Likely (L).

5.5. Cross-Cutting Issues

ESDP II's logical framework does not have any outcomes specifically targeting women. Despite that, continuous efforts were made to improve women's empowerment. As mentioned earlier, project management team realized early in the implementation phase that the women employment figures were lagging, and a desk study on the female employment in manufacturing industry was prepared. Tailor made vocational trainings were designed and implemented with ASOSEM. Please see Box 3 where a success story coming out of these trainings is presented. Despite all the efforts, only 8.2% of the jobs created are for women. The ratio was 6.2% before this intervention.

During the interviews, directors of the local partners were asked what % of their employees were women. Figures are low. Nearly 20% of full-time employees of the model factories are women. These figures are even lower in the vocational training centers.

In terms of gender equality among the beneficiaries, no clear statement can be made except for the graduates of the entrepreneurship programs as gender specific data were kept neither by the project management nor the local partners. In the case of entrepreneurship program, gender equality was ensured. Half of the potential entrepreneurs who attended the entrepreneurship training program, and half of those who got the 10.000 TLs of seed capital were women. These targets were clearly communicated with the local partners by the project management team, and efforts were made to meet these targets. More than 50% of the project management team were women during the whole implementation period.

“Leave no one behind” is one of the three principles that the United Nations follows “in everything they do”. It is defined as follows:

Leave no one behind (LNOB) is the central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and of humanity as a whole.

LNOB not only entails reaching the poorest of the poor, but requires combating discrimination and rising inequalities within and amongst countries, and their root causes.

The project followed this approach by contributing to the sustainable livelihoods of SuTPs in Turkey. SuTPs in Turkey face two major challenges in the labor market: (1) secure jobs (2) fair wages. Jobs created for this vulnerable group of people are secure in the sense that they provide formal employment. One implication of formal employment is job security. Another one is fair wages. Syrian beneficiaries interviewed were asked whether they started earning more after they attended the vocational training program, and they unequivocally said “Yes”.

Whether the outputs of ESDP II will continue to benefit these vulnerable groups after project ends is an important question with no clear answer. The answer depends on two factors: (1) existence and sustainability of the systems established to create jobs for the vulnerable groups (2) awareness and willingness of the local partners to contribute to the process of women empowerment and sustainable livelihood of SuTPs.

In the case of women employment and empowerment, the existence of the ateliers and the vocational training programs specifically targeting women is promising. When interviewed, ASOSEM shared the success story of women who completed the upholstery training and were placed in jobs immediately after. This implies there is a certain level of awareness and ownership of the local partners on the issue of women empowerment.

In the case of creating jobs for SuTPs, there are no systems established with this specific aim. Targets were communicated with the local partners and closely monitored by UNDP. Thanks to the close collaboration of the local partners, more than 1,000 decent jobs were created for SuTPs within the ESDP II. It has been observed that an awareness was raised among the local partners and company owners regarding the formal employment of SuTPs. Most local partners stated that they will continue their efforts to create jobs for the SuTPs. However, these are subjective evaluations which are hard to verify. Whether these efforts will remain at the same intensity or diminish significantly after ESDP II cannot be objectively assessed at this point.

Finally, independent of their nationality, attendants of the vocational training programs, who were interviewed, were low-skilled which defines another group of vulnerable people. They are the ones with the least formal employment opportunities. The fact that these people are equipped with certain skills, which increases their chances of formal employment and lifetime employability, is as important.

Based on this analysis, the intervention’s ability to address cross-cutting issues can be rated as Satisfactory (S).

6. RATING OF PROJECT PERFORMANCE

Based on the analysis presented in Section 5, project performance ratings on the five evaluative criteria are as follows:

Criteria	Rating
Relevance	Relevant (R)
Efficiency	Satisfactory (S)
Effectiveness	Highly Satisfactory (HS)
Sustainability	Likely (L)
Cross-cutting	Satisfactory (S)

7. CONCLUSIONS

Based on the analysis, the following conclusions are drawn:

- The project fits well into the current economic and social conditions of Turkey. Contribution of productivity to economic growth has been below the potential; the recent decade has witnessed a slowdown in employment generation capacity of the economy, bringing forth the concerns over “jobless growth”; skills mismatch has become a structural problem of the Turkish economy. Meanwhile, Turkey has become the host to the largest refugee population in the world. Hence, the two main objectives of ESDP II, which are productivity enhancement and job creation, are highly relevant.
- The design and the strategy of ESDP II is fully in line with the national priorities as summarized by the 11th National Development Plan of the Government of Turkey, 2023 Industry and Technology Strategy and 2019-2023 Strategic Plan of the MoIT. ESDP II is fully in line with UNDP Strategic Plan, UNDP Turkey’s Country Program Documents for the periods 2016-2020 and 2021-2025, and United Nations Development Cooperation Strategy (UNDCS) for Turkey.
- Project creates synergies with other projects of UNDP and the MoIT. The two main implementing partners have a long and sustained habit of working together, and this became the main strength of the project. The flexibility and the cooperative manner of the donor was another key success factor.
- Overall, it is a successful project in terms of both design and implementation. All targets were met; the implementing partners, the donor and all the local partners expressed their satisfaction of being a part of this project, and none reported major organizational or financial obstacles; the effect of the program on the final beneficiaries are clearly visible.
- Two important things regarding the design of ESDP II contributed to its success: (1) a dual structure under which the productivity enhancing activities were separated from the job creation activities through different local partners (2) high ownership and dedication of the local partners (namely, the chambers)
- Konya is a good example of the local partners being close both physically and administratively. Konya Chamber of Commerce plays a significant role in the coordination of the project activities within the model factory and the vocational training center. The two centers share resources and expertise, and this eventually leads to efficiency.
- There seems to be no significant delays in the project. The procurement process for the digital transformation component had to be repeated due to a technical issue and this caused some delays. However, project management reported that they were due to close the tender soon.
- Project is well managed. Organizational structure is well established; there were regular meetings of the project board, and steering committee meeting notes indicate that the stakeholders were satisfied with the overall project management. Local stakeholders were asked whether they would have liked to be more involved in the decision-making processes; almost all the stakeholders interviewed stated that they were sufficiently involved.
- One thing that seems missing from the organizational structure are the universities. University-industry collaboration has been a structural issue of the Turkish economy, and this seems to have prevailed in ESDP II. Representatives of the main implementing partners

interviewed both stated that that would have liked the universities to be involved in this project and that this is something they are working towards in the next round of the MFP.

- Kayseri is a good example of the university involvement. The model factory in Kayseri is located within the Abdullah Gül University. Students and graduates of this university often take part in the activities of the model factories, and many are employed as administrative assistants and/or prospective lean transformation experts.
- Sustainability of the project outcomes depends on 4 key factors:
 - Commitment of the main implementing partner to continue providing operational and financial support.
 - Commitment of the local partners to continue providing the services as defined and/or initiated by ESDP II.
 - Sustainability of the local partners, especially the model factories and the vocational training centers.
 - Sustainability of the project outcomes related to the final beneficiaries.

Analysis shows that these have been mostly ensured. Weak compensation scheme of the lean transformation experts seems to be the only threat to the operational sustainability of the model factories. MoIT's efforts to create a pool of experts is a valuable one.

- Monitoring has been done properly by the project management team and the stakeholders were satisfied with their involvement in this process through the steering committee meetings. UNDP and MoIT are working together on an M&E System Design for the model factories within the MFP. This was an outcome supported by ESDP II and has overarching benefits.
- Monitoring of the graduates of the vocational training program and the entrepreneurship program could be more institutional. It seems that the current monitoring process works over personal relationships.
- Entrepreneurship programs did not generate the intended job creation effect due to two main reasons raised by the implementors and the beneficiaries: (1) trainings were held online due to the pandemic (2) seed capital was too small to kick start a business.

8. RECOMMENDATIONS

Following recommendations may be drawn from the analysis presented in this report. These are to ensure the sustainability of ESDP II's outcomes and/or create better outcomes in future implementations of a similar projects.

1. Model factories are the backbones of ESDP II. The M&E system designed by UNDP and the MoIT focuses more on the activities of model factories and their impact on the beneficiaries. Operational and financial sustainability of the model factories are equally important and should be closely monitored.
2. Continuous and effective communication and collaboration between model factories shall be initiated and encouraged. M&E portal may be used as a medium for this. MoIT, as the main implementing partner, may organize meetings and workshops where the directors of the MFs as well as their board members may get together and share valuable insight and experience. Model factories sharing insight and experiences and building networks, either via the portal or during the meetings and workshops, has the potential to create valuable synergies and increase the operational sustainability of the model factories.
3. Lean transformation experts are the most valuable assets of the model factories. The current compensation scheme for the full-time and part-time experts is weak. Compensation policy of the model factories is not within the mandate of MoIT. However, it is recommended that a study is conducted, and a new compensation scheme is worked out with MoIT in an advisory role. This is very critical for the operational sustainability of the model factories.
4. Any effort to train new experts should take into consideration the fact that lean transformation is a highly specialized field of expertise which requires a good combination of theoretical foundation with practical experience. The experience of the current lean transformation experts is extremely valuable.
5. MoIT should ensure the continuation of the KOSGEB support for as long as possible. It is a crucial component ensuring the financial and operational sustainability of the model factories. Considering the benefits of the L&T program to the companies and the whole economy, the grant produces robust impact. In order to maximize additionality from KOSGEB grants, three things shall be taken into consideration:
 - a. Majority of the SMEs interviewed stated that they would be hesitant to pay the model factory consultancy fees without the KOSGEB support when first introduced. However, having experienced the productivity gains, their views had changed. Hence, it is recommended that KOSGEB supports are targeted to firms receiving these services for the first time. This will increase additionality and also encourage new firms to be introduced with model factory services.
 - b. This view was more pronounced within the group of small enterprises as compared to the middle-sized ones. KOSGEB support scheme may be re-designed so that amount covered by the support is inversely related to firm size.
 - c. Amount of support may be linked to a performance indicator (such as the amount of increase in productivity or reduction in waste). This may lead to better implementation of the program and increase the impact of the services.
6. Systems may be put in place for better monitoring of the vocational training and entrepreneurship program graduates if the outcomes are to be sustained. Institutional

capacity should be built within the local partners under the technical assistance of UNDP. It has been observed that data collection, especially gender sensitive data collection, was not standard practice among the local partners. Data collection (including gender sensitive data) and M&E tools and practices shall be designed and shared with the local partners. In addition, capacity building activities shall be planned in the design phase to ensure a standard level of knowledge and awareness in the local partners on data collection, monitoring and evaluation.

7. Involvement of the universities and academicians is crucial and should be ensured during the project design phase. Willingness of the universities to participate is a crucial factor. In order to increase their willingness, potential benefits of the MFP to the universities and their communities shall be communicated effectively. Kayseri is a good example of the university involvement. The model factory in Kayseri is located within the Abdullah Gül University. Students and graduates of this university often take part in the activities of the model factories, and many are employed as administrative assistants and/or prospective lean transformation experts. This, along with other possible partnership models, shall be designed and communicated to the university administration by the implementing partners.
8. It is important to study with experts the minimum funding necessary for a certain activity for that activity to create a significant impact. Otherwise, valuable resources are used inefficiently and ineffectively. Seed funding provided to the graduates of the entrepreneurship program was not sufficient at all to create an impact in terms of job creation. This was pronounced by the program directors and the end beneficiaries.
9. In the case of entrepreneurship program, there were two types of beneficiaries: those who participated to the entrepreneurship trainings with no funding received and those who received seed funding at the end of the training program. First group could not be monitored due to the data collection and monitoring issues discussed above. And the second group was not provided with enough funding that would create the desired impact. It is recommended that the logical framework is studied better for future implementations of a similar program in order to ensure both evaluability and effectiveness.
10. ToC of the project relies on two assumptions made in the design phase: (1) productivity growth in SMEs will lead to job creation in the long-run (2) matchmaking, vocational training, and entrepreneurship activities will lead to immediate job creation. While the former is easy to justify and verify, latter remains as an untested and unverified assumption within the context of ESDP II. Entrepreneur Information System (EIS), which is an administrative database administered by MoIT, contains extensive information on all firms in Turkey since 2006 and is being continuously updated. EIS may be utilized to conduct an impact assessment where employment generation capacity of the model factory beneficiaries is compared with their non-beneficiary counterparts in the medium and the long run.

9. LESSONS LEARNED

The following lessons have been learned and may be noted:

6. Inclusion of effective local partners is a key success factor especially when the project is implemented in multiple geographical locations, and the implementation of the activities require a local know-how. This was the case in ESDP II, and the presence of local partners proved itself valuable. This became extremely critical during the pandemic when COVID-19 measures were strict.
7. Project management team's ability to manage the expectations of the main implementing partner and those of the donor produced success. This was especially important in a project which was launched within an existing project and with additional targeted outcomes. The fact that the productivity enhancements through the model factories would not lead to immediate job creation, which was the main objective of the donor, was quickly grasped by the project management team and innovative solutions were proposed. Additional activities were designed and proposed. This agility brought success and was appreciated by both the donor and the main implementing partner.
8. Continuous monitoring and evaluation, and close interaction with the local partners is crucial for necessary adjustments to be made during the implementation phase. This proved valuable in ESDP II. Early in 2019, having realized that the women employment figures were not as satisfactory, management team commissioned a desk study to analyze the dynamics of female employment in the manufacturing industry. In turn, training programs for women were designed and put into place. Within the implementation period of ESDP II, two observations were made: (1) that the model factories should be closely monitored (2) that there was need for a pool of part-time lean manufacturing trainers for operational sustainability. As a results, a model factory monitoring and evaluation system was designed and a training program for lean manufacturing experts was kicked off.
9. Vocational trainings were the main drivers of more immediate job creation which is also easily observed and may be attributed to the project. The fact that these trainings were designed by taking into consideration the expectations and needs of the industry itself made them even more effective. Presence of the local partners, especially the chambers, led to efficiency in determining the needs and the expectations of the industry representatives. Local economic and social dynamics, which the chambers were aware of, were quickly fed into the project implementation processes.
10. Project documents could have been clearer about the distinction between the MFP and the ESDP II. Logical framework of ESDP II contains targeted outcomes that are not within the budget of ESDP II (i.e. establishment of Ankara Innovation Center) This made the funding analysis and the analysis of effectiveness complicated.

ANNEX I: TERMS OF REFERENCE

TERMS OF REFERENCE
for
an Individual Contract on Final Evaluation
within the scope of
“Employment and Skills Development Programme Component II (ESDP II)”
Project ID No: 00093272

Funded by the BMZ/KfW

INTRODUCTION

These Terms of Reference (ToR) specify the details for the assignment of an Individual Contract for Final evaluation of Component II of the Employment and Skills Development Project implemented by the United Nations Development Programme (hereinafter UNDP) and the Ministry of Industry and Technology (MoIT) Directorate General of Strategic Research and Productivity.

The evaluation will focus on the assessment of the activities implemented and whether the activities led to the achievement of the planned results and objectives (in accordance with the Project Document, Donor Agreement and associated modifications made during implementation). As a result of this evaluation, identifying the lessons learned and recommendations from the evaluator/s are expected to improve the quality of the planning, preparation and implementation of subsequent projects in future.

BACKGROUND INFORMATION

Country Context:

Turkey has been facing multiple development challenges and increasing the productivity of the manufacturing sector and generating decent jobs have been two of these challenges recently. Responsively, “Competitive Production and Productivity”, one of the main objectives stated in the 11th National Development Plan is an important topic on the agenda of Turkish Government. Besides, improving productivity and technology levels, particularly of SMEs, is also one of the strategic objectives of Turkey’s SME Strategy and Action Plan 2023 and Strategy of Industry and Technology (2015-2018). In the same vein, Turkey’s Productivity Strategy and Action Plan (2015-2018) pays a special attention to productivity levels of the SMEs in the manufacturing industry.

Additionally, 2023 Industry and Technology Strategy approaches digital transformation as one of the main drivers of productivity policy. Therefore, the enterprises should strengthen their infrastructure and core capabilities on lean manufacturing, digitalization (within the context of Industry 4.0), quality management, innovative product development, energy efficiency etc. through some well-developed transformation programs and practice-based trainings in order to improve capabilities of technical staff, engineers and mid-level managers.

On the other side, Turkey hosts the largest refugee population in the world and has demonstrated strong national ownership of the response. Currently, the majority of over 3,5 million¹⁷ Syrians under Temporary Protection (SuTP)¹⁸ live in provinces near Syrian border (Gaziantep, Şanlıurfa, Kilis, Hatay, Adana, Mersin) and metropolitan cities such as İstanbul, İzmir, Ankara, Konya, Bursa where they form an important part of cheap work force in economic sectors such as textile, automobile, agriculture, plastic, chemistry, machinery & furniture manufacturing and construction. The share of Syrians in the formal labor market is estimated to be around 1.5 per cent - 2.5 per

¹⁷ Official data Directorate General for Migration Management, Turkey, February 2021.

¹⁸ "Temporary protection" is given *prima facie* to Syrian nationals and Stateless Palestinians originating from Syria and are referred to as Syrians under Temporary Protection (SuTP).

cent according to TEPAV. A high share of Syrians holds low and semi-skilled occupations. On the other hand, Syrians living in Turkey are increasingly engaged in building up their own businesses.

Project Background:

KfW and UNDP signed a financing agreement in June 2016 for implementation of the Employment and Skills Development Program. The program originally included three outputs: Output 1-Systems are strengthened for active labor market policies that target Syrian population implemented by IŞKUR; Output 2-Stronger capacities available in Şanlıurfa, Gaziantep and Hatay for skills building and employment services and Output 3-Job opportunities and income generation activities to absorb highest possible labor absorption developed for the host communities and Syrians under temporary protection. Activities related to Output 1 of the original agreement kicked off in September 2017 in cooperation of UNDP and IŞKUR. In July 2018, an amendment agreement was signed between the parties, replacing the last two original outputs with a new one: Output 2: Sustainable job opportunities created for Syrians and Turkish host community members in Ankara, Kayseri and in Konya. With this amendment, the project closure for both outputs (components) was determined as end of June 2020. The implementation of the Output 2 officially kicked off in December 2018 within the Applied SME Capability Center (Model Factory) Project.

It has to be stated that The Applied SME Capability Project kicked off earlier in December 2015 in cooperation with (and with funding from) the Ministry of Industry and Technology to establish and operationalize the center in Ankara. With the new Output 2 of BMZ/KfW project, Kayseri and Konya Model Factories were included into the original agreement with the Ministry which only included operationalization of Ankara Model Factory. The theory of change of this output briefly assumed that SME's receiving business development support focusing on productivity and competitiveness will expand resulting in additional job opportunities. Respectively in July 2020 and October 2022, the timeframe of the Employment and Skills Development Program was extended twice and the closure is scheduled for 30 June 2022.

Brief Description of the Current Project:

Title of the Action	Employment and Skills Development Project Component II (ESDP II)
EU contribution	EUR 5,688,124.31
Location(s)	Ankara, Kayseri, Konya
Duration	7 December 2018 – 30 June 2022
Objectives of the Action	To address the productivity challenges of manufacturing industry through replicating the Government led policy tools on Applied SME Capability Centers. To invest in local capacities to be able to absorb higher levels of labour force through as a results of an expanded manufacturing base.
UNDSC outcome and CPD Output served (2016-2020)	UNDSCS OUTCOME INVOLVING: 1.1 By 2020 legal and policy framework improved, institutional capacities and accountability mechanisms enhanced to enable more competitive, inclusive, innovative environment for sustainable, equitable, job rich growth and development CPD Output 1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth CPD Output 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment CPD Output 1.1.5. Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth
UNSDCF outcome and CPD Output served (2021-2025)	COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #1.3: By 2025, people under Law on Foreigners and International Protection are supported towards self-reliance Output 1.1. Displaced populations are equipped with the knowledge and skills to engage in the socioeconomic life of their host community Output 1.4 Sustainable job opportunities created for displaced populations and host communities COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP #2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners. Output 2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and nonfinancial assets and skill formation to benefit from sustainable livelihoods and job
Primary SDGs served	SDG 1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have

	<p>equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.</p> <p>SDG 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.</p> <p>SDG 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p>
Target group(s) ¹⁹	<p>100 SME's received business advisory and innovation services</p> <p>150 SMEs received SME Capability Center Services, as well as ASO-SEM</p> <p>500 Syrians and Turkish host community members have benefitted from awareness raising activities</p> <p>1000 Syrians and Turkish host community members have been placed in jobs</p>
Estimated results	<p>Existing SME Capability Center in Ankara is replicated in Konya and Kayseri</p> <p>100 SMEs including received business advisory and innovation services</p> <p>150 SMEs received SME Capability Center services including services of ASOSEM.</p> <p>500 Syrians and Turkish host community members received awareness raising services</p> <p>2000 Syrians and Turkish host community members are placed in jobs.</p>

Summary of Project and the Progress:

Currently, there are 8 Model Factories operating in Turkey. Establishment of Konya and Kayseri Model Factories and expansion of Ankara Model Factory's service lines are financed by BMZ/KfW. Ankara Model Factory was established in 2018 after the installation of all machines and equipment, mobilization of the core team and completion of Training of Trainers regarding the lean production. After its operationalization in 2018, Ankara Model Factory provided training and consultancy services in lean production for more than 200 companies until 31 August 2021.

Through completion of the similar processes, the establishment of Konya and Kayseri Model Factories were completed in 2020. All the model factories are operational, offering experiential lean trainings and Learn & Transform Programs. Service lines of Ankara, Kayseri and Konya Model Factories are in the process of extension with the additional digitalization scenarios.

Model Factories are expected to support the transformation of the manufacturing industry and support local capacities to absorb more labor force. However, this transformation can only be expected in the medium term and the new jobs through this intervention modality can only be created in the long term. In addition, jobs created through this intervention are difficult to measure within the life cycle of the project. Considering the deadline of the project, in order to reach the job creation targets and complement the transformation in the manufacturing industry, different intervention modalities have been determined to create new jobs in the short run. These complementary measures have been prioritized under the "roadmap for job creation activities".

To create sustainable jobs for SuTPs and local communities, local stakeholders were incorporated to achieve private sector engagement. Through this public-private sector partnership model, interventions penetrating into labor demand and supply have been adopted to produce sustainable solutions.

Three intervention tools used in target provinces:

- Vocational Training
- Matchmaking Activities
- Entrepreneurship Programs

¹⁹ "Target groups" are the groups/entities who will directly benefit from the action at the action purpose level.

Within the scope of the action, as of December 2021, 2440 Syrians under Temporary Protection and host communities have been placed in jobs and more than %90 of them have been placed in the firms of manufacturing sector. Remaining beneficiaries placed in service industry are closely working with sub-sectors of manufacturing industry.

In the Annex section, the complete logical framework of the Action is also presented for information purposes with key results achieved against the outcomes, outputs and the targets as per the Description of the Action (DoA) for Component

SCOPE and OBJECTIVE OF EVALUATION

An Individual Contract on Final Project Evaluation for Component II of Employment and Skills Development Programme will be initiated for preparing an independent evaluation that measures the expected results and specific objectives achieved against those stated in the Project Documents and associated modifications and identifying the lessons learned which are relevant to the planning, preparation and implementation phases of a possible subsequent project through the conduct of an evaluation mission.

This final evaluation has the following *specific objectives*:

- To measure to what extent the project has contributed to solve the needs identified in the design phase.
- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially revised.
- To measure the project contribution to the objectives set in the UNDP Country Program Document (CPD), United Nations Development Cooperation Strategy (UNDCS), National Development Plan of Turkey, SDGs as well as to 2023 Industry and Technology Strategy
- Assess both negative and positive factors that have facilitated or hampered progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
- Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within planning and implementation of the project
- To generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability) and to support the sustainability of the project or some of its components.

KEY EVALUATION QUESTIONS

In the light of the evaluation parameters, the Evaluation Consultant is expected to analyse data and share its findings, conclusions and recommendations generated by this analysis. As a reference point for the evaluation, the Consultant is provided with indicative evaluation questions below; which are expected to be amended, elaborated and submitted as part of the Inception Report and shall be included as an annex to the final report described below.

Relevance:

Under this parameter, the Consultant will analyse the extent to which the objectives of this intervention are consistent with the needs and interest of the people, the needs of the country, national strategies and relevant legislation:

1. To what extent was the ESDP II design relevant in supporting job creation and replication and improvement of model factories?
2. To what extent was the design and strategy of the development intervention relevant to national priorities? (including clear linkage to National Development Plan and 2023 Industry and Technology Strategy)?
3. To what extent was the design and strategy of the ESDP II aligned with UN and UNDP priorities (CPD and UNSDCF)?
4. To what extent was the theory of change applied in the ESDP II relevant to serving the job creation for Syrians Under Temporary Protection?

5. To what extent was this project designed, implemented, monitored and evaluated as rights based and gender sensitive?
6. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e. other projects implemented for productivity growth and job creation for Syrians and host communities, ongoing UNDP Project activities or strategic plans of MoIT?

Effectiveness:

Under this parameter, the Consultant will analyse to what extent the Project objectives have been achieved or how likely they are to be achieved:

1. To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (The Consultant is expected to provide detailed analysis of: 1) planned activities and outputs and 2) achievement of results.)
2. What are the key factors contributing to project success or underachievement? How might this be improved in the future?
3. Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
4. Compared to 2018, to what extent do key stakeholders now better create jobs and deliver lean transformation services? To what extent are any changes linked to ESDP II interventions?
5. To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the effectiveness of the ESDP II?
6. To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals and National Development Plan?
7. To what extent has the project contributed to the well-being and human rights of vulnerable groups, including persons under temporary protection, women and girls in the project provinces? Did the project effectively contribute to leave no one behind agenda?
8. Did Covid-19 measures have a positive or negative effect on the achievement of project results?

Efficiency:

Under this parameter, the Consultant will analyse to what extent the resources/inputs (funds, time, human resources, etc.) have been turned into results and the results have been delivered with the least costly way possible:

1. To what extent were the ESDP II outputs delivered on time to ensure high quality?
2. To what extent has ESDP II ensured value for money?
3. To what extent was resource mobilization efforts successful? Was funding sufficient for achievement of results? (funding analysis)
4. What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?
5. To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the efficiency of the ESDP II?
6. To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?
7. How well did project management work for achievement of results?
8. To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
9. What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?

Sustainability:

Under this parameter, the Consultant will analyse to what extent the project's positive actions are likely to continue after the end of the project:

1. To what extent will the ESDP II achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?

2. To what extent have development partners committed to providing continuing support? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?
3. Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?
4. To what extent will the project be replicable or scaled up?
5. To what extent will the benefits and outcomes continue after external donor funding ends? What is the likelihood of financial and economic resources not being available once the donor assistance ends?
6. What can be done to maximize the likelihood of sustainable outcomes?

Cross-Cutting Issues:

All the above-mentioned evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

1. To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
2. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
3. Is the gender marker data assigned to this project representative of reality?
4. To what extent has the project contributed to leave no one agenda?
5. To what extent has the project contributed to sustainable livelihoods?
6. To what extent has the project contributed to crisis prevention and recovery issues?

METHODOLOGICAL APPROACH

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, questionnaires or participatory techniques following high level of research ethics and impartiality.

It is strongly suggested that the evaluation should use a mixed method approach whenever possible – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations. The evaluation consultant is expected not only to collect quantitative/qualitative data but also is highly encouraged to review all relevant reports providing quantitative data collected by ESDP II.

However, the evaluation consultant is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question) and submit it to UNDP in the inception report following a review of all key relevant documents and meeting with UNDP and ESDP II. Final decisions about the specific design and methods for the evaluation will be made through consultation among UNDP, the Evaluation Consultant and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions, given limitations of budget, time and data.

The Consultant is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders. Methods to be used by the evaluation consultant to collect and analyze the required data shall include but not limited to:

Desk Review: This should include a review of inter alia

- Project document
- Result Framework/M&E Framework
- Project Quality Assurance Report
- Annual Work Plans
- Annual Reports

- Highlights of Project Board meetings
- Studies relating to the country context and situation

Semi-structured interviews with key stakeholders including UNDP, ESDP II team, Government partners, UN colleagues, development partners, beneficiaries so on:

- Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed
- **Key informant interviews** with relevant stakeholders from government agencies, donors, UN Agencies, beneficiaries supported by ESDP II
- All interviews should be undertaken in full confidence and anonymity. (The final evaluation report should not assign specific comments of individuals)
- Analysis of ESDP II 's funding, budgets and expenditure generated from Atlas.
- Analysis and interpretation of qualitative and quantitative data available from various credible sources.
- Data review and analysis of monitoring and other data sources and methods

The evaluation consultant will ensure triangulation of the various data sources Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, stakeholders and the Evaluation Consultant.

Gender and Human Rights-based Approach

As part of the requirement, evaluation must include an assessment of the extent to which the design, implementation, and results of the project have incorporated gender equality perspective and rights-based approach. The evaluators are requested to review UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase.

In addition, the methodology used in the final evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of final evaluation from which findings are consolidated to make recommendations and identify lessons learned for enhanced gender responsive and rights-based approach of the project. These evaluation approach and methodology should consider different types of groups in the ESDP II project intervention – women, youth, minorities, and vulnerable groups.

ETHICAL PRINCIPLES AND PREMISES OF THE EVALUATION

The evaluation of the project is to be carried out according to ethical principles and standards established by the UNEG.

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen between the Evaluation Consultant and Project Team in connection with the findings and/or recommendations. The Evaluation Consultant must corroborate all assertions and disagreements.
- **Integrity.** The Evaluation Consultant will be responsible for highlighting issues not specifically mentioned in the ToR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The Evaluation Consultant should ensure its independence from the intervention under review and must not be associated with its management or any element thereof.

- **Incidents.** If problems arise during the interviews, or at any other stage of the evaluation, they must be reported immediately to UNDP. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by UNDP in this Terms of Reference.
- **Validation of information.** The Evaluation Consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the Consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports/deliverables.** If delivery of the reports/deliverables is delayed, or in the event that the quality of the reports delivered is lower than of the quality desired by UNDP, the Evaluation Consultant will not be entitled for any payment regarding that specific report/deliverable, even person/days for submission of the report/deliverable has been invested.

GOVERNANCE AND ACCOUNTABILITY

The Consultant shall be responsible to the Evaluation Manager (in this case UNDP's Monitoring and Evaluation Analyst) for the completion of the tasks and duties assigned throughout this Terms of Reference. All the reports are subject to approval from Evaluation Manager, for the payments to be affected to Consultant.

The following are the key actors involved in the implementation of this Final Evaluation:

1. Evaluation Manager

This role will be conducted by the **Monitoring and Evaluation Analyst of UNDP** who will have the following functions:

- Supervise the evaluation process throughout the main phases of the evaluation (preparation of the ToR, implementation and management and use of the evaluation)
- Participate in the selection and recruitment of the Individual Consultant
- Provide the Individual Consultant with administrative support and required data and documentation
- Ensure the evaluation deliverables meet the required quality
- Safeguard the independence of the exercise, including the selection of the Individual Consultant
- Review the Inception Report, Draft Evaluation and Final Evaluation Reports and give necessary approvals on behalf of UNDP
- Collect and consolidate comments on draft evaluation reports and share with the evaluation consultant for finalization of the evaluation report
- Contribute to the development of management responses and key actions to all recommendations addressed to UNDP
- Ensure evaluation terms of reference, final evaluation reports, management responses are publicly available through Evaluation Resource Center within the specified timeframe
- Facilitate, monitor and report on implementation of management responses on a periodic basis

2. Inclusive and Sustainable Growth Portfolio Manager will have the following functions:

- Establish the Evaluation Reference Group with key project partners when needed
- Ensure and safeguard the independence of the evaluation
- Provide comments and clarifications on the Terms of Reference, Draft Inception Report and Draft Evaluation Reports
- Ensure the Individual Consultant's access to all information, data and documentation relevant to the intervention, as well as to key actors and informants who are expected to participate in interviews, focus groups or other information-gathering methods
- Respond to evaluation recommendations by providing management responses and key actions

- Ensure dissemination of the evaluation report to key stakeholders
- Be responsible for implementation of key actions of the management response

3.Evaluation Consultant will be responsible for the overall coordination and quality of the final evaluation report to be produced. It is the Evaluation Consultant who will be held accountable to UNDP in the quality of the final product. The consultant will conduct the evaluation study by fulfilling their contractual duties and responsibilities in line with this ToR, United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines. This includes submission of all deliverables stipulated under Article XII (Terms and Payments) of this ToR, to the satisfaction of UNDP. Individual Consultant's functions do not include any managerial, supervisory and/or representative functions in UNDP, end beneficiaries and implementing partners. All documents and data provided to the Individual Consultant are confidential and cannot be used for any other purpose or shared with a third party without any written approval from UNDP. The scope of work for the Consultant of this evaluation will include but not be limited to:

- To develop and finalize the inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;
- To design the tools and data collection;
- To conduct data collection, analysis and interpretation;
- To develop the draft evaluation report;
- To finalize the evaluation report;
- To present of findings and de-brief
- To plan, execute and report, kickoff and feedback meetings and debriefings;
- To ensure compliance with the Final Evaluation TOR; and
- To utilize best practice evaluation methodologies

4.Evaluation Reference Group: MoIT, ASO, ASO I. OIZ and BMZ/KfW will function as the evaluation reference group. This group is composed of the representatives of the major stakeholders in the project and will review and provide advice on the quality of the evaluation process, as well as on the evaluation products (more specifically comments and suggestions on the draft report and final report) and options for improvement.

ACTIVITY, DELIVERABLES AND SCHEDULE

The Evaluation Consultant shall develop and submit below listed deliverables, which shall be the basis of the payments to the Consultant:

Deliverable	Indicative person/days to complete the deliverable*	Related Activity	Responsible Party	Expected Date of Completion**
Inception Report	6	Kick off meeting	UNDP	28.02.2022
		Review of relevant documentation and submission of draft Inception Report	Consultant	11.03.2022
		Providing feedbacks to Draft Inception Report	UNDP	18.03.2022
		Finalized Inception Report based on the feedback received from UNDP	Consultant	28.03.2022
Draft Evaluation Report	14	Data collection and interviews with UNDP and key stakeholders	Consultant	01.04.2022 – 22.04.2022
		Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Consultant	16.05.2022
		Review the Draft Evaluation Report and provide feedback	UNDP,	03.06.2022

Final Evaluation Report	9		Evaluation Reference Group	
		Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Consultant	20.06.2022
De-briefing/Presentation	1	De-briefing/Presentation to UNPD and Stakeholders	Consultant	04.07.2022

* The number of person/days are solely provided to give the Consultant an idea on the work to be undertaken. The payments shall be realized in accordance with Section X - Price and Schedule of Payments, irrespective of the number of person/days to be invested for the completion of each respective deliverable.

** Dates may be changed according to actual contract start date.

1) Inception Report:

This report will be 30 pages maximum in length and will propose the methods, sources and procedures to be used for carrying out the independent evaluation. The report should justify why the said methods are the most appropriate, given the set of evaluation questions identified in the ToR. It will also include a mission programme which indicates proposed timeline of activities and submission of deliverables. This document will be used as an initial point of agreement and understanding between the Evaluation Consultant and UNDP. In principle, the report is expected to contain the outline stated in **Annex A** of this Terms of Reference.

2) Draft Evaluation Report:

The draft evaluation report will contain the same sections as the final report detailed under Annex B. It will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. UNDP will disseminate the draft evaluation report to the evaluation reference group in order to seek their comments and suggestions. Comments and suggestions of UNDP and Evaluation Reference Group will be collected in an audit trail and will be shared with the Evaluation Consultant for it to make final revisions.

3) Final Evaluation Report:

The final evaluation report will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The report should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, questionnaires or participatory techniques following high level of research ethics and impartiality. In addition, the Final Evaluation Report should contain clear recommendations that are concrete, feasible and easy to understand. The Final Evaluation Report will be shared with UNDP to be disseminated to the key stakeholders. In principle, this report is expected to contain the sections stated in **Annex B** of this Terms of Reference. The Evaluation Consultant will also submit its answers to the Audit Trail to show the actions taken/not taken and revisions made/not made in line with suggestions and recommendations of UNDP and Evaluation Reference Group providing detailed justifications in each case.

4) Presentation/Debriefing

A meeting will be organized with key stakeholders including UNDP and Evaluation Reference Group members to present findings, conclusions and recommendations. The meeting will be held either via ZOOM or if conditions permit in person at UNDP Turkey office in Ankara. The presentation will dwell on lessons learned but will also be forward looking in proposing recommendations that are actionable by UNDP and its implementing partners.

Reporting Line

The Evaluation Consultant will be responsible to the Evaluation Manager (in this case UNDP's Monitoring and Evaluation Analyst) for the completion of the tasks and duties assigned throughout this Terms of Reference. All the

reports are subject to approval from Evaluation Manager, for the payments to be affected to the Individual Consultant.

Reporting Conditions

The reporting language will be English. All information should be provided in electronic version in word format. The Evaluation Consultant shall be solely liable for the accuracy and reliability of the data provided, along with links to sources of information used.

Title Rights

The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

FACILITIES TO BE PROVIDED BY UNDP

UNDP Turkey CO won't be providing a facility for the Consultant to work during the contract. UNDP will provide background materials for Consultant's review, reference and use. Neither UNDP nor any of the project partners are required to provide any physical facility for the work of the Consultant. However, depending on the availability of physical facilities (e.g., working space, computer, printer, telephone lines, internet connection, etc.) and at the discretion of UNDP and/or the relevant project partners, such facilities may be provided at the disposal of the Consultant. UNDP and/or the relevant project partners will facilitate meetings between the Consultant and other stakeholders, when needed.

EXPECTED DURATION OF THE CONTRACT/ASSIGNMENT

The assignment is expected to start on 15 February 2022 (starting date is indicative and may be updated considering actual contract signature date) and be completed until 31 August 2022.

DUTY STATION

Duty Station for the Assignment is Home-based. The Consultant will be requested to travel to provinces where the Project has been implemented as indicated in the expected interview schedule table below. All the costs associated with travel, accommodation and any other living costs shall be borne by UNDP. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency.

The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the Consultant, through UNDP's official Travel Agency or,
- Reimbursed to the Consultant upon the submission of the receipts/invoices of the expenses by the Consultants and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options

The following guidance on travel compensation is provided as per UNDP practice:

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel 2- Submission of the invoices/receipt, etc. by the Consultant with the UNDP's F-10 Form
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the location	

Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	3- Acceptance and approval by UNDP of the invoices and F-10 Form.
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As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

However, as the COVID-19 pandemic is quickly evolving, field visits defined under Expected Interview Schedule might not be possible and interviews might be held virtually through telecommuting and online conferencing tools, or any other alternative method to protect the safety of consultant, key actors and informants whilst ensuring the successful conduct of evaluation mission. “Interviews” referred in this Terms of Reference comprises such telecommuting and online conferencing tools as well. All travel arrangements shall be subject to pre-approval of the UNDP.

Expected Interview Schedule

Partners/ Stakeholder(s) to be Interviewed	Location ²⁰	Estimated Day(s)
KFW (Kreditanstalt für Wiederaufbau)	Ankara	0,5
Ministry of Industry and Technology, DG Strategic Research and Productivity	Ankara	0,5
Ankara Chamber of Industry (ASO)	Ankara	0,5
ASO Vocational Training Center	Ankara	0,5
Konya Chamber of Commerce (KTO)	Konya	0,5
Kayseri Chamber of Industry (KAYSO)	Kayseri	0,5
Abdullah Gül University (AGU)	Kayseri	0,5
Ankara Model Factory	Ankara	0,5
Kayseri Model Factory	Kayseri	0,5
Konya Model Factory	Konya	0,5
Erciyes Technopark	Kayseri	1
Konya Innopark	Konya	0,5
Selected companies from Ankara, Kayseri and Konya	Ankara, Kayseri and Konya	3,5
ESTIMATED TOTAL		10

Covid 19 Specific Measures:

The Consultant shall review all local regulations, as well as that of UN and UNDP concerning the measures, he/she must take during performance of the contract in the context of COVID-19. The Consultant shall take all measures against COVID-19 imposed by local regulations as well as by UN and UNDP during performance of the contract to protect his/her health and social rights, as well as UNDP personnel, Project Stakeholders and third parties. UNDP shall not be held accountable for any Covid-19 related health risks or events that are caused by negligence of the Consultant and/or any other third party.

SKILLS REQUIREMENTS OF THE CONSULTANT

The expected qualifications of the Consultant are as follows:

	Minimum Qualification Requirements	Assets
General Qualifications	<ul style="list-style-type: none"> Bachelor’s Degree in social sciences, engineering, economics, sociology, urban planning development studies or any other relevant field. Good command of spoken and written English. 	<ul style="list-style-type: none"> Master’s or Ph.D. Degree in relevant areas such as social sciences, engineering, economics, sociology, urban planning development studies or any other relevant field.

²⁰ Location refers to where the stakeholder is located. The evaluator may or may not undertake an in-person interview depending on Covid-19 measures prevalent in the country at the time of the field work. In the case of restrictions, the evaluator has the liberty to carry out the interviews remotely.

General Professional Experience	<ul style="list-style-type: none"> Minimum 7 years of overall professional experience in research design, field work, qualitative, quantitative and mixed-method research strategies, including but not limited to focus groups, surveys and interview techniques 	
Specific Professional Experience	<ul style="list-style-type: none"> Minimum 5 years of professional international and/or national experience in conducting and managing evaluations, assessments, research or review of development projects, programmes or thematic areas either as team leader or sole evaluator Experience in evaluation of job creation, industrial growth, competitiveness, productivity and/or livelihood sector. 	<ul style="list-style-type: none"> 3-5 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. 6-9 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. Minimum 10 evaluations, assessments, research or review of development projects on job creation, industrial growth, competitiveness, productivity and/or livelihood sector as team leader or sole evaluator. Experience in the evaluation of large-scale internationally funded projects in a refugee context. Authorship of article(s) / research paper(s) on programme/project evaluation (techniques, approaches etc) or/on job creation, industrial growth, competitiveness, productivity and/or livelihood sector.
Notes: <ul style="list-style-type: none"> Internships (paid/unpaid) are not considered professional experience. Obligatory military service is not considered professional experience. Professional experience gained in an international setting is considered international experience. Experience gained prior to completion of undergraduate studies is not considered professional experience. 		

The consultant should avoid any kind of

- discriminatory behavior including gender discrimination and ensure that human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with “Social and Environmental Standards of UNDP”;
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production; differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created; necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

UNDP is committed to achieving workforce diversity in terms of sex, race, ethnicity, indigenous identity, disability and culture. Individuals from all sexes, minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with utmost confidentiality.

PRICE AND SCHEDULE OF PAYMENTS

The Consultant will be hired under an Individual Contract and be paid on the basis of the submission of deliverables detailed in this Terms of Reference upon acceptance and approval of the outputs by the UNDP. If the deliverables are not produced and delivered by the Consultant to the satisfaction of UNDP as approved by the responsible UNDP Evaluation Manager, no payment will be made even if the IC has invested working/days to produce and deliver such deliverables. Payments will be made against submission of the deliverable(s) by the IC and approval of such deliverables and by UNDP on the basis of payment terms indicated in below table:

Deliverable	Percentage of Payment	Condition of Payment
1. Inception Report	70% of the Total Contract Amount	

UNDP Tasks		ESST Final Evaluation
2. Draft Evaluation Report	30% of the Total Contract Amount	Upon acceptance and approval of the corresponding deliverables by UNDP, on the basis of the lump-sum price of the deliverables
3. Final Evaluation Report		
4. Presentation/De-briefing		

The amount paid shall be gross and inclusive of all associated costs such as social security, pension and income tax.

Proposals shall be submitted in US\$. In case a Turkish national is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.

Payments will be made within 30 days upon acceptance and approval of the corresponding deliverable(s) by UNDP and the pertaining Certification of Payment document signed by the IC and approved by the UNDP Evaluation Manager.

Tax Obligations: The IC is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the IC

In case a Turkish national is awarded the contract, the payment shall be effected in TL through conversion of the US\$ amount by the official UN exchange rate valid on the date of money transfer. Otherwise, the payments shall be effected in US Dollars.

ANNEXES

Annex A - Outline of the Inception Report

1. **Background and context** illustrating the understanding of the project/outcome to be evaluated.
2. **Evaluation objective, purpose and scope.** A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
3. **Evaluation criteria and questions.** The criteria the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field site visits.
4. **Evaluability analysis.** Illustrate the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) and the implication on the proposed methodology.
5. **Cross-cutting issues.** Provide details of how cross-cutting issues will be evaluated, considered and analyzed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate.
6. **Evaluation approach and methodology,** highlighting the conceptual models adopted with a description of data-collection methods,²¹ sources and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments and protocols; and discussion of reliability and validity for the evaluation and the sampling plan, including the rationale and limitations.
7. **Evaluation matrix.** This identifies the key evaluation questions and how they will be answered via the methods selected.
8. A revised **schedule of key milestones**, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting).

²¹ Annex 2 outlines different data collection methods.

9. Detailed **resource requirements** tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP such as providing arrangements for visiting particular field offices or sites
10. **Outline of the draft/final report** as detailed in the guidelines and ensuring quality and usability (outlined below). The agreed report outline should meet the quality goals outlined in these guidelines and also meet the quality assessment requirements outlined in section 6.

Annex B - Outline of the draft and final reports

1. **Title and opening pages** should provide the following basic information:
 - Name of the evaluation intervention.
 - Time frame of the evaluation and date of the report.
 - Countries of the evaluation intervention.
 - Names and organizations of evaluators.
 - Name of the organization commissioning the evaluation.
 - Acknowledgements.
2. **Project and evaluation information details** to be included in all final versions of evaluation reports on second page (as one page):

Project information		
Project/outcome title		
ATLAS ID		
UNDCS Outcome and CPD Output		
Country		
Region		
Date Project document signed		
Project Dates	Start	Planned End Date
Total Committed Budget		
Project expenditure at the time of evaluation		
Funding Source		
Implementing Party		
Evaluation Information		
Evaluation type (project/outcome/thematic/country programme, etc.)		
Final/midterm review/ other		
Period under evaluation	Start	End
Evaluators		
Evaluator e-mail address		
Evaluation Dates	Start	Completion

3. **Table of contents, including boxes, figures, tables and annexes with page references.**
4. **List of acronyms and abbreviations.**
5. **Executive summary (four-page maximum).** A stand-alone section of two to three pages that should:
 - Briefly describe the intervention of the evaluation (the project(s), programme(s), policies or other intervention) that was evaluated.
 - Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
 - Describe key aspect of the evaluation approach and methods.
 - Summarize principle findings, conclusions and recommendations.

6. Introduction

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated now, and why it addressed the questions it did.
- Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
- Identify the intervention of the evaluation (the project(s) programme(s) policies or other intervention—see upcoming section on intervention).
- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

7. Description of the intervention provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide enough detail for the report user to derive meaning from the evaluation. It should:

- Describe **what is being evaluated**, **who seeks to benefit** and the **problem or issue** it seeks to address.
- Explain the **expected results model or results framework**, **implementation strategies** and the key **assumptions** underlying the strategy.
- Link the intervention to **national priorities**, UNDCS priorities, and objectives, corporate multi-year funding frameworks or Strategic Plan goals, or other **programme or country-specific plans and goals**.
- Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the **key partners** involved in the implementation and their roles.
- Include data and an analysis of **specific social groups** affected. Identify **relevant cross-cutting issues** addressed through the intervention, i.e., gender equality, human rights, marginalized groups and leaving no one behind.
- Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
- Indicate the **total resources**, including human resources and budgets.
- Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).

8. Evaluation scope and objectives. The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.

- **Evaluation scope.** The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
- **Evaluation objectives.** The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions and what the evaluation will need to achieve to contribute to those decisions.
- **Evaluation criteria.** The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the criteria used in the evaluation.
- **Evaluation questions** define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

9. **Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. **The report should specify how gender equality, vulnerability and social inclusion were addressed in the methodology, including how data-collection and analysis methods integrated gender considerations, use of disaggregated data and outreach to diverse stakeholders' groups.** The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:
- **Evaluation approach.**
 - **Data sources:** the sources of information (documents reviewed and stakeholders) as well as the rationale for their selection and how the information obtained addressed the evaluation questions.
 - **Sample and sampling frame.** If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women under age 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
 - **Data-collection procedures and instruments:** methods or procedures used to collect data, including discussion of data-collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity, as well as gender-responsiveness.
 - **Performance standards:** the standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
 - **Stakeholder participation** in the evaluation and how the level of involvement of both men and women contributed to the credibility of the evaluation and the results.
 - **Ethical considerations:** the measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).²²
 - **Background information on evaluators:** the composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
 - **Major limitations of the methodology** should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.
10. **Data analysis.** The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups (men and women, different social groups, etc.). The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.
11. **Findings** should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed. Findings should reflect gender equality and women's empowerment, disability and other cross-cutting issues, as well as possible unanticipated effects.
12. **Conclusions** should be comprehensive and balanced and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of

²² UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.

13. **Recommendations.** The report should provide practical, actionable and feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. Recommendations should be reasonable in number. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming. Recommendations should also address any gender equality and women's empowerment issues and priorities for action to improve these aspects. Recommendations regarding disability and other cross-cutting issues also need to be addressed.
14. **Lessons learned.** As appropriate and/or if requested by the TOR, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report. Gender equality and women's empowerment, disability and other cross-cutting issues should also be considered.
15. **Report annexes.** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:
 - TOR for the evaluation.
 - Additional methodology-related documentation, such as the evaluation matrix and data-collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate.
 - List of individuals or groups interviewed or consulted, and sites visited. This can be omitted in the interest of confidentiality if agreed by the evaluation consultant and UNDP.
 - List of supporting documents reviewed.
 - Project or programme results model or results framework.
 - Summary tables of findings, such as tables displaying progress towards outputs, targets and goals relative to established indicators.
 - Code of conduct signed by evaluator.

Annex C – Documents to be Reviewed

Background Documents on Country and UNDP Priorities (will be provided after Contract Signature)

- Revised UNDP Evaluation Policy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2018-2021)
- UNDP Social and Environmental Standards (January 2021)
- UNEG Ethical Guidelines for Evaluation (2020)
- Guidance on Evaluation Institutional Gender Mainstreaming (2018)
- UNEG Norms and Standards for Evaluation
- UNEG Integrating Human Rights and Gender Equality in Evaluations
- UNDP Strategic Plan 2022-2025
- UNDCS 2021-2025 and UNDP Country Programme Document 2021-2025
- Turkey's Response to the Syrian Refugee Crisis and the Road Ahead (World Bank – December 2015)
- 5 years National strategic development plan
- Business Plans for Digital Transformation and Lean Manufacturing Centers
- 11th National Development Plan
- Turkey's Productivity Strategy and Action Plan (2015-2018)
- Turkey's SME Strategy and Action Plan (2015-2018) 2023 Industry and Technology Strategy

Project Documents, which will be provided after Contract Signature

- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- Technical Field Visit Report
- Monitoring Mission Reports
- KfW Monitoring Reports
- Training reports and records,
- M&E System Design Report for Model Factories
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports
- Communication and Visibility Plan
- Monitoring Reports for Job Creation Component

ANNEX II: EVALUATION MATRIX

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Relevance	1. To what extent was the ESDP II design relevant in supporting job creation and replication and improvement of model factories?	Degree of coherence between the underlying assumptions of the project design and the theoretical foundations, national realities, and existing capacities	Document Review, Stakeholder Interviews, Literature Review	MF Feasibility Report Model Factory 1st, 2nd, 3rd, 4th and 5th extension documents Progress Reports KfW-UNDP Cost Sharing Agreement
	2. To what extent was the design and strategy of the development intervention relevant to national priorities? (Including clear linkage to National Development Plan and 2023 Industry and Technology Strategy)?	Degree of coherence between project objective and outcomes and the government policy	Document Review, Stakeholder Interviews	11th National Development Plan 2023 Industry and Technology Strategy Turkey's Productivity Strategy and Action Plan
	3. To what extent was the design and strategy of the ESDP II aligned with UN and UNDP priorities (CPD and UNSDCF)?	Degree of coherence between project objective and outcomes and UNDP strategy	Document Review	UNDP Strategic Plan UNDCS UNDP Country Program Document
	4. To what extent was the theory of change applied in the ESDP II relevant to serving the job creation for Syrians Under Temporary Protection?	Degree of coherence between the underlying assumptions of the project design and the theoretical foundations, national realities, and existing capacities	Document Review, Stakeholder Interviews, Literature Review	MF Feasibility Report Model Factory 1st, 2nd, 3rd, 4th and 5th extension documents Progress Reports KfW - UNDP Progress Control Mission Report KfW-UNDP Cost Sharing Agreement
	5. To what extent was this project designed, implemented, monitored, and evaluated as rights based and gender sensitive?	Compatibility of the project design with human rights-based approaches	Document Review, Stakeholder Interviews	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	6. To what extent does the project create synergy/linkages with other projects and interventions in the country i.e., other projects implemented for productivity growth and job creation for Syrians and host communities, ongoing UNDP Project activities or strategic plans of MoIT?	Degree of coherence between project objective and outcomes and the government and UNDP program and projects	Document Review	Turkey's Productivity Strategy and Action Plan UNDCS UNDP CPD FRIT Mid-Term Evaluation

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Effectiveness	1.To what extent has the project achieved the objectives and targets of the results framework in the Project Document? (The Consultant is expected to provide detailed analysis of 1) planned activities and outputs and 2) achievement of results.)	Achievement of outputs and outcomes	Document Review	Results Framework Progress Reports Needs Assessment Report Steering Committee Meeting Notes
	2.What are the key factors contributing to project success or underachievement? How might this be improved in the future?	Positive or negative contribution of identifiable key factors to project outputs and outcomes	Document Review, Stakeholder Interviews	L&T Result Summaries Consulting Final Presentations KfW - UNDP Progress Control Mission Report
	3.Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.	Successful stories and lessons learnt	Document Review, Stakeholder Interviews	L&T Result Summaries Consulting Final Presentations KfW - UNDP Progress Control Mission Report
	4.Compared to 2018, to what extent do key stakeholders now better create jobs and deliver lean transformation services? To what extent are any changes linked to ESDP II interventions?	Outcome indicators	Document Review, Stakeholder Interviews, Focus Group	Needs Assessment Report L&T Result Summaries Consulting Final Presentations KfW - UNDP Progress Control Mission Report
	5.To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the effectiveness of the ESDP II?	Level of involvement of Government officials and other partners into the project	Document Review, Stakeholder Interviews	Progress Reports Steering Committee Meeting Notes
	6.To what extent has the project contributed to the fulfilment of the objectives of United Nations Development Cooperation Strategy (UNDCS), CPD goals and National Development Plan?	Adequacy of the project objective and outcomes to UNDP strategy	Document Review	11th Development Plan UNDP Strategic Plan UNDCS UNDP CPD
	7. To what extent has the project contributed to the well-being and human rights of vulnerable groups, including persons under temporary protection, women, and girls in the project provinces? Did the project effectively contribute to leave no one behind agenda?	Outcome indicators	Document Review, Stakeholder Interviews, Focus Group	Needs Assessment Report
	8. Did Covid-19 measures have a positive or negative effect on the achievement of project results?	Outcome indicators Quality of existing information systems in place to identify emerging risks and other issues	Document Review, Stakeholder Interviews	Progress Reports Steering Committee Meeting Notes

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Efficiency	1.To what extent were the ESDP II outputs delivered on time to ensure high quality?	Project timeline (design and implementation)	Document Review, Stakeholder Interviews	Results Framework Progress Reports
	2.To what extent has ESDP II ensured value for money?	Project budget and expenditures, outcome indicators	Document Review	Results Framework Progress Reports
	3.To what extent was resource mobilization efforts successful? Was funding sufficient for achievement of results? (funding analysis)	Adequacy of the financial resources to desired outputs and outcomes	Document Review, Stakeholder Interviews	Progress Reports Results Framework Model Factory 1st, 2nd, 3rd, 4 th , and 5th extension documents
	4. What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by UNDP?	Project budget and expenditures	Document Review	Progress Reports Results Framework Model Factory 1st, 2nd, 3rd, 4 th , and 5th extension documents
	5.To what extent and in what ways has ownership - or the lack of it - by the implementing partner impacted on the efficiency of the ESDP II?	Adequacy of the organizational structure to desired outputs and outcomes	Document Review, Stakeholder Interviews	Progress Reports Steering Committee Meeting Notes
	6.To what extent was there any identified synergy between UNDP initiatives/projects that contributed to reducing costs while supporting results?	Project budget and expenditures	Document Review	UNDP Strategic Plan UNDCS UNDP CPD
	7.How well did project management work for achievement of results?	Adequacy of the project management systems to desired outputs and outcomes	Document Review, Stakeholder Interviews	Progress Reports Steering Committee Meeting Notes KfW - UNDP Progress Control Mission Report
	8.To what extent did project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?	M&E system	Document Review, Stakeholder Interviews	M&E Design System Report Quality Assurance Reports
	9.What type of (administrative, financial, and managerial) obstacles did the project face and to what extent have this affected its efficiency?	Adequacy of the project management system and the organizational structure to desired outputs and outcomes	Document Review, Stakeholder Interviews	Progress Reports Steering Committee Meeting Notes KfW - UNDP Progress Control Mission Report

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Sustainability	1. To what extent will the ESDP II achievements be sustained? What are the possible systems, structures, staff that will ensure its sustainability? What are the challenges and opportunities?	Evidence/Quality of sustainability strategy	Focus Group	
	2. To what extent have development partners committed to providing continuing support? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits to be sustained?	Degree to which project activities and results have been taken over by local counterparts or institutions / organizations	Stakeholder Interviews	
	3. Are the legal frameworks, policies and governance structures and processes in place for sustaining project benefits?	Evidence/Quality of sustainability strategy	Stakeholder Interviews	KfW-UNDP Cost Sharing Agreement Progress Report
	4. To what extent will the project be replicable or scaled up?	Willingness of the stakeholders to replicate or scale up the project	Stakeholder Interviews, Focus Group	
	5. To what extent will the benefits and outcomes continue after external donor funding ends? What is the likelihood of financial and economic resources not being available once the donor assistance ends?	Level of commitment from international partners, Governments, or other stakeholders to continue their support	Stakeholder Interviews	
	6. What can be done to maximize the likelihood of sustainable outcomes?	N/A	Stakeholder Interviews, Focus Group	

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Cross-cutting issues	1.To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?	Adequacy of project design and management to gender equality and women's empowerment	Document Review, Stakeholder Interviews	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	2.To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?	Contribution towards gender equality and women's empowerment	Document Review, Stakeholder Interviews, Focus Group	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	3.Is the gender marker data assigned to this project representative of reality?	Degree of coherence between the project design and the theoretical foundations, national realities, and existing capacities	Document Review	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	4.To what extent has the project contributed to leave no one agenda?	Contribution towards leave no one agenda	Document Review, Stakeholder Interviews, Focus Group	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	5.To what extent has the project contributed to sustainable livelihoods?	Contribution towards sustainable livelihoods	Document Review, Stakeholder Interviews, Focus Group	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report
	6.To what extent has the project contributed to crisis prevention and recovery issues?	Contribution towards crisis prevention and recovery issues	Document Review, Stakeholder Interviews, Focus Group	UNDP Gender Equality Strategy QA Reports Progress Reports KfW - UNDP Progress Control Mission Report

ANNEX III: QUESTIONNAIRES

UNDP

1. What is UNDP's role and responsibility in ESDP II?
2. ESDP II has two main objectives embedded in its design: (1) productivity enhancement in SMEs (2) job creation. Do you think these two objectives support or hamper each other? Please elaborate.
3. What do you think about the fact that ESDP II is an extension to an existing project, Applied SME Center, sole purpose of which is productivity enhancement?
How does this affect the job creation objective of ESDP II?
4. How does ESDP II fit into UNDP's overall strategy of supporting productivity growth in SMEs?
Can you give some examples?
5. How does ESDP II fit into UNDP's overall strategy of supporting job creation? Can you give some examples?
6. Do you think ESDP II achieved its targets?
If yes, what are the key factors contributing to success?
If no, do you think they will be achieved soon?
If no, what are the problematic areas and how could they be solved?
7. Regarding the suspension of the establishment of Ankara Innovation Center/Network: do you see this as a major setback towards achieving the targets of ESDP II?
8. What have been some of the main challenges during the implementation?
How did you overcome them?
9. How do you assess the overall timeliness of the project?
How do you justify each of the 3 extensions?
10. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
11. The budget allocated to ESDP II by MoIT, ASO and ASO I.OIZ is almost unused. Can you comment on the reasons and the implications of that?
12. What was your role in the M&E process of the project?
How do you monitor productivity growth in SMEs?
How do you monitor job creation?
13. You have designed a M&E System for MFs. When will it be operationalized? How will you support the process?
14. Would you change anything about the organizational structure of the project if you were to re-implement it?
15. MoIT was the main implementing partner of this project. How did this contribute to the effectiveness and efficiency of the project in:
 - a. Increasing SME productivity
 - b. Creating jobs
16. After the BMZ/KfW funding ends, do you think that the "job creation" component of the project will be owned by the implementing partners, agents, and the stakeholders?
17. Do you consider designing and implementing similar projects in the future?
18. Will you continue to support this partnership after the project ends? Do you think this is necessary?
19. How will the gains of the project be sustained?
20. What percentage of the project team was female?
21. Can you tell us about the selection of applicants into the VT programs?
Roughly, what % of the applicants were women?
What % of them were selected in?
22. Can you tell us about the selection of applicants into the L&T program?
Roughly, what % of the applicants were women?
What % of them were selected in?
23. Can you tell us about the selection of applicants into the entrepreneurship program?
Roughly, what % of the applicants were women? What % of them were selected in?

MoIT

1. What is MoIT's role and responsibility in the project?
2. ESDP II has two main objectives embedded in its design: (1) productivity enhancement in SMEs (2) job creation. Do you think these two objectives support or hamper each other? Please elaborate.
3. What do you think about the fact that ESDP II is an extension to an existing project, Applied SME Center, sole purpose of which is productivity enhancement?
How does this affect the job creation objective of ESDP II?
4. What do you think about the assumption that productivity increase will lead to job creation?
5. Do you think that the overall design of ESDP II is consistent with the 11th Development Plan?
6. Do you think that the overall design of ESDP II is consistent with the Productivity Strategy and Action Plan?
7. Can you talk about your other projects that aim to increase SME productivity?
Is this project consistent with them?
If not, how? And what could have been done to align them?
8. Do you think ESDP II achieved its targets?
If yes, what are the key factors contributing to success?
If no, do you think they will be achieved soon?
If no, what are the problematic areas and how could they be solved?
9. Regarding the suspension of the establishment of Ankara Innovation Center/Network: do you see this as a major setback towards achieving the targets of ESDP II?
10. How do you assess the overall timeliness of the project?
How do you justify each of the 3 extensions?
11. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
12. The budget allocated to ESDP II by MoIT, ASO and ASO I.OIZ is almost unused. Can you comment on the reasons and the implications of that?
13. Have you been informed on the framework and the findings of the M&E processes of the project?
Would you rather be more involved in the M&E of the project?
14. After the BMZ/KfW funding ends, do you think that the "job creation" component of the project will be owned by the implementing partners, agents, and the stakeholders?
15. Are you planning to implement the same project in other cities or to increase the capacity of the existing model factories after the project ends?
Do you think that you will the financial sources?
16. Will you continue to support this partnership after the project ends?
Do you think this is necessary?
17. How will the gains of the project be sustained?

KfW

1. What is BMZ/KfW's role and responsibility in the project?
2. ESDP II has two main objectives embedded in its design: (1) productivity enhancement in SMEs (2) job creation. Do you think these two objectives support or hamper each other? Please elaborate.
3. What do you think about the fact that ESDP II is an extension to an existing project, Applied SME Center, sole purpose of which is productivity enhancement?
How does this affect the job creation objective of ESDP II?
4. Do you think the project achieved its targets?
If yes, what are the key factors contributing to success?
If no, do you think they will be achieved soon?
If no, what are the problematic areas and how could they be solved?
5. Do you think that the project had realistic targets and mechanisms to generate employment opportunities for (i) local host community members (ii) SuTPs?

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6. Regarding the suspension of the establishment of Ankara Innovation Center/Network: do you see this as a major setback towards achieving the targets of ESDP II?
7. How do you assess the overall timeliness of the project?
How do you justify each of the 3 extensions?
8. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
9. The budget allocated to ESDP II by MoIT, ASO and ASO I.OIZ is almost unused. Can you comment on the reasons and the implications of that?
10. What was your role in the M&E process of the project? Can you give examples of how you contributed to the process?
11. Would you suggest any changes to the organizational structure of the project if it was to be re-implemented?
12. MoIT was the main implementing partner of this project. How did this contribute to the effectiveness and efficiency of the project in creating jobs?
13. Do you consider providing funds to similar projects in the future?
14. Will you continue to support this partnership after the project ends?
Do you think this is necessary?
15. How will the gains of the project be sustained?
16. Can you assess the project from the perspective of Syrian female employment?

Ankara Chamber of Industry / Konya Chamber of Commerce / Kayseri Chamber of Industry

1. What is your role and responsibility in the project?
2. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
Would you suggest any changes to the organizational structure of the project if it was to be re-implemented?
3. Do you recall any significant delays in the delivery of project outputs?
4. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
5. Was the project management successful? Please elaborate.
6. Did you experience any administrative, financial, or managerial obstacles during project? Please give details.
7. Can you compare the pre and post 2018 implementation processes of the Applied SME Center project? (to ASO only)
8. Have you been informed on the framework and the findings of the M&E processes of the project?
Would you rather be more involved in the M&E of the project? (to ASO only)
9. Were job creation activities (such as vocational trainings, matchmaking, etc.) as effective for SuTPs participants as they were for the local host community members?
10. Were job creation activities (such as vocational trainings, matchmaking, etc.) as effective for female participants as they were for the male participants?
11. Do you consider providing funds to similar projects in the future? (to ASO only)
12. Will you continue to support this partnership after the project ends?
Do you think this is necessary?

Model Factories

1. What is your role and responsibility in the project?
2. What is your legal status?
3. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
4. Do you recall any significant delays in the delivery of project outputs?

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5. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
6. Was the project management successful? Please elaborate.
7. Did you experience any administrative, financial, or managerial obstacles during project? Please give details.
8. Have you been informed about the newly designed M&E System? Do you have any suggestions?
9. Does this MF financially sustain itself?
If yes, how long did it take to become financially self-sustained?
If no, what are your projections in the medium to long-term on financial sustainability?
10. Can you compare the pre and post 2018 implementation processes of the Applied SME Center project? (to Ankara MF only)
11. ESDP II will end this year. How will this affect you?
12. Do you consider increasing the capacity of this MF?
Do you have enough funds to do so?
13. Did the allocated budget limit the number of trainers and hence the level of participation to the L&T programs.
If yes, do you think increasing the budget and the number of trainers would create economies of scale?
14. How long does it take to train a trainer?
15. What is your employee turnover?
16. Do you think that the current compensation scheme is well enough to keep your employees?
17. Do you communicate and coordinate with the other MFs? Please give details.
18. What would you suggest to the MFs in Konya and Kayseri considering they are at an earlier stage of their life cycles? (to Ankara MF only)
19. What percentage of your employees are women?
20. Do you have any SuTP employees?

Vocational Training Centers (Ankara and Konya)

1. What is your role and responsibility in the project?
2. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
3. Was the project management successful? Please elaborate.
4. Do you recall any significant delays in the delivery of project outputs?
5. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
6. Did you experience any administrative, financial, or managerial obstacles during project? Please give details.
7. Do you monitor the graduates of the vocational training program?
8. What was the language of instruction for SuTPs?
9. Were the vocational trainings as effective for SuTP participants as they were for the local host community members?
10. Were the vocational trainings as effective for female participants as they were for the male participants?
11. Do you think that the vocational trainings equipped the participants with skills which ensure lifetime employability?
Please distinguish between the host community members and the SuTPs.
12. What percentage of the trainings were tailored for female employment?
Please tell us about your experience.
If there are none, are you planning to provide any? Why or why not?
13. What percentage of the vocational training graduates were SuTP?

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14. What percentage of the vocational training graduates were women?

15. Did you carry out any awareness raising activities targeting SuTPs?

If yes, please tell us about your experience.

If no, are you planning to provide any? Why or why not?

16. Will you continue to support this partnership after the project ends?

Do you think this is necessary?

Technopark (Konya and Kayseri)

1. What is your role and responsibility in the project?

2. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?

3. Was the project management successful? Please elaborate.

4. Do you recall any significant delays in the delivery of project outputs?

5. Were there any delays/hitches in the project due to the pandemic?

Which measures were taken?

Did the project deviate from its original target due to the pandemic?

6. Did you experience any administrative, financial, or managerial obstacles during the project? Please give details.

7. Can you describe the process through which you monitor the graduates of the Entrepreneurship Program?

Do you need any support?

8. What percentage of the program graduates have operationalized their business idea?

What percentage of them created jobs for people other than themselves?

9. Was the Entrepreneurship Program as effective for SuTP participants as they were for the local host community members?

10. Was the Entrepreneurship Program as effective for female participants as they were for the male participants?

11. What percentage of the applicants and beneficiaries were female?

12. What percentage of the applicants and beneficiaries were SuTP?

13. Will you continue to support this partnership after the project ends?

Do you think this is necessary?

Entrepreneurs (Konya and Kayseri)

1. Age

2. Gender

3. Nationality

If Syrian: For how long have you been in Turkey?

4. Education

5. Previous Job (title, sector, location, formality, etc.)

6. How did you hear about the program?

7. What was your business idea?

8. What was your motivation in applying to the program?

9. Have you operationalized your business?

If yes: Do you have any employees?

If no: What are your plans?

10. Would you be able to operationalize your business idea without the support of this program?

11. What was your best experience about the program?

12. Do you have any suggestions on how the program could be improved?

13. As a young/female/Syrian entrepreneur, do you feel yourself disadvantaged?

If yes: Do you think that this program helped you overcome this disadvantaged position of yours?

14. When/If you operationalize your business, do you think it will provide you with enough income to sustain your living?

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SMEs

1. Age
2. Gender
3. Nationality
4. Education
5. Occupation
6. Sector of activity
7. Year of establishment of the firm
8. Number of employees in the firm
9. Line of production chosen for the L&T program
10. Did you have any SuTP/female employees before attending the program?
11. Duration of the program attended
12. When did your firm attend the program?
13. Did you find the program attendance costly?
14. Do you think the program increased your productivity in the line of production chosen?
If yes, did this lead to a significant improvement in the overall productivity of the company?
15. Are you planning to apply the lean manufacturing practices in other lines of production?
Would you be able to do it by yourself or do you need support for that?
16. As a result of this program,
Did you employ new people?
Did you employ SuTP/female?
Did you start exporting/increase your exports?
Did you expand your production?
17. Would you like to reattend a similar program?
Would you need financial support for that?
18. What is your overall impression of the trainers and the training program?
Do you have any suggestions?

Graduates of Vocational Trainings (Ankara and Konya)

1. Age
2. Gender
3. Nationality
If Syrian: For how long have you been in Turkey?
4. Education
5. Previous Job (title, sector, location, formality, etc.)
6. How did you hear about the program?
7. What was the type of training that you received?
8. How long were you trained for?
9. How did you hear about the program?
10. Have you attended a VT program before this one?
11. Do you think you would have found a similar job without this program?
12. Did your earnings go up?
13. Do you think that this training equipped you with skills and increased your employability?
14. Are you happy with your current job? Please give details.
15. Do you need further training?
If so, please give details.

For Women Participants:

16. Is this your first job in the manufacturing industry?
17. If you lose this job, do you think you will be able to find a similar one?
If no, do you think this is because of your gender?

For SuTP Participants:

18. What was the language of instruction?

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Did you have any difficulties in this respect?

19. Do you speak any Turkish?

If no: Does this create a barrier in your workplace? Do you think this reduces your employability?

20. If you lose this job, do you think you will be able to find a similar one?

If no, do you think this is because of your nationality?

ANNEX IV: RATING SCALES

Criteria	Rating Scale
Effectiveness, Efficiency, Crosscutting	6.Highly Satisfactory (HS): no shortcomings 5.Satisfactory (S): minor shortcomings 4.Moderately Satisfactory (MS) 3.Moderately Unsatisfactory (MU): significant shortcomings 2.Unsatisfactory (U): major problems 1.Highly Unsatisfactory (HU): severe problems
Sustainability	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks
Relevance	2. Relevant (R) 1. Not Relevant (NR)

ANNEX V: LIST OF PERSONS INTERVIEWED

Location	Name of Institution / Type of Beneficiary	Interviewee(s)	Date
Online	UNDP	Pelin Rodoplu	4.04.2022
	MoIT	Gül Taşkıran Battal	8.04.2022
	KfW	Melih Çadırcı	26.04.2022
Ankara	Ankara Chamber of Industry (ASO)	Yavuz Cabbar	7.04.2022
	ASO Center of Continuing Education (ASOSEM)	Ruhi Kılıç	7.04.2022
	Ankara Model Factory	Ufuk Kaya	8.04.2022
	SMEs	Akdaş Döküm San. Ve Tic. A.Ş.	8.04.2022
		EMGE Elektromekanik Gereçler Endüstrisi A.Ş.	8.04.2022
		Günhan Ostim Alüminyum Döküm Dövme Mak. İml. San. Tic. A.Ş.	8.04.2022
	Turkish Vocational Training Graduates	24 years old, Male, T.C.	7.04.2022
		21 years old, Female, T.C.	7.04.2022
		45 years old, Female, T.C.	7.04.2022
	Syrian Vocational Training Graduates	24 years old, Male, SuTP	7.04.2022
		25 years old, Male, SuTP	7.04.2022
		40 years old, Female, SuTP	7.04.2022
Konya	Konya Chamber of Commerce (KTO)	Feyzullah Altay/ Erdener Sunar	13.04.2022
	KTO Vocational Training Center (KTOMEM)	Durmuş Akdoğan	13.04.2022
	Konya Model Factory	Ayhan Tufan Ayan	13.04.2022
	Konya Innopark	Fatih Botsalı	14.04.2022
	SMEs	SBR Mühendislik Ltd. Şti.	14.04.2022
		Genç Değirmen Makinaları San. Ve Tic. A.Ş.	14.04.2022
		Doğrular Ev Ürünleri A.Ş.	14.04.2022
	Turkish Vocational Training Graduates	23 years old, Female	13.04.2022
		26 years old, Male	13.04.2022
		23 years old, Male	13.04.2022
	Syrian Vocational Training Graduates	20 years old, Male	13.04.2022
		31 years old, Male	13.04.2022
		29 years old, Male	13.04.2022
	Entrepreneurship Program Graduates	50 years old, Female	14.04.2022
		55 years old, Male	14.04.2022
		28 years old, Male	14.04.2022
Kayseri	Kayseri Chamber of Industry (KAYSO)	Savaş Ertuğrul	11.05.2022
	Kayseri Model Factory	Salih Yalçın	11.05.2022
	Erciyes Teknopark	Serhat Dalkılıç	11.05.2022
	SMEs	ARKOPA Ahşap Panel San. Ltd. Şti.	20.04.2022
		Armor Isı Transfer San. Ve Tic. A.Ş.	20.04.2022
		Hedef Kablo Elektrik Plas. Tic. Ve San. A.Ş.	20.04.2022
	Entrepreneurship Program Graduates	39 years old, Male	11.05.2022
		26 years old, Male	11.05.2022
		24 years old, Female	11.05.2022

ANNEX VI: LIST OF DOCUMENTS REVIEWED

- Revised UNDP Evaluation Policy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2018-2021)
- UNDP Social and Environmental Standards (January 2021)
- UNDP Strategic Plan 2022-2025
- UNDCS 2021-2025 and UNDP Country Programme Document 2021-2025
- Turkey’s Response to the Syrian Refugee Crisis and the Road Ahead (World Bank – December 2015)
- 5 years National strategic development plan
- 11th National Development Plan
- Turkey’s Productivity Strategy and Action Plan (2015-2018)
- 2023 Industry and Technology Strategy
- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- KfW Monitoring Reports
- Training reports and records
- M&E System Design Report for Model Factories
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports