



**United Nations Development Programme
Türkiye**

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

Final Evaluation Report

Prepared by:

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I would like to thank all stakeholders for their time and efforts during this Final Evaluation, including the Turkish Employment Agency (İŞKUR), BMZ/KfW and UNDP Türkiye.

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PROJECT INFORMATION

Project/outcome title	Employment and Skills Development Program Component I	
ATLAS ID	00100355	
UNDCS Outcome and CPD Output	<p>2016-2020</p> <p>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 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment</p> <p>2021-2025</p> <p>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</p> <p>2016-2020 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 2.4: 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 jobs.</p>	
Country	Türkiye	
Region	Europe and Central Asia	
Date Project document signed	05.09.2017	
Project Dates	Start	Planned End Date
	05.09.2017	30.06.2022
Total Committed Budget	€ 3,675,000	
Project expenditure at the time of evaluation		
Funding Source		
Implementing Party	İŞKUR	
Evaluation Information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project Evaluation	
Final/midterm review/ other	Final Review	
Period under evaluation	Start	End
	05.07.2017	30.06.2022
Evaluators	Beyza Polat	
Evaluator e-mail address	beyza.polat@sealglobal.org	
Evaluation Dates	Start	Completion
	20.05.2022	30.09.2022

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
PROJECT INFORMATION.....	ii
TABLE OF CONTENTS	iii
LIST OF ACRONYMS AND ABBREVIATIONS.....	iv
EXECUTIVE SUMMARY	5
1. INTRODUCTION	13
2. DESCRIPTION OF THE CONTEXTUAL BACKGROUND AND THE INTERVENTION 15	
3. EVALUATION SCOPE AND OBJECTIVES.....	23
4. EVALUATION APPROACH AND METHODS	25
5. ANALYSIS AND FINDINGS.....	29
5.1. Relevance	29
5.2. Efficiency	33
5.3. Effectiveness	35
5.4. Sustainability	39
5.5. Cross-Cutting Issues.....	41
6. RATING OF PROJECT PERFORMANCE	42
7. CONCLUSIONS.....	43
8. RECOMMENDATIONS	45
9. LESSONS LEARNED	47
ANNEX I: TERMS OF REFERENCE.....	48
ANNEX II: EVALUATION MATRIX.....	68
ANNEX III: QUESTIONNAIRES.....	73
ANNEX IV: RATING SCALES.....	79
ANNEX V: LIST OF PERSONS INTERVIEWED	80
ANNEX VI: LIST OF DOCUMENTS REVIEWED	81

LIST OF ACRONYMS AND ABBREVIATIONS

AFAD	Disaster and Emergency Management Presidency
BMZ	German Federal Ministry for Economic Cooperation and Development
CPD	Country Program Document
CV	Curriculum Vitae
ESDP	Employment and Skills Development Program
GAP	Southeastern Anatolia Project
İŞKUR	Turkish Employment Agency
IT	Information Technology
JSSIP	Job Search Skills Improvement Program
JVC	Job and Vocational Counsellor
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
OECD	Organization for Economic Cooperation and Development
Project	The project under review: Employment and Skills Development Program Component I
SuTP	Syrians under Temporary Protection
ToR	Terms of Reference
TRP	Türkiye Resilience Project in response to the Syria Crisis
UN	United Nations
UNDCS	United Nations Development Cooperation Strategy
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees

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).

ESDP I, which is the subject of this evaluation report, officially kicked off in September 2017. UNDP and İŞKUR are the main implementing partners whereas BMZ/KfW is the donor. Project document was revised in September 2018 and the project kicked off in 5 pilot provinces (Hatay, Kilis, Gaziantep, Şanlıurfa and İstanbul). Under the no-cost extensions between 2020 and 2022, 9 more provinces (Adana, Ankara, İzmir, Konya, Kahramanmaraş, Mardin, Kayseri, Kocaeli, İçel) were added to project scope.

ESDP I's main objective is to support Syrians and vulnerable Turkish citizens to access the local labor market. The project aims to do so through strengthening the institutional capacity of İŞKUR to expand active labor market services and adjust capacities and services where needed to respond to the demand for services for both Turkish and Syrian job seekers.

Project was designed to reach this objective through two main outputs (results) and the corresponding activities:

Output 1: İŞKUR's capacity and digital maturity assessment completed and two roadmaps for capacity development and digital transformation prepared

Two reports were prepared under this activity. One is a gap analysis of İŞKUR's institutional capacity and digital maturity and the other one is a roadmap with solid program recommendations and work plans.

Output 2: Capacities of selected pilot İŞKUR offices developed for better active labor market service delivery

Following specific activities were done towards the achievement of Result 2:

- A Business Process Management platform has been established and developed with an aim of increasing the operational efficiency of İŞKUR.
- İŞKUR's IT infrastructure was renovated.
- 200 Job and Vocational Consultants (JVCs) attended the "Migration, Communication and Intercultural Dialogue" training program.
- A study visit was made to Germany.
- Furniture and IT equipment were provided to local İŞKUR offices.
- Job clubs in all pilot provinces were improved. In this context, Zoom account licenses were procured to ease online service providing, and two manuals (one on CV preparation and the other on interview techniques) were prepared.
- A job club was constructed in Kilis.
- An additional service building was constructed in Hatay.
- Altındağ service center was renovated.
- 1,410 SuTP and Turkish citizens looking for a job through İŞKUR attended the Job Search Skills Improvement Program (JSSIP).

Four groups of direct beneficiaries of ESDP I were identified:

1. İŞKUR Head Office
2. İŞKUR Provincial Directorates in the pilot provinces
3. Job and Vocational Counsellors in the pilot provinces including those who attended the training program
4. SuTPs who attended the JSSIP

Turkish citizens and SuTPs who received counselling and screening services from İŞKUR's provincial directorates in the pilot provinces may not be directly attributed to ESDP I. Hence, this group is a group of "potential beneficiaries".

ESDP I ended on 30 June 2022. By the end of the project, budget realization ratio of ESDP I is 99.6%. All planned activities were completed.

This final evaluation of ESDP I is an independent review of the relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of ESDP I and is in accordance with UNDP Evaluation Guidelines. The Final Evaluation covers all the phases of the project, from the design phase to the implementation phase to the closure phase.

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

Field study was conducted in Ankara, Istanbul, Gaziantep and Hatay. These provinces received varying degrees of support during the project. Istanbul and Gaziantep all types of support defined within the ESDP I, except for construction, at high and/or moderate levels. Concentration of interventions was moderate in Hatay, but the construction of the additional service building has the potential to create a different impact. Moreover, these three provinces have the highest number of SuTPs both in nominal terms and as a percentage of the total population.

Main methodological weakness of this evaluation is regarding the evaluability of the output indicators in the logical framework. Indicators 2,3,4 and 5 are neither measurable nor attributable. Indicators 3 and 5, which state the targeted number of additional Turkish citizens who benefitted from the counselling and registration services because of ESDP I, are simply immeasurable. İŞKUR provides these services to the Turkish citizens independent of the project being evaluated. Also, since the project has very few activities which directly links to the final beneficiaries, it is impossible to attribute the Turkish citizens receiving services from İŞKUR to ESDP I. A similar problem exists for indicators 2 and 4 which are the respective outcomes for SuTP. Providing services to SuTPs is not within the mandate of İŞKUR. However, there are many other internationally funded projects which target the same group of beneficiaries. Hence, attributability becomes an issue once again. In addition to the concerns regarding measurability and attributability, sample selection bias and social desirability bias are potentially present.

To ensure the gender sensitivity of the data collection and analysis processes, gender specific questions were added to the questionnaires. However, very few of the output indicators were suitable for gender specific analysis. Moreover, none of the participants of the focus groups were women which made it impossible for the evaluator to get women's perspective on the issue. Last but not the least, very few of the activities of ESDP I were gender relevant.

In terms of relevance, ESDP I was rated as Relevant (R). Design of ESDP I is relevant to serving job creation for SuTPs. Theory of change relies on the assumption that by strengthening the institutional capacity of İŞKUR, employability of the SuTPs as well as the Turkish citizens will increase through better implementation of active labor market policies. This is a valid assumption considering the central role of İŞKUR in implementing such active labor market policies.

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 Türkiye and İŞKUR's Strategic Plan covering the period 2019-2023. ESDP II is fully in line with UNDP Strategic Plan, UNDP Türkiye's Country Program Documents (CPD) for the periods 2016-2020 and 2021-2025, and United Nations Development Cooperation Strategy 2016-2020 (UNDCS) and United Nations Sustainable Development Cooperation Strategy (UNSDCF) 2021-2025 for Türkiye.

ESDP I links well with other UNDP projects specifically ESDP II and Türkiye Resilience Project in Response to Syria Crisis (TRP) and other donor funded projects of İŞKUR. One very closely linked project was funded under the continuous agreement with UNHCR. In this project, a data analytics software was procured with an aim of improving İŞKUR's capacity to match the jobseekers with the right employees using advanced analytical tools such as machine learning and artificial intelligence. The World Bank project, titled Employment Support Project for SuTPs and the Turkish Citizens, states its objective as "to improve the employability of Syrians under Temporary Protection ("SuTP") as well as Turkish citizens residing in selected localities." The synergies between the two projects were visible during the field study both at the Head Office and local level. All interviewed representatives of provincial directorates stated that the physical and technological investments made as part of ESDP I enhanced their ability to provide the services defined by the World Bank Project, and that this led to synergies.

In terms of design, the main flaw of the project is the weak link between the majority of project activities and the targeted outcomes. This shows itself in the logical framework, as well. Output indicators are neither measurable and attributable and do not reflect the overall design of the project.

In terms of efficiency, ESDP I was found to be Satisfactory (S).

Due to devaluation of the Turkish Lira during the implementation period of ESDP I and the change in the procurement of the Business Management Platform, budget realization ratio remained low. As a response, project management in coordination with İŞKUR added 9 more pilot provinces. These provinces were selected with İŞKUR based on two main criteria (1) intensity of SuTP population (2) existence of internationally funded projects with an aim of creating jobs for SuTPs (provinces with less such projects were selected) and (3) investment needs of the local İŞKUR offices. This resulted in efficient use of an already allocated budget where the risk of low realization became present.

Among the budget items, the lowest realization ratio is for the outreach and advocacy activities (9.7%) for which 1.3% of the total budget was allocated. This was visible in the field. Almost all the representatives of the provincial directorates and the JVCs stated that visibility materials such as pens, notebooks, flyers, and the copies of the two booklets (CV Preparation and Interview Techniques) that were shared with them were very low in numbers. The low realization ratio in the budget item along with the comments of the interview participants implies that the budget allocated to this item could have been used more efficiently and effectively.

Project management was successful. The project board met 4 times during the implementation period of ESDP I. When asked during the interviews, the donor and the main implementing partner both stated that they were informed about the current situation and the course of action in these meetings.

One communication related issue seems to be effective communication of project activities and the outcomes to the local stakeholders. Due to the ongoing crisis, İŞKUR provincial offices receive support from various internationally funded project. This reduces the awareness of the local staff of which specific activity is funded by which project. When asked whether they would like to be more informed about the overall design and the implementation of such projects, all said they would. Increasing the awareness of the local staff could have increased the ownership and the hence the efficiency with which the project is implemented.

Through the active labor market policy tools such as registration, counselling, and screening, İŞKUR serves as a medium to facilitate job creation. However, İŞKUR's role does not go beyond recommending jobs to a job seeker or an employee to an employer. Job creation may be the central objective of ESDP I from the donor's perspective. However, this was seen as an indirect and rather long-term outcome by İŞKUR. The gap between the donor's solid expectations on job creation and the main implementing partner's mandate could have caused a risk in the efficient implementation of the project. However, this issue seems to have been successfully communicated by the project management to both sides. When asked during the interviews, both the donor and the main implementing partner stated their satisfaction with the way the project management handled this issue and stated that they were at a common point.

Logical framework could and should have been changed accordingly. UNDP was asked why this wasn't done. Two main reasons emerge. First, these output indicators were measurable and attributable when profiling of SuTPs and Turkish citizens was the main project activity. This activity was later removed without the output indicators being updated. Second, the project management team on the UNDP side changed from the design to the implementation phase and this seems to have led to loss of information.

Project's M&E systems were not able to provide the management with a stream of data that allowed it to learn and adjust implementation accordingly. In other words, it was not possible for UNDP project management team to know whether the project activities led to more SuTPs and Turkish citizens receiving services from İŞKUR. This is due to the nature of the output indicators in the logical framework. As discussed as a weakness of this evaluation report, 4 out of 5 output indicators of ESDP I are not measurable and attributable.

Effectiveness of the intervention is rated as Satisfactory (S).

The Gap Assessment Report and the Roadmap on Institutional Capacity and Digital Maturity of İŞKUR are well received. Regarding the Data Analytics Strategy Report and the Action Plan, the responses were mixed. One interviewee stated that the preparation of the reports took three to four months, and the best that could come out in such a short period was produced. S/he stated that the findings and the recommendations of the reports were solid enough. Another interviewee from a different department has a different view. S/he stated the following:

"The strategy report was too generic. Yes, it could apply to İŞKUR. But it could apply to any other public or even private institution, as well. We were expecting to see a strategy document more specific to our case. Regarding the action plan, I do not think that the actions or recommendations are solid. We read the recommended actions listed in the document, and we still feel like we need assistance. They are too general, and not as much detailed and to the point as we were expecting."

Looking at the documents, the evaluator agrees with the above quoted statement. Considering project timeline and budget, a more detailed assessment could not have been possible. Instead of reviewing all aspects of data analytics, one or two pilot areas could have been selected, and a more detailed analysis could have been carried out.

The procurement of Business Process Management software and the renovation of İŞKUR's IT infrastructure are also well received. However, İŞKUR needs programmers and other technical staff for these activities to have their full potential impact.

All interviewed local staff stated that the physical and technological investments made were necessary, and that their services improved as a result of these. The manuals on CV preparation and interview techniques were discussed with the JVCs acting as Job Club coaches. They were satisfied with the activity itself and the content of the documents. However, they found the number of booklets sent to them insufficient. Having spent the time and the budget to prepare these manuals, it would be more effective to produce more hard copies of these manuals¹.

One activity of ESDP I, which is directly linked to the end beneficiaries, is the Job Search Skills Improvement Program (JSSIP). One focus group discussion was held with two participants of the JSSIP. Interviewed participants expressed their positive views on the program content. The fact that practical information was conveyed was appreciated by the SuTP job seekers. In sum, the training program seems to be effective in enhancing the level of knowledge and awareness of the local İŞKUR staff. Whether this resulted in a behavior change cannot be objectively assessed. Pre- and post-training data should have been collected from the JVCs and the beneficiaries to make such an assessment.

One other project activity that had the potential to have direct impact on job seekers is the İŞKUR Mobile Service Delivery Vehicle. The vehicle was designed so as to mobilize the İŞKUR services and enhance their reach. However, due to pandemic this activity was delayed. The service area within the vehicle was too small to accommodate the İŞKUR personnel and the beneficiaries during the pandemic. As of July 2022, procurement of the service vehicle was completed, and the vehicle was transferred to İŞKUR Gaziantep office. This activity has the potential to benefit job seekers, especially women. Whether this will be achieved depends on the continued ownership of the local İŞKUR offices of the service model.

It has been observed and discussed with the Job Club Coaches that İŞKUR Job Clubs are having difficulty in attracting job seekers to these kinds of events. This issue exacerbates when SuTP job seekers are considered. Certain incentives shall be put in place to increase the effectiveness of such interventions. One recommendation made by the Job Club coaches in İstanbul and Gaziantep was to use visibility materials more effectively.

The following emerge as the key factors contributing to project's overall performance:

1. Successful project management of UNDP is appreciated by the donor and the main implementing partner. This was especially critical in aligning the expectations of the donor with the mission and the vision of the main implementing partner.
2. İŞKUR's ownership of the project is high at the central level. All department interviewed see ESDP I as a boutique project with clear cut goals and simple interventions. The awareness of the local staff of the overall project setup and the activities is not as desired. This is an area of potential improvement.

¹ During the evaluation phase, we have been informed by İŞKUR that more copies of the booklets will be produced and distributed.

3. Project document was changed completely as discussed in Section 2. This was critical for the efficient and effective implementation of the project. Such a major change was possible thanks to the cooperative and flexible approach of the donor.
4. Management of the project budget was successful. Budget was moved between spending items as it became obvious that more effective activities were possible within the scope of ESDP I. Another example to this is the addition of 9 pilot provinces to the project scope.
5. The activities of the project which are directed towards strengthening the institutional capacity of İŞKUR are effective. More effort is needed to make the outcomes sustainable which will be discussed in the next section. Activities targeting the end beneficiaries, on the other hand, are not as effective as the rest. This is largely due to issues which are beyond the scope of the project. Small-scale interventions of ESDP I, such as the JSSIP, could not alleviate such issues.

Based on the analysis, sustainability of the project outcomes is rated as Moderately Likely (L). Sustainability of ESDP I outcomes depends very much on the ownership of the main implementing partner. This is especially true for the roadmaps and the action plans laid out by the technical documents prepared as part of ESDP I. Some İŞKUR experts interviewed stated that the data analytics strategy report and the roadmap are too generic and not as much detailed as desired to provide İŞKUR with concrete steps to take. Whether this activity will have sustainable outcomes depends on İŞKUR to conduct more detailed assessments under the most important subtopics, if not every one of them.

Two large investments were made to strengthen İŞKUR's IT infrastructure. These are the Business Management Platform software and the renovation of the IT infrastructure. Trainings were delivered to İŞKUR staff and pilot implementations were made as part of these activities which contributes positively to the sustainability of these activities. This implies that a certain capacity has been built. However, there is still need for further investment especially on human capital.

It has been observed during the field study that Job Clubs have a critical role in the active labor market policies. These are semi-separate bodies within the local İŞKUR offices where trainings and other events are organized especially targeting disadvantaged groups such as women, young, disabled, migrant and long-term unemployed job seekers. They are central in building skills among the job seekers which will increase their chances of lifetime employability. Hence, capacity building in Job Clubs was and is critical. The two manuals prepared for use in the Job Clubs are appreciated by the local İŞKUR staff. The fact that these manuals were not translated to Arabic or printed and distributed low in numbers is unfortunate. This may have adverse effects on the sustainability as well as the effectiveness of ESDP I activities.

Most importantly, detailed design of the project activities was made in close collaboration with İŞKUR. The needs and priorities of the related departments and the local offices were taken into consideration. During the interviews, İŞKUR representatives from different departments were asked whether they actively contributed to the design process of the project activities. The responses were positive. Hence, the continuing support of the main implementing partner to project activities is very likely.

Activities of ESDP I are replicable. They may be applied to any other government institution in need of technical support and/or institutional capacity building with minor modifications. The immediate effects may not be easily observable, measurable, and attributable to the project. However, this kind of capacity building interventions are more likely to produce sustainable outcomes as they alter the conditions under which services are provided.

Based on the analysis, the intervention's ability to address cross-cutting issues can be rated as Moderately Unsatisfactory (MU).

The fact that ESDP I was designed as a capacity building project aimed at enhancing İŞKUR's institutional capacity makes it hard for the evaluator to assess the cross-cutting performance of the project activities. There is only one activity of ESDP I specifically designed to reduce gender inequality which is the building of office separators in İstanbul and Şanlıurfa İŞKUR offices. The logical framework and the outcome indicators are not suitable for gender specific analysis for the very same issues regarding measurability and attributability.

The overall design and implementation of ESDP I is to ensure better implementation of active labor market policies for the SuTPs as well as the Turkish citizens and provide them with employment opportunities. This objective is in line with the LNOB agenda of the United Nations. Whether this was achieved within the ESDP I does not have a clear answer.

The following recommendations can be concluded from the evaluation:

1. Budget allocated to outreach, and advocacy activities could have been used more efficiently and effectively. Budget realization ratio of this item is 9.7%. Almost all the representatives of the provincial directorates and the JVCs stated that visibility materials such as pens, notebooks, flyers, and the copies of the two booklets (CV Preparation and Interview Techniques) that were shared with them were very low in numbers. It is recommended to produce more copies of these materials.
2. The two manuals prepared for the Job Clubs are in Turkish. With a little more extra spending, the booklets may be translated to Arabic. It would increase the effectiveness of the activity for the SuTPs.
3. All JVCs interviewed, who were attendants of the Migration, Communication, and Intercultural Dialogue training, expressed their satisfaction with the program. The findings from the training report are also quite positive. This training may be repeated with a new group of JVCs and Job Club coaches, and in new provinces where SuTP population has increased.
4. A follow-up study to the Data Analytics Strategy Report and the Roadmap is recommended where the action plans are more detailed and more solid. This would increase the sustainability of this particular outcome and create further impact. İŞKUR may need technical assistance on this matter.
5. Sustainability of the Business Process Management platform and IT infrastructure investments depends very much on investment on human capital. Without further technical support, these investments are not very likely to have sustainable impact.
6. There was strong upward trend in the number and percentage of İŞKUR users who self-registered through E-Şube. This trend reversed in 2021. The numbers are still high. In 2021, more than 1 million İŞKUR beneficiaries self-registered through E-Şube, and this figure reached almost 800 thousand in the first 8 months of 2022. However, the reasons for the downward movement in the trend shall be explored, and necessary interventions shall be made. More self-registrations through E-Şube has the potential to reduce the workload of the JVCs and spare them with more time to provide better counselling services for SuTPs as well as the Turkish citizens.
7. Skills mismatch has been a structural issue of the Turkish labor market for a long time. This is documented by the existing studies and was also observed during the field study. Local İŞKUR staff listed skills mismatch as the leading issue in the job market. Investment

to the skills of SuTPs as well as the Turkish citizens, including soft skills, seems to be best type of intervention to create sustainable jobs. Profiling the already existing skills of the Syrian labor force is the most necessary first step. This was an activity in the original design of ESDP I. It was later cancelled due to another project having a similar task in its design. But it was never carried out. Hence, skills profiling of the SuTPs as well as the Turkish citizens remains as a much-needed activity.

8. It has been observed during the field study that Job Clubs have a critical role in the active labor market policies. These are semi-separate bodies within the local İŞKUR offices where trainings and other events are organized especially targeting disadvantaged groups such as women, young, disabled, migrant and long-term unemployed job seekers. They are central in building skills among the job seekers which will increase their chances of lifetime employability. Hence, capacity building in Job Clubs is critical. It is recommended to invest more in the Job Clubs. This may be in the form of physical investment or investment to the human capital.

The following lessons have been learned and may be noted:

1. For efficient and effective monitoring and evaluation of any program or project, the output indicators in the logical framework shall be measurable and attributable to the intervention. This was not the case in ESDP I. As discussed in the previous sections, 4 out of 5 outcome indicators are neither measurable nor attributable. This occurred due the discrepancy between donor's expectations and the implementing partner's mandate as a government institution. In the future implementations of similar projects, such discrepancies shall be resolved in design stage and the logical framework shall be formulated accordingly.
2. İŞKUR's ownership of the project at the central level is high. This contributed a lot to project success. However, the flow of information to the local offices was weak. Local stakeholders interviewed were asked whether they were informed about ESDP I. Many were unaware of the project's name and the related activities. Due to the ongoing refugee crisis, İŞKUR provincial offices receive support from various internationally funded project. This reduces the awareness of the local staff of which specific activity is funded by which project. It is obvious that more effort was needed to raise the awareness and the ownership of the local staff of the project design and the activities.
3. During the field study, the evaluator had the opportunity to compare and contrast the efficiency and the effectiveness of two types of interventions targeting İŞKUR services: (1) interventions designed to enhance İŞKUR's institutional capacity and (2) interventions directly targeting the end beneficiaries i.e., the job seekers. ESDP I falls into the first group. The discussions with the central and the local İŞKUR staff, and the end beneficiaries revealed two important findings. Interventions targeting the end beneficiaries produce better results in the short run which are more easily observable. However, outcomes of such activities are not always sustained. Interviewed SuTP beneficiaries of İŞKUR services stated that in many cases "employment period of such jobs is limited by the project period". Implementing partners, together with the donors, may start a new discussion on this matter.

1. INTRODUCTION

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).

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 citizens in Ankara, Kayseri and in Konya.

ESDP I, which is the subject of this evaluation report, officially kicked off in September 2017. UNDP and İŞKUR are the main implementing partners whereas BMZ/KfW is the donor. Project document was revised in September 2018 and the project kicked off in 5 pilot provinces (Hatay, Kilis, Gaziantep, Şanlıurfa and İstanbul). Under the no-cost extensions between 2020 and 2022, 9 more provinces (Adana, Ankara, İzmir, Konya, Kahramanmaraş, Mardin, Kayseri, Kocaeli, İçel) were added to project scope. ESDP I's main output is to strengthen İŞKUR's institutional systems for active labor market policies to adjust and expand services to both Syrian population and members of the host community. Medium to long term objective of the program is to provide better labor market opportunities to both groups.

ESDP I ended on 30 June 2022. This final evaluation of ESDP I will be an independent review of the relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of ESDP I and will be in accordance with UNDP Evaluation Guidelines. Below are the specific objectives of this final evaluation as stated in the Terms of Reference (ToR):

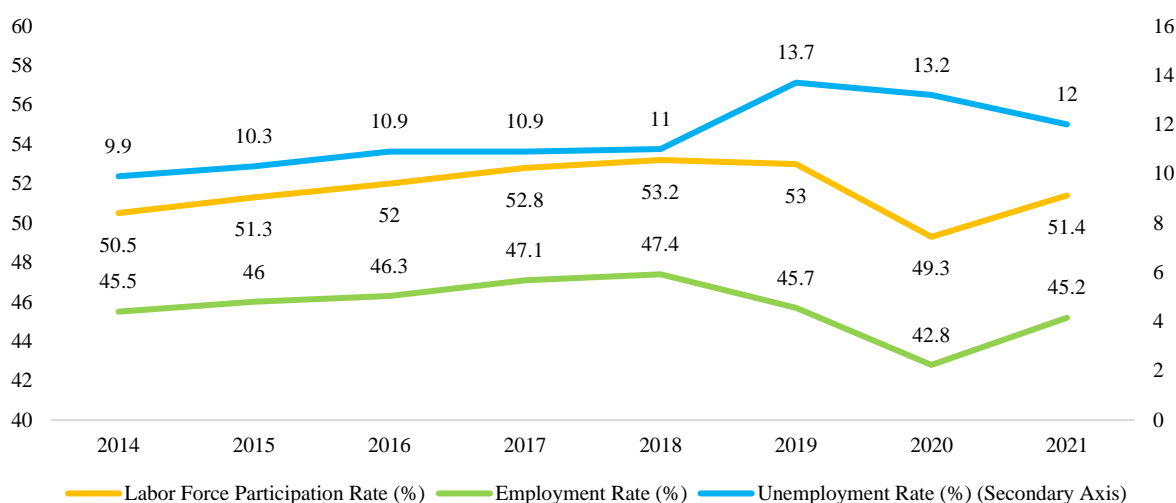
- To measure to what extent the project has contributed to solve the needs identified in the design phase.
- To measure project's degree of implementation, efficiency and quality delivered on expected results (outputs) and specific objectives (outcomes), against what was originally planned or officially 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 Türkiye, SDGs as well as to Strategic Plan of Turkish Employment Agency 2019-2023.
- 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

Unemployment rate in Türkiye was on an increasing trend between 2014 and 2019. In 2019, unemployment rate reached 13.7% after which the upward trend reversed. According to the most recent official labor market statistics of the Turkish Statistical Institute (TÜİK), unemployment rate is 10.3% as of June 2022. Between 2019 and 2021, during which unemployment rate decreased from 13.7% to 12% despite the destructive nature of the global pandemic, labor force participation rate and the employment rate also went down. Hence, the downward trend in the unemployment rate during this period may be, at least partly, due to lower participation of Turkish citizens into the official labor market.

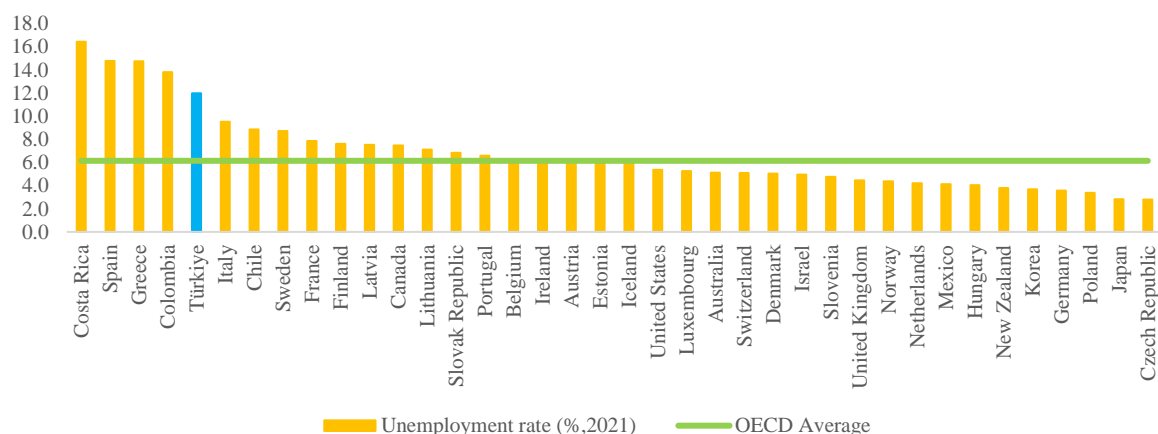
Figure 1: Labor Market Indicators, Türkiye, 2014-2021



Source: TÜİK Labor Force Statistics, 2021

Despite the downward trend, Türkiye still has one of the highest unemployment rates among the OECD countries. As of 2021, Türkiye has the 5th highest unemployment rate among the 38 members of OECD. Countries with higher unemployment rates are Costa Rica, Spain, Greece, Colombia. Türkiye's unemployment rate of 12% is well above the OECD average which is 6.1%.

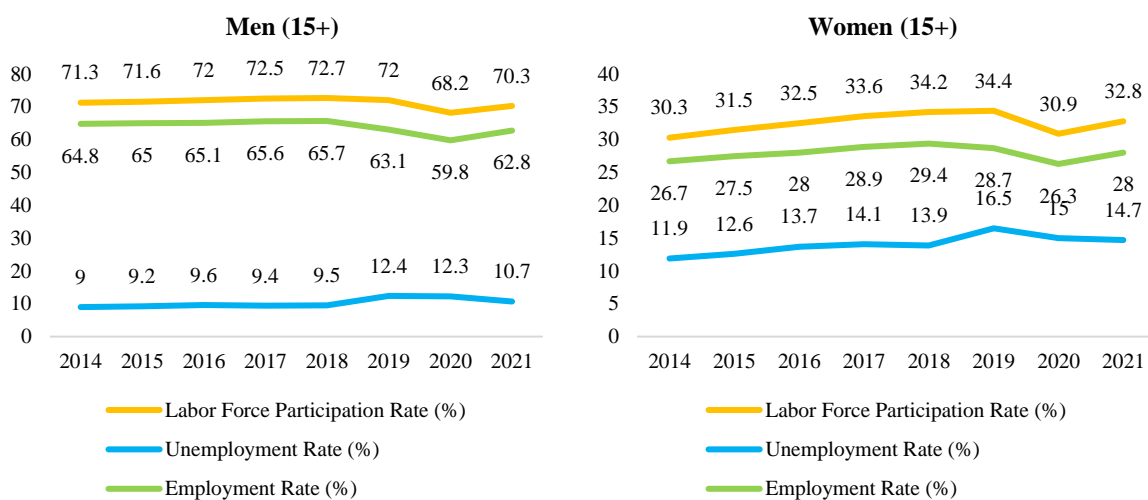
Figure 2: Unemployment Rate, OECD Countries, 2021



Source: OECD Labor Force Statistics, 2021

When we look at the labor market statistics by gender, three important findings emerge. First, labour force participation rate and employment rate have been historically lower for women as compared to men. In 2021, only 32.8% of women at working age are in the labor force whereas this rate is 70.3% for men. Second, female unemployment rate is higher than male unemployment rate during the period of analysis. Although fewer women participate to the labor market, they are less able to find jobs when compared with men. Third, male and female unemployment rates move parallel. The upward and the downward trends of the male and female unemployment rate are similar during the period 2014-2021. This hints that macroeconomic conditions are the main determinant of the unemployment rate, and the policies and programs aimed at increasing female labor force participation rate and reduce female unemployment rate have been ineffective.

Figure 3: Gender Specific Labor Market Indicators, Türkiye, 2014-2021



Source: TÜİK Labor Force Statistics, 2021

Another structural issue of the Turkish labor market is the high youth unemployment rate. Youth unemployment rate among men and women in Türkiye is above the OECD average according to the latest official statistics. In 2021, youth unemployment rate for men was 19.6% whereas the corresponding figure for women was 28.7%.

Figure 4: Gender Specific Youth Unemployment Rate, OECD Countries, 2021



Source: OECD Labor Force Statistics, 2021

The mass migration of SuTP exacerbated all these structural issues of the Turkish labor market. Türkiye has become home to the largest displaced population in the world. According to the official statistics of the Presidency of Migration Management of Türkiye, the number of Syrians under Temporary Protection (SuTP) registered in Türkiye is 3.76 million as of May 2022. According to the latest available statistics, 50.7% of SuTPs in Türkiye are at working age (18-65). This ratio is 52.6% for men and 48.5% for women.

No official statistics regarding the employment status and educational attainment of SuTP are available. However, consensus from various surveys and reports is that (i) majority of SuTP are informally employed in low-skilled jobs (ii) educational attainment of SuTP is not high. A study by the Turkish Red Crescent (Kızılay) and the World Food Program titled “Refugees in Türkiye – Livelihoods Survey Findings” shows that nearly half of all Syrians across the 19 provinces surveyed had primary school as the highest level of education, while 38 percent had a high school degree or higher. Just over a fifth (21 percent) had no formal education, half of whom were illiterate while the other half were literate but with no formal education. The regulation for work permits, which was put in place in January 2016, allows SuTP to obtain work permits. However, formal employment of SuTP is still well below the desired levels.

Hence, the integration of SuTP into the formal labor market and their access to decent jobs is an ongoing issue.

A 2016 study² jointly conducted by UNDP, Southeastern Anatolia Project Regional Development Administration (GAP) and Presidency of Disaster and Emergency Management (AFAD) presents a number of important findings. First, SuTP skill levels are low, and the overlap between the skill levels of SuTP and the Turkish citizens is significantly large in the 5 provinces in which the assessments were conducted. Second, majority of SuTP employment is informal, and are employed to reduce labor costs. This makes their employment fragile. Third, mainly due to language barrier, SuTP are employed in the agriculture and manufacturing sectors rather than the service sector. Finally, low skilled jobs, especially in the manufacturing industry, which are not in demand by the Turkish citizens may be filled with SuTP. Design and implementation of tailor-made policy and programs is crucial in this sense.

To achieve a sustainable and inclusive growth for both the Turkish citizens and SuTP, active labor market policies should be designed and implemented in both the supply and the demand side of the labor market. One such policy tool is job matching which is within the mandate of the Turkish Employment Agency (İŞKUR). Any intervention aimed at enhancement of the operational and technical capacity of İŞKUR has the potential to remedy this issue for the SuTP as well as the Turkish citizens. Such interventions exist. World Bank-implemented Employment Support program provides capacity building, equipment, transportation and renovation services to local İŞKUR offices with an aim of enhancing İŞKUR’s service quality and outreach to SuTP and Turkish citizens.

ESDP I fits well into the picture where the challenges faced by the administrative bodies, Turkish citizens and SuTPs point to the need for capacity extension and enhancement.

UNDP and KfW signed a cost-sharing agreement in June 2016 for the implementation of Employment and Skills Development Program (ESDP). ESDP consists of two components:

² Absorptive Capacity and Potential of Local Labor Markets: The Case of Gaziantep, Hatay, Kahramanmaraş, Kilis and Şanlıurfa.

Component I (ESDP I): Institutional Capacity Assessment and Roadmap Development for İŞKUR to design and implement active labor market policies

İŞKUR and UNDP are the main implementing partners; KfW is the donor.

Total budget is 3.675 million Euros.

Main objective is to strengthen İŞKUR's institutional capacities to design and implement active labor market services SuTP and Turkish citizens.

Component II (ESDP II): Job Creation Through Enhancing Model Factory Project

Ministry of Industry and Technology and UNDP are the main implementing partners; KfW is the donor.

Total budget is 5,15 million Euros.

Main objective is to create at least 2,000 jobs for SuTP and Turkish citizens through the Model Factory Project.

Scope of this evaluation is limited by the scope of ESDP I. ESDP I officially kicked off in September 2017. Project document was revised in September 2018. Project was extended three times between 2018 and 2022, namely in June 2020, June 2021 and December 2021. ESDP I is expected to end in June 2022.

Project document was revised considerably in September 2018. Initially, the project was aiming to do a profiling of the SuTPs at working age. The intervention was defined as follows in the Design Stage Quality Assurance Report:

“The project aims at strengthening the employability of the Syrians under Temporary Protection in Türkiye through a comprehensive approach. Regarding employability and access to livelihoods, UNDP addresses the challenges at both labour supply and labour demand side. Labour supply interventions include active labour market measures such as skills profiling, vocational training and job matching.”

Having realized that the suggested framework of the project have too much in common with a World Bank project that was also during the design phase, project management consulted with the donor and the main implementing partner and the project shaped itself more as an institutional capacity building project rather than a project targeting the end beneficiaries.

Initially, five provinces, Hatay, Kilis, Gaziantep, Şanlıurfa and İstanbul, were selected as the pilot provinces. In 2020, Adana and Ankara were added as per the request by İŞKUR. Within the scope of ESDP I, investment was made towards the improvement of IT infrastructure of İŞKUR Adana Provincial Directorate and the physical conditions of Altındağ/Ankara Service Center. Nine more provinces (İzmir, Konya, Kahramanmaraş, Mardin, Kayseri, Kocaeli, İçel, were added to the project scope in 2021 under a no-cost extension. By the end of the project, different combinations of project activities were implemented in 16 pilot provinces. Figure below presents these along with the ratio of SuTP to Turkish population at the province level. As is seen, 16 provinces selected for ESDP I are the ones where the ratio of SuTP population to native population is highest.

Figure 5: SuTP Intensity, Türkiye, 2021

Source: Presidency of Migration Management, 2021

Initial Pilot Provinces	Hatay, Kilis, Gaziantep, Şanlıurfa, İstanbul
1st Addition to Pilot Provinces	Adana, Ankara
2nd Addition to Pilot Provinces	İzmir, Konya, Kahramanmaraş, Bursa, Mardin, Kayseri, Kocaeli, Mersin, Osmaniye

As stated above, main output of ESDP I is to strengthen İŞKUR's institutional systems for active labor market policies to adjust and expand services to both Syrian population and members of the host community. Project was designed so as to reach these outputs through two main results and the corresponding activities:

Output1: İŞKUR's capacity and digital maturity assessment completed and two roadmaps for capacity development and digital transformation prepared

Activity 1: Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR

Two reports were prepared under this activity. One is a gap analysis of İŞKUR's institutional capacity and digital maturity and the other one is a roadmap with solid program recommendations and work plans.

Output 2: Capacities of selected pilot İŞKUR offices developed for better active labor market service delivery

Activity 2: Design and implementation of Capacity Development Interventions including digital transformation

Activity 3: Develop physical capacities of İŞKUR offices

Activity 4: Develop IT capacities of İŞKUR offices

Activity 5: Design and implementation of Pilot Projects in five provinces

Activity 6: Outreach, advocacy, and visibility activities

Following specific activities were done towards the achievement of Result 2:

- A Business Process Management platform has been established and developed with an aim of increasing the operational efficiency of İŞKUR.
- İŞKUR's IT infrastructure was renovated.

- 200 Job and Vocational Consultants (JVCs) attended the “Migration, Communication and Intercultural Dialogue” training program.
- A study visit was made to Germany.
- Furniture and IT equipment were provided to local İŞKUR offices.
- Job clubs in all pilot provinces were improved. In this context, Zoom account licenses were procured to ease online service providing, and two manuals (one on CV preparation and the other on interview techniques) were prepared.
- A job club was constructed in Kilis.
- An additional service building was constructed in Hatay.
- Altındağ service center was renovated.
- 1,410 SuTP and Turkish citizens looking for a job through İŞKUR attended the Job Search Skills Improvement Program (JSSIP).

Logical framework of ESDP I lists 5 output indicators. According to the latest annual report published in December 2021, the targets and the cumulative realizations regarding these output indicators are as follows:

Table 1: Logical Framework

Output Indicator	Baseline	End of Project Target	Cumulative Realization
1.1: # of local Employment Agency (İŞKUR) Offices supported for better and more inclusive delivery of active labor market services and employment services.	0	16	16
1.2: # of additional Syrians under temporary protection who benefitted from the counselling services provided by the local İŞKUR offices (i.e., counselling, placement, matching etc.) disaggregated for services	N/A	11,000	31,678
1.3: # of additional impacted Turkish citizens who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services	N/A	11,000	Not Known
1.4: # of Syrians under temporary protection registered and screened through local İŞKUR Offices	N/A	12,000	48,999
1.5: # of impacted Turkish citizens registered and screened through local İŞKUR offices	N/A	12,000	Not Known

It should be noted that the cumulative realizations reported in the logical framework for output indicators 1.2 and 1.4 are the total number of SuTPs who received counselling and registration services from İŞKUR during the project implementation period. As will be discussed in Section 5, these figures may not be directly attributed to ESDP I. However, logical framework appears as above in all project documents. This is one weakness of the project design and a difficulty with this evaluation which will be discussed in the following sections.

Defining the beneficiaries of the program is somewhat complicated. As stated above, the main objective of the ESDP I is “to strengthen İŞKUR’s institutional capacities to design and implement active labor market services SuTP and Turkish citizens”. Hence, İŞKUR, including

its provincial directorates in the pilot provinces, is the direct beneficiary of ESDP I. The second group of direct beneficiaries include the Job and Vocational Counsellors (JVCs) who provide screening and counselling services in İŞKUR provincial directorates. There is certain group of JVCs who attended the Migration, Communication and Intercultural Dialogue training program.

Host community and SuTP residents of the pilot provinces, on the other hand, are the potential beneficiaries of the program. Identifying those, who received benefits that may be attributed to ESDP I, is a tedious task.

In Annual Report IV, following remark was made regarding indicators 1.3 and 1.5:

“It is not possible to measure “additional impacted Turkish citizens” solely derived from this intervention. However, Turkish citizens who benefitted from the counselling services provided by the local İŞKUR offices roughly reach 100,000 people per year according to İŞKUR and TURKSTAT reports shared publicly”

Same holds for indicators 1.2 and 1.4. Number of additional SuTP who benefitted from İŞKUR services because of ESDP I cannot be measured. Hence, evaluation of the output indicators seems challenging. This will be discussed in more detail in the next sections.

In sum, four groups of direct beneficiaries of ESDP I were identified:

1. İŞKUR Head Office
2. İŞKUR Provincial Directorates in the pilot provinces
3. Job and Vocational Counsellors in the pilot provinces including those who attended the training program
4. SuTP who attended the JSSIP

Turkish citizens and SuTP who received counselling and screening services from İŞKUR's provincial directorates in the pilot provinces may not be directly attributed to ESDP I. Hence, this group is a group of “potential beneficiaries”.

By the end of the project, budget realization ratio of ESDP I is 99.6%. When we look at the progress of the budget realization ratio over the project period, we observe that 35% of the budget was spent in 2021, and 23.6% was spend in 2022. More than half of the spending was made in the last 1,5 years of the project period.

When we look at the realization ratios of the detailed budget items, we observe almost full realization for all budget items except for the outreach and advocacy activities. Possible implications and inefficiencies of this will be discussed in the analysis section.

Table 2: Detailed Budget, December 2021

Reporting Year	Source	Total Budget	Actual Spending	Budget Realization Rate
2018	Annual Report 1	€ 3,675,000.00	€ 77,280.66	2%
2019	Annual Report 2	€ 3,675,000.00	€ 724,588.73	20%
2020	Annual Report 3	€ 3,675,000.00	€ 1,520,864.92	41%
2021	Annual Report 4	€ 3,675,000.00	€ 2,790,949.88	76%
30 June 2022	End of Project	€ 3,675,000.00	€ 3,659,533.92	99.6%

Expense Items	Actuals as of June 2022	Allocated Budget	Realization Ratio
1. Human Resources	€ 508,210.02	€ 485,594.16	104.7%
2. Travel	€ 17,604.77	€ 21,022.72	83.7%
3. Equipment and Furniture	€ 6,836.75	€ 6,836.75	100.0%
4. Project office	€ 19,105.51	€ 25,266.95	75.6%
Assesments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR	€ 286,927.55	€ 287,260.97	99.9%
Implementation of Capacity Development Interventions-Process improvement	€ 423,862.63	€ 421,273.22	100.6%
Implementation of Capacity Development Interventions-Study tours and exchange progs	€ 30,573.33	€ 30,573.33	100.0%
Implementation of Capacity Development Interventions-Trainings	€ 101,002.24	€ 101,844.56	99.2%
Develop physical capacities of İŞKUR offices	€ 851,868.53	€ 847,450.27	100.5%
Develop IT capacities of İŞKUR offices	€ 745,158.60	€ 744,648.99	100.1%
Design and implementation of pilot projects in five provinces	€ 368,217.07	€ 335,008.38	109.9%
5.2.5 Outreach and Advocacy Programme for Skill Building Programmes	€ 4,721.82	€ 48,769.21	9.7%
5.5 Expenditure verification/Audit	€ 0.00	€ 660.89	0.0%
5.6 Evaluation costs	€ 0.00	€ 22,524.96	0.0%
5.7 Translation, interpreters	€ 5,142.87	€ 5,071.39	101.4%
5.8. Costs of conferences/seminars	€ 14,915.83	€ 14,108.90	105.7%
5.9 Visibility actions	€ 4,416.51	€ 4,416.51	100.0%
5.10 Publications	€ 439.21	€ 439.21	100.0%
Subtotal	€ 3,389,003.24	€ 3,402,771.38	99.6%
8% Indirect Cost	€ 270,530.68	€ 272,221.71	99.4%
Total Eligible Costs	€ 3,659,533.92	€ 3,674,993.10	99.6%

3. EVALUATION SCOPE AND OBJECTIVES

This Final Evaluation's scope is limited to the scope of ESDP I. The period covered is 2017-2022 and the geographic areas covered are Hatay, Kilis, Gaziantep, Şanlıurfa, İstanbul, Adana, Ankara, İzmir, Konya, Kahramanmaraş, Mardin, Kayseri, Kocaeli and İçel.

This final evaluation of ESDP I will be an independent review of the relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of ESDP I and will be in accordance with UNDP Evaluation Guidelines. 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.

Below are the specific objectives of this final evaluation as stated in the Terms of Reference (ToR):

- 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 Türkiye, SDGs as well as to Strategic Plan of Turkish Employment Agency 2019-2023.
- 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.

In line with the ToR, the evaluator will use 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 I.

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 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, defining and detecting the “final beneficiaries” of ESDP I are already challenging. Collecting large-scale data on this hard-to-identify group of beneficiaries is not quite possible.

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.)
2. Semi-structured interviews with the funders and the implementing partners. Question sets of the interviews may be found in Annex II.
3. Semi-structured interviews and focus group discussions with the project beneficiaries including the job and vocational counsels, recipients of the counselling services, and the attendants of the Job Search Skills Improvement Program. Question sets of the interviews and the focus group discussions may be found in Annex II.

A field plan, which was prepared by the evaluator, was discussed, and agreed upon with UNDP and İŞKUR. 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, UNDP, and the donor, BMZ/KfW. Taking into consideration the preference and the availability of the interviewees, online meetings were organized.

Data collection from the final beneficiaries kicked off in İŞKUR’s Head Office in Ankara. Representatives from the 4 departments were interviewed. These are Department of Foreign Relations and Projects, Department of Labor Market and Statistics, Department of Information Technology, and Department of Job and Vocational Counselling. Tentative questionnaires of these interviews may be found in Annex III. Table 3 presents a summary of the project activities discussed with each department.

Table 3: Interview Topics with Head Office Departments

Department Interviewed	Activities Discussed in the Interview
İŞKUR Department of Foreign Relations and Projects	All project activities as this Department is the Project Manager on İŞKUR's side.

İŞKUR Department of Labor Market and Statistics	Data Analytics Strategy and Action Plan
İŞKUR Department of Information Technology	Business Process Management Software Renovation of IT infrastructure Data Analytics Strategy and Action Plan Digital Maturity Assessment and Action Plan
İŞKUR Department of Job and Vocational Counselling	Migration, Communication and Intercultural Dialogue training for JVCs Study visit to Germany Manuals on CV preparation and interview techniques Job Search Skills Improvement Program (JSSIP)

Field study continued in Istanbul, Gaziantep and Hatay. These provinces received varying combinations of support during the project. Istanbul and Gaziantep received all types of support defined within the ESDP I, except for construction, at high and/or moderate levels³. Concentration of interventions was moderate in Hatay, but the construction of the additional service building has the potential to create a different impact. Moreover, these three provinces have the highest number of SuTPs both in nominal terms and as a percentage of the total population.

Table 4: Concentration of Interventions in Pilot Provinces

	JVC Training	Furniture	IT Equipment	Improvement of JC* Services	Attendants of JSSIP*	Construction
Istanbul	Yes	High	High	Yes	108	
Gaziantep	Yes	High	Moderate	Yes	31	
Şanlıurfa	Yes	Moderate	Low	Yes	50	
Kilis	Yes	Low	Moderate	Yes	0	Job Club Construction
Hatay	Yes	Moderate	Moderate	Yes	128	Additional service building
Adana	-		Moderate	Yes	69	
Ankara	-		Low	Yes	38	Renovation of Altındağ Service Center
İzmir	-		High	Yes	66	
Konya	-		Low	Yes	133	
Kahramanmaraş	-		Low	Yes	157	
Bursa	-		Moderate	Yes	93	
Mardin	-		Low	Yes	99	
Kayseri	-		Low	Yes	120	
Kocaeli	-		Moderate	Yes	72	
Mersin	-		High	Yes	129	
Osmaniye	-		Low	Yes	117	

* Job Clubs

* Job Search Skills Improvement Program

In each province, one administrative personnel familiar with the project and three JVCs were interviewed. In addition to these, 2 focus group discussions were held in Gaziantep with the final beneficiaries. First focus group was held with the direct beneficiaries of ESDP I, namely SuTPs who attended the JSSIP in Gaziantep Job Club. Attendants were asked about their general experience with İŞKUR and their views on the JSSIP. Second focus group was held with SuTPs who received counselling services with İŞKUR. Attendants of this second focus group may not be directly linked with ESDP I. Hence, more general issues, such as their experiences in the job market or with İŞKUR, were discussed. Attendants were asked their views on how İŞKUR's services may be improved so as to provide them with more sustainable job opportunities.

³ **Moderate intensity of support** means that the number of furnitures or IT equipment purchased for the respective provincial directorate was at most 30% above or below the average.

High intensity of support means that the number of furnitures or IT equipment purchased for the respective provincial directorate was more than 30% above the average.

Low intensity of support means that the number of furnitures or IT equipment purchased for the respective provincial directorate was more than 30% below the average.

Main methodological weakness of this evaluation is regarding the evaluability of the output indicators in the logical framework. Indicators 2,3,4 and 5 are neither measurable nor attributable. Indicators 3 and 5, which state the targeted number of additional Turkish citizens who benefitted from the counselling and registration services because of ESDP I, are simply immeasurable. İŞKUR provides these services to the Turkish citizens independent of the project being evaluated. Also, since the project has very few activities which directly links to the final beneficiaries, it is impossible to attribute the Turkish citizens receiving services from İŞKUR to ESDP I. A similar problem exists for indicators 2 and 4 which are the respective outcomes for SuTP. There are many other internationally funded projects which target the same group of beneficiaries. Hence, attributability becomes an issue once again.

Two focus groups were held with the end beneficiaries in Gaziantep. One consisted of two SuTP participants of the JSSIP, whereas the other consisted of three SuTPs who received registration and counselling services from İŞKUR. These numbers are far from being large enough to make any generalizable statements on the population of interest (i.e. all final beneficiaries). Also, the second group of focus group participants cannot directly linked to ESDP I. Hence, no specific questions regarding the project activities were asked to this group.

Moreover, sample selection bias and social desirability bias are potentially present. Final beneficiaries to be interviewed for this evaluation were selected by İŞKUR. There were two issues that limited the ability of the evaluator to answer gender and employability related Evaluation Questions. One was the lack of female beneficiaries present in the sample, the other is the fact that the recipients of the JSSIP trainings were already employed before they received the training. This limited the ability of the evaluator to answer questions both on cross-cutting issues as well as EQs such as “Did this training program have any effect on the employability of the beneficiaries?”

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 bystander present. However, this is still a possibility.

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 İŞKUR. 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.

To ensure the gender sensitivity of the data collection and analysis processes, gender specific questions were added to the questionnaires. However, very few of the output indicators were suitable for gender specific analysis. Moreover, none of the participants of the focus groups were women which made it impossible for the evaluator to get women’s perspective on the issue.

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

Table 5: 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 I kicked off in September 2017 with the ultimate objective of providing better and more sustainable job opportunities to SuTPs as well as the Turkish citizens. This ultimate objective was aimed to be achieved through strengthening İŞKUR's institutional systems for active labor market policies. Having İŞKUR as the main implementing partner of the project is the right choice of project design. İŞKUR's mission, which is stated as follows, fits well with the main objective of ESDP I:

In accordance with the needs of labor market; providing the service of job and employee agency effectively; enabling, maintaining, developing, diversifying the employment and providing a temporal income support to people who have lost their jobs via implementation of active labor market policies aimed at enhancing the employability of workforce.

UNDP as the senior supplier and BMZ/KfW as the donor agree with this. When asked about their views on the design of the organizational structure of the project, one interviewee replied:

“As the public employment agency of Türkiye, İŞKUR was the natural selection for the main implementing partner role. They were committed, and we are happy to have them involved”

In addition to İŞKUR being the ideal partner, activities of ESDP I are designed to improve the capacity of İŞKUR in providing active labor market services such as registration and counselling. Moreover, specific activities were designed to make İŞKUR's services more inclusive for SuTPs. One example to such activities is the Migration, Communication and Intercultural Dialogue seminar given to JVCs. Whether these activities were effective in delivering such results will be discussed in the next sections.

Activities aimed at strengthening İŞKUR's institutional capacity shall be complemented with outreach and advocacy activities for effective implementation and results. Potential beneficiaries, both SuTP and the Turkish citizens, shall demand services from İŞKUR for better outcomes. One activity is the İŞKUR Mobile Service Vehicle. During the design phase, the expected outcome of this activity was to advertise and promote İŞKUR's services especially in remote and rural regions. The design of this activity is relevant to the ESDP I's main objective. As will be discussed later, the activity was not fully effective mainly due to the pandemic.

Having said that, it should also be noted that majority of project activities cannot be directly linked to the targeted outcome of providing better services to a higher number of SuTPs and Turkish citizens. These activities are aimed at strengthening İŞKUR's institutional capacity and their impact on the employability of SuTPs and Turkish citizens is rather indirect. Activities, which are more directly linked to this targeted outcome, such as the JSSIP, Mobile Service Delivery Vehicle, on the other hand, seem to be less effective as will be discussed in the next section.

Hence, design of ESDP I is partially relevant to supporting SuTPs' access to the local labor market. Theory of change relies on the assumption that by strengthening the institutional capacity of İŞKUR, employability of the SuTPs as well as the Turkish citizens will increase through better implementation of active labor market policies. This is a valid assumption considering the central role of İŞKUR in implementing such active labor market policies. However, it is a long and a rather indirect link.

The question of whether the project's design, implementation, monitoring, and evaluation was rights based and gender sensitive is a difficult one to answer. Majority of ESDP I's activities as summarized in Section 2 do not have a direct link to the final beneficiaries. Some are strategy documents and action plans; some are physical investments to improve physical and technological infrastructure of the provincial directorates. Gender sensitive or right based approaches are irrelevant in this context.

One physical investment that was gender sensitive is the building of office separators in İstanbul and Şanlıurfa. Female service recipients of İŞKUR have been reluctant to share personal information such as address, phone number, etc. in an open plan office. These separators were built to ensure the protection of personal information during their İŞKUR visits. As stated in the latest quality assurance report, this project does not directly address gender inequalities, and this is obvious from the ProDoc and the findings during the field study.

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

Objective 565: The needs for new skills that will emerge as a result of the effects on the labor market due to the digital transformation, technological developments and transformations of occupations resulting from those developments, will be regularly monitored.

Objective 569: Participation of groups requiring special policies in the work force and therefore their employment will be increased.

Objective 569.2. Job placement services targeting groups requiring these special policies will be developed in line with the needs of these groups and the labor market.

Objective 569.3: The number of Job Clubs and people using such clubs will be increased in order to provide better counseling services for groups needing these special policies.

Objective 573: Active labor market programs will be extended, and they will be rendered more effective.

Objective 577: Awareness-raising activities and inspections will be expanded, and an effective fight against unregistered employment will be made.

İŞKUR's Strategic Plan covering the period 2019-2023 presents the results of a SWOT analysis. Data were collected from 1,459 internal stakeholders and 3,797 external stakeholders through a survey. One weakness of İŞKUR that is put forward by this analysis is stated as follows:

The most striking point as the weakness of the institution is the lack of technical and physical capacity. The lack of a monitoring and evaluation system for institutional activities and services, and the inability to standardize service centers are the other weaknesses most emphasized in the study.

Following objectives were set as an outcome of this study:

Objective 1.2: To increase the employment of groups that require special policies.

Objective 5.2: To improve the technological and physical infrastructure of the institution

Objective 5.3: To develop relations and cooperation with the European Union, other countries and international organizations, and to use mutual learning and development platforms effectively.

As is clear, above stated targets of İŞKUR's Strategic Plan are fully in line with the design and the objectives of ESDP I.

As stated in the project documents, the project contributes to UNDP Strategic Plan's following output indicators:

Indicator 3.1.1.1: Number of crisis affected countries supported by UNDP, upon request, with targeted interventions to strengthen core government functions for sustainable recovery and improved service delivery

Indicator 3.1.1.3: Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics.

ESDP directly contributes to the 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."

The related Outcome that ESDP I also contributes to is the UNDCS Türkiye Outcome 1.1.1.1:

"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."

Following outcomes of UNSDCF 2021-2025 are served by ESDP I:

Outcome 1.1: By 2025, people, in particular disadvantaged groups, have better access to quality basic services and opportunities.

Outcome 1.3: By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance.

Outcome 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.

ESDP I links well with other UNDP projects. Obviously, the most closely linked project of UNDP to ESDP I is ESDP II. As reflected in the Design Stage Quality Assurance Report, activities of ESDP I and ESDP II are designed so as to enhance labor supply and labor demand, respectively, and create better employment opportunities for the SuTPs as well as the Turkish citizens. When asked, interviewed representatives of the donor stated that these "two projects are seen as one towards creating better livelihood opportunities for the SuTPs and the affected Turkish citizens".

The project fits well into the overall objectives of the Türkiye Resilience Project in Response to Syria Crisis (TRP). The overall objective of TRP is stated as follows:

*"To strengthen the economic and social resilience of Syrians under Temporary Protection (SuTP). The action will also include vulnerable host community members, **support for municipalities and institutions in provinces most affected by the presence of SuTP or have the potential to absorb an additional Syrian labor force** to strengthen the recover from the impact of displacement."*

The fact that activities of ESDP I complement but not directly intersect with those of TRP is crucial.

Interviewed representatives of İŞKUR were asked about other projects that have the potential to create synergies with ESDP I. One very closely linked project was funded under the continuous agreement with UNHCR. In this project, a data analytics software was procured with an aim of improving İŞKUR's capacity to match the jobseekers with the right employees using advanced analytical tools such as machine learning and artificial intelligence. The World Bank project, titled Employment Support Project for SuTPs and the Turkish Citizens, states its objective as "to improve the employability of Syrians under Temporary Protection ("SuTP") as well as Turkish citizens residing in selected localities." The synergies between the two projects were visible during the field study both at the Head Office and local level. All interviewed representatives of provincial directorates stated that the physical and technological investments made as part of ESDP I enhanced their ability to provide the services defined by the World Bank Project, and that this led to synergies.

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

5.2. Efficiency

Project Budget and Timing

As stated in Section 2, budget realization ratio of ESDP I by the end of the project is 99.6%. Almost all the total allocated budget of 3.675 million Euros was spent.

In the design phase, 76.6% of the budget was allocated to core project activities such as the preparation of the strategy report, action plans, roadmaps, development of the physical and IT capacities of local İŞKUR offices, the design and implementation of the 5 pilot projects, and the outreach and advocacy activities. Budget realization ratio in this item is 99.84% by the end of the project. Among the sub-items under this heading, the lowest realization ratio is for the outreach and advocacy activities (9.7%) for which 1.3% of the total budget was allocated. This was visible in the field. Almost all the representatives of the provincial directorates and the JVCs stated that visibility materials such as pens, notebooks, flyers, and the copies of the two booklets (CV Preparation and Interview Techniques) that were shared with them were very low in numbers. Some added the following:

“Our main difficulty is to attract the SuTPs and the Turkish citizens to our events and the trainings. Materials such as pens, pencils, notebooks, etc. are extremely effective in encouraging these people to attend these events. The effect is way larger than you would expect. It would be great to have more of such visibility materials”

One Job Club Coach added:

“We received very few copies of the two booklets prepared for the Job Clubs. I think they were really good. However, I was having difficulty in deciding with whom to share them.”

The low realization ratio in the budget item along with the comments of the interview participants implies that the budget allocated to this item could have been used more efficiently and effectively.

Due to devaluation of the Turkish Lira during the implementation period of ESDP I and the change in the procurement of the Business Management Platform, budget realization ratio remained low. As a response, project management in coordination with İŞKUR added 9 more pilot provinces. These provinces were selected with İŞKUR based on two main criteria (1) intensity of SuTP population (2) existence of internationally funded projects with an aim of creating jobs for SuTPs (provinces with less such projects were selected) and (3) investment needs of the local İŞKUR offices. This resulted in efficient use of an already allocated budget where the risk of low budget realization became present.

The question of whether ESDP II ensured value for money is not easy to answer. The project has different type of outcomes, and these outcomes are not easily monetizable. 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 I seem to have created value for money.

Some members of the project management team had been working on multiple UNDP Turkey projects during the implementation period of ESDP I. This may have led to cost efficiencies.

ESDP I was extended three times between 2018 and 2022, namely in June 2020, June 2021 and December 2021. Central and local representatives of İŞKUR and the donor were asked whether these extensions were necessary. They all stated that none of the extensions were due to operational issue or mismanagement. In the project extension documents, it was stated that the

outbreak of the pandemic in March 2020 considerably affected the overall project implementation. Also, addition of the 9 pilot provinces listed above required a further 6-months no-cost extension with a revised work schedule and a budget. Project ended in June 2022 as expected in the final extension document. This led to more efficient use of the allocated budget as discussed above.

Project Management

The project board met 4 times during the implementation period of ESDP I. Project board consists of representatives from UNDP, İŞKUR, KfW, The Presidency of Republic of Türkiye Strategy and Budget and Ministry of Foreign Affairs. During these meetings, the board members were informed about the progress and outlook of the project. When asked during the interviews, the donor, and the main implementing partner both stated that they were informed about the current situation and the course of action in these meetings.

As discussed in Section 5.1, İŞKUR is the natural choice for the main implementing partner position in this project. As the public employment agency of Türkiye, İŞKUR's mandate is to administer and implement active and passive labor market policies to facilitate, preserve or increase employment for the residents of Turkey. Hence, any effort to create further jobs for the host community member as well as SuTPs should have had İŞKUR as part of the organizational structure. Both the donor and the senior supplier stated that they were glad with İŞKUR's high ownership of the project and listed this as a success factor.

One communication related issue seems to be effective communication of project activities and the outcomes to the local stakeholders. JVCs interviewed were asked whether they were informed about the ESDP I. Many were unaware of the project's name and the related activities. Due to the ongoing refugee crisis, İŞKUR provincial offices receive support from various internationally funded project. This reduces the awareness of the local staff of which specific activity is funded by which project. When asked whether they would like to be more informed about the overall design and the implementation of such projects, all said they would. Increasing the awareness of the local staff could have increased the ownership and the hence the efficiency with which the project is implemented.

Although İŞKUR has a leading role to design and implement labor market policies, it is not within their mandate to "create jobs". Through the active labor market policy tools such as registration, counselling, and screening, İŞKUR serves as a medium to facilitate job creation. However, İŞKUR's role does not go beyond recommending jobs to a job seeker or an employee to an employer. Having seen the logical framework of the project early in implementation phase, İŞKUR communicated this with the project management and the donor. Job creation may be the central objective of ESDP I from the donor's perspective. However, this was seen as an indirect and rather long-term outcome by İŞKUR. The gap between the donor's solid expectations on job creation and the main implementing partner's mandate could have caused a risk in the efficient implementation of the project. However, this issue seems to have been successfully communicated by the project management to both sides. When asked during the interviews, both the donor and the main implementing partner stated their satisfaction with the way the project management handled this issue and stated that they were at a common point.

Logical framework could and should have been changed accordingly. UNDP was asked why this wasn't done. Two main reasons emerge. First, these output indicators were measurable and attributable when profiling of SuTPs and Turkish citizens was the main project activity. This activity was later removed without the output indicators being updated. Second, the project management team on the UNDP side changed from the design to the implementation phase and this seems to have led to loss of information.

Project's M&E systems were not able to provide the management with a stream of data that allowed it to learn and adjust implementation accordingly. In other words, it was not possible for UNDP project management team to know whether the project activities lead to more SuTPs and Turkish citizens receiving services from İŞKUR. This is due to the nature of the output indicators in the logical framework. Indicators 3 and 5, which state the targeted number of additional Turkish citizens who benefitted from the counselling and registration services because of ESDP I, are simply immeasurable. İŞKUR provides these services to the Turkish citizens independent of the project being evaluated. Also, since the project has very few activities which directly links to the final beneficiaries, it is impossible to attribute the Turkish citizens receiving services from İŞKUR to ESDP I. For this reason, realization figures for these two targets were given as N/A in every annual report. A similar problem exists for indicators 2 and 4 which are the respective outputs for SuTP. Providing services to SuTPs is not within the mandate of İŞKUR. However, there are many other internationally funded projects which target the same group of beneficiaries. Hence, attributability becomes an issue once again. Number of SuTP, who received registration and counselling services from İŞKUR in the pilot provinces during the implementation period, were reported to UNDP and the donor. However, these numbers may be misleading due to the attributability issues discussed above.

All interviewed stakeholders were asked whether they faced any financial, administrative, or managerial obstacle during the project implementation period. None were reported. Local representatives of İŞKUR were asked whether they were satisfied with the quality of purchased made for the provincial directorate. Responses were positive.

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

5.3. Effectiveness

Targeted outcomes of ESDP I are listed in the logical framework presented in Section 2. As discussed in the previous sections, 4 out of 5 targeted outputs are not measurable and attributable. Hence, the question of whether the projects achieved the targeted outputs cannot be answered. However, whether project achieved the overall objective of strengthening İŞKUR's institutional capacity may be assessed.

Project activities may be divided into 3 groups depending on the beneficiary and the type of activity:

Activity Group 1: Activities aimed at enhancing İŞKUR's institutional capacity at the central level

- Gap Assessment Report on Institutional Capacity and Digital Maturity of İŞKUR
- Roadmap on Institutional Capacity Development and Digital Transformation of İŞKUR
- Data Analytics Strategy Report
- Data Analytics Action Plan
- Procurement of Business Process Management software
- Renovation of İŞKUR's IT infrastructure

Activity Group 2: Activities aimed at enhancing İŞKUR's institutional capacity at the local level

- "Migration, Communication and Intercultural Dialogue" training
- Physical infrastructure investments (including construction and renovation of buildings)
- Technological infrastructure investments
- Two manuals on CV preparation and interview techniques

Activity Group 3: Activities aimed directly at the final beneficiaries

- Job Search Skills Improvement Program (JSSIP).

As can be seen, almost all activities are designed to serve the overall objective of ESDP I which is strengthening İŞKUR's institutional capacity. Whether this objective was achieved was assessed in detail during the field study.

Regarding the first group of activities, interviews were made with representatives from 4 different departments at İŞKUR's head office in Ankara. Overall impression of the participants of the field study is positive.

The Gap Assessment Report and the Roadmap on Institutional Capacity and Digital Maturity of İŞKUR are well received. One İŞKUR representative stated the following:

"These documents already shape the strategy and planning of İŞKUR, and some recommendations from the roadmap will be implemented soon. We are happy to have an external assessment of our institutional capacity. This is leading us in a positive way."

Regarding the Data Analytics Strategy Report and the Action Plan, the responses were mixed. One interviewee stated that the preparation of the reports took three to four months, and the best that could come out in such a short period was produced. S/he stated that the findings and the recommendations of the reports were solid enough. Another interviewee from a different department has a different view. S/he stated the following:

"The strategy report was too generic. Yes, it could apply to İŞKUR. But it could apply to any other public or even private institution, as well. We were expecting to see a strategy document more specific to our case. Regarding the action plan, I do not think that the actions or recommendations are solid. We read the recommended actions listed in the document, and we still feel like we need assistance. They are too general, and not as much detailed and to the point as we were expecting."

Looking at the documents, the evaluator agrees with the above quoted statement. The two documents on the data analytics strategy of İŞKUR seem too generic. As an example, under the section Data Governance, the project team suggest İŞKUR to prepare a data dictionary. However, no further details are given. In the section Data Quality Management, some recommended actions are "identification of data quality management strategy", "identification of data ownership" and "identification of data quality metrics". Once again, these are too generic to be operationalized immediately. Considering project timeline and budget, a more detailed assessment could not have been possible. Instead of reviewing all aspects of data analytics, one or two pilot areas could have been selected, and a more detailed analysis could have been carried out. This is also what was suggested by the interviewed İŞKUR expert.

The procurement of Business Process Management software was also well received by İŞKUR. Previously, there was no similar software, and it was needed by the institution. The software is expected to make the communication between the head office and local offices more effective. The software purchased was setup by a consultancy firm and is ready to use. Also, the İŞKUR IT staff received training from the same consultancy firm, and a document was produced and handed over to İŞKUR. However, İŞKUR needs programmers and other technical staff for the software to be fully operationalized. The implications of this for the sustainability of the project outcomes will be discussed in the next chapter.

Renovation of İŞKUR's IT infrastructure made the operations of the Department of IT more effective according to the interviewed IT expert. A rather older framework was being used

where the codes were written in an outdated language. With this update, the development environment for the programmers became more up-to-date, and the speed of operations increased considerably. E-Şube, the online service platform of İŞKUR, was chosen as a pilot to implement this new framework. According to the interviewed IT expert, the new version of E-Şube is faster and more efficient in providing services to the final beneficiaries. During the field study, the JVCs at the local İŞKUR offices were asked their views on the most recent version of E-Şube. Majority said it is much better than the older version and added that further improvements are still needed.

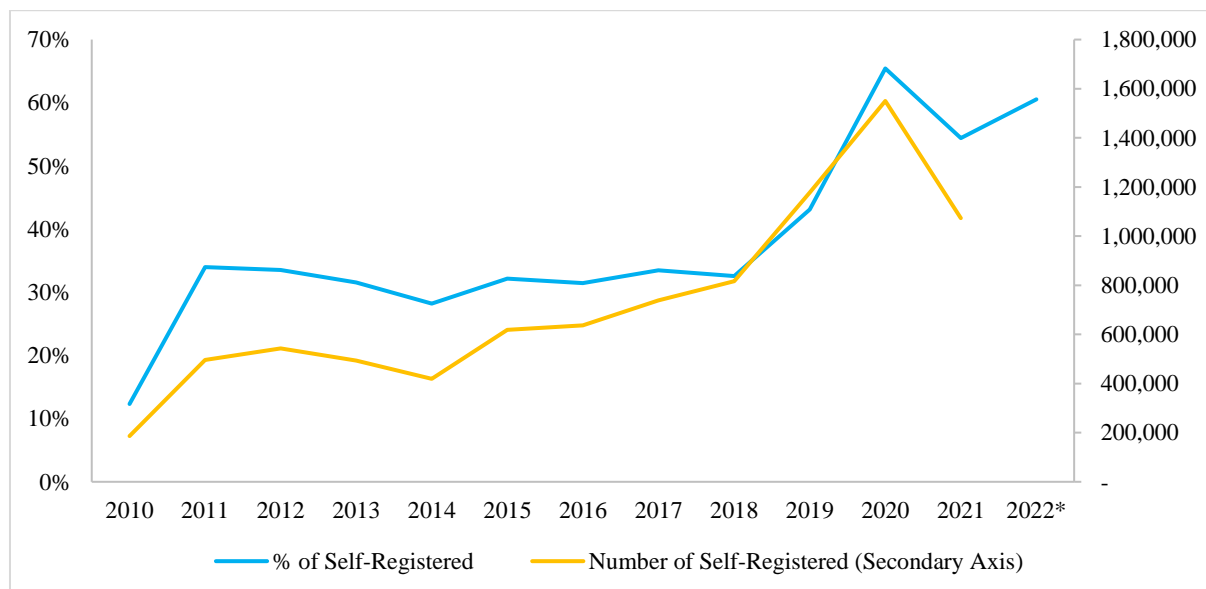
Both the number and percentage of İŞKUR users, who self-register to E-Şube, have been on an upward trend from 2010 to 2020. (Figure 6) This is an important finding regarding the digitalization of İŞKUR services. The upward trend between 2018 and 2020 is especially remarkable. The number of self-registered İŞKUR users went up from 816 thousand in 2018 to 1.5 million in 2020. These correspond to 33% and 65% of all İŞKUR users, respectively.

The steep rise from 2019 to 2020 is partly due to the pandemic. Both the number of self-registered users and ratio went down in 2021 after the strict measures of the pandemic were lifted. Still, more than 1 million İŞKUR users self-registered through E-Şube in 2021. This figure already reached 800 thousand in the first 8 months of 2022. If the same trend continues, around 1.2 million self-registrations through E-Şube is expected by the end of 2022 which is higher than the pre-pandemic total.

More importantly, share of self-registered users in total users is going up. The steep rise in 2020 due to the pandemic reversed itself in 2021. However, the upward trend continued from 2021 to this year. In 2021, 54% of all registered users registered through E-Şube which increased to 61% by August 2022.

The upward trend in the share of self-registered İŞKUR users in total users coincides with the implementation period of ESDP I. This outcome may not be directly attributed to ESDP I. But the increasing digitalization of İŞKUR services justifies the infrastructural investment made towards enhancing the digital maturity of İŞKUR and creates basis for even further investment.

Figure 6: E-Şube Registration Numbers, 2010-2022



* As of August 2022

The enhancement of E-Şube is an outcome that may be directly linked to ESDP I, and that also directly benefits the final beneficiaries, namely the job seekers and the employees. This is a good example of how the project's theory of change shows itself. Through strengthening the institutional capacity, better services are now being provided to the final beneficiaries which will potentially lead to better job market outcomes.

The second group of activities were also well received by the İŞKUR experts in the head office as well as the local staff and the JVCs. All interviewed local staff stated that the physical and technological investments made were necessary, and that their services improved because of these. The manuals on CV preparation and interview techniques were discussed with the JVCs acting as Job Club coaches. They were satisfied with the activity itself and the content of the documents. However, they found the number of booklets sent to them insufficient. One Job Club Coach said:

"These booklets are extremely useful materials for our activities here at the Job Clubs. They contain all the basic information we would like to communicate to the job seekers, especially the young university graduates. However, they were very few in numbers. I spare them for special events. It would be great if we could have more."

Having spent the time and the budget to prepare these manuals, it would be more effective to produce more hard copies of these manuals. The project team could have communicated with the local offices to ensure that enough hard copies are shared with them during the project implementation period. Also, the booklets were prepared in Turkish. With a little more extra spending, the booklets could have been translated to Arabic. It would increase the effectiveness of the activity for the SuTPs.

As mentioned above 300 JVCs from the pilot provinces attended a 3-day training program on Migration, Communication, and Intercultural Dialogue. A training report was produced by the trainers at the end of the program. Pre- and post-training surveys were conducted to measure the impact of the training program to evaluate the change on the learning. Overall, participants were found to be 31% more knowledgeable about the subject matter. It was verified by data and analysis that the training programs raised further awareness and introduced a different perspective on the fundamentals of intercultural communication. It was also found that further awareness was raised on intercultural differences, but further and detailed training on this issue is demanded by the interviewed local İŞKUR staff.

The participants of the field study were asked to evaluate the training program during the field study. The responses were quite positive. Many stated that the training raised a certain level of awareness on issues such as migration, forced migration, international laws on migration, rights and responsibilities of people under temporary protection, and intercultural differences.

In sum, the training program seems to be effective in enhancing the level of knowledge and awareness of the local İŞKUR staff. Whether this resulted in a behavior change cannot be objectively assessed. Pre- and post-training data should have been collected from the JVCs and the beneficiaries to make such an assessment.

One activity of ESDP I, which is directly linked to the end beneficiaries, is the Job Search Skills Improvement Program (JSSIP). One focus group discussion was held with two participants of the JSSIP. Interviewed participants expressed their positive views on the program content. The fact that practical information was conveyed was appreciated by the SuTP job seekers.

The fact is both participants were already employed while attending this training. They were sent to this program by their employers upon İŞKUR's demand. It has been observed and

discussed with the Job Club Coaches that İŞKUR Job Clubs are having difficulty in attracting job seekers to these kinds of events. Certain incentives shall be put in place to increase the effectiveness of such interventions. One recommendation made by the Job Club coaches in İstanbul, and Gaziantep was to use visibility materials more effectively.

One other project activity that had the potential to have direct impact on job seekers is the İŞKUR Mobile Service Delivery Vehicle. The vehicle was designed so as to mobilize the İŞKUR services and enhance their reach. However, due to pandemic this activity was delayed. The service area within the vehicle was too small to accommodate the İŞKUR personnel and the beneficiaries during the pandemic. As of July 2022, procurement of the service vehicle was completed and the vehicle was transferred to İŞKUR Gaziantep office. The Evaluator had a chance to inspect the vehicle during the field study in Gaziantep. Based on the observations made and the discussions held with the local staff, the vehicle has the potential to benefit job seekers, especially women. Whether this will be achieved depends on the continued ownership of the local İŞKUR offices of the service model.

The following emerge as the key factors contributing to project's overall performance:

1. Successful project management of UNDP is appreciated by the donor and the main implementing partner. This was especially critical in aligning the expectations of the donor with the mission and the vision of the main implementing partner.
2. İŞKUR's ownership of the project is high at the central level. All department interviewed see ESDP I as a boutique project with clear cut goals and simple interventions. The awareness of the local staff of the overall project setup and the activities is not as desired. This is an area of potential improvement.
3. Project document was changed completely as discussed in Section 2. This was critical for the efficient and effective implementation of the project. Such a major change was possible thanks to the cooperative and flexible approach of the donor.
4. Management of the project budget was successful. Budget was moved between spending items as it became obvious that more effective activities were possible within the scope of ESDP I. Another example to this is the addition of 9 pilot provinces to the project scope.
5. The activities of the project which are directed towards strengthening the institutional capacity of İŞKUR are effective. More effort is needed to make the outcomes sustainable which will be discussed in the next section. Activities targeting the end beneficiaries, on the other hand, are not as effective as the rest. This is largely due to issues which are beyond the scope of the project. Small-scale interventions of ESDP I, such as the JSSIP, could not alleviate such issues.

Based on this analysis, effectiveness of the intervention may be rated as Satisfactory (S).

5.4. Sustainability

Sustainability of ESDP I results depends very much on the ownership of the main implementing partner. This is especially true for the roadmaps and the action plans laid out by the technical documents prepared as part of ESDP I. As mentioned earlier, capacity assessment report and the roadmap prepared by PwC have already become an integral part of İŞKUR's operations. However, the findings are mixed regarding the data analytics strategy. As discussed in Section 5.3, some İŞKUR experts interviewed stated that these reports are too generic and not as much detailed as desired to provide İŞKUR with concrete steps to take. Whether this activity will have sustainable outcomes depends on İŞKUR to conduct more detailed assessments under the most important subtopics, if not every one of them.

Two large investments were made to strengthen İŞKUR's IT infrastructure. These are the Business Management Platform software and the renovation of the IT infrastructure. Trainings were delivered to İŞKUR staff and pilot implementations were made as part of these activities which contributes positively to the sustainability of these activities. This implies that a certain capacity has been built. However, there is still need for further investment especially on human capital. As discussed with an interviewee, Business Management Platform is not being actively used as of July 2022 since İŞKUR is lacking the necessary human capital to operate it. This is a threat to the sustainability of the project outcomes. Same problem persists for the new IT infrastructure built. As discussed in the previous section, this investment replaced the outdated programming language and provides an opportunity for programming under a more up to date framework. However, lack of human capital shows itself here, as well.

It has been observed during the field study that Job Clubs have a critical role in the active labor market policies. These are semi-separate bodies within the local İŞKUR offices where trainings and other events are organized especially targeting disadvantaged groups such as women, young, disabled, migrant and long-term unemployed job seekers. They are central in building skills among the job seekers which will increase their chances of lifetime employability. Hence, capacity building in Job Clubs was and is critical. The two manuals prepared for use in the Job Clubs are appreciated by the local İŞKUR staff. The fact that these manuals were not translated to Arabic or printed and distributed low in numbers is unfortunate. This may have adverse effects on the sustainability as well as the effectiveness of ESDP I activities.

As discussed in Section 5.3, Migration, Communication, and Intercultural Dialogue training, which was delivered to JVCs, were effective. 300 JVCs received these trainings in total. Whether these trainings will have long-lasting effects depends on the efforts of İŞKUR with providing more JVCs with this training program.

Most importantly, detailed design of the project activities was made in close collaboration with İŞKUR. The needs and priorities of the related departments and the local offices were taken into consideration. During the interviews, İŞKUR representatives from different departments were asked whether they actively contributed to the design process of the project activities. The responses were positive. Hence, the continuing support of the main implementing partner to project activities is very likely.

However, certain external support may be necessary. This may be in the form of financial and/or technical support. It has been observed that what is more needed is technical support. Technical support to the Job Clubs is one area of potential improvement. IT consultancy and training projects may help build further capacity within the institution to better utilize the already enhanced IT infrastructure.

During the focus group discussions with the end beneficiaries, participants of JSSIP were asked whether the training program equipped them with certain skills which increased their chances of lifetime employability. Interviewees responded as follows:

"We have received this kind of trainings many times. This one was particularly good because it taught us more about the practical issue such as how to prepare for a job interview, how to get a work permit, how to prepare CVs, etc. However, these are still not sufficient for our jobs to be sustainable. We find a job via İŞKUR and then we lose it after the project requirement ends. Many Syrians that we know do not want to benefit from İŞKUR projects knowing that employment period will be limited by project period"

This issue is way beyond the scope of ESDP I. ESDP I has very few activities directly linked to the end beneficiaries. However, as will be discussed in the recommendations chapter, this finding shall be used to start a discussion on the sustainability of such interventions as opposed to those targeting institutional capacity building.

Activities of ESDP I are replicable. They may be applied to any other government institution in need of technical support and/or institutional capacity building with minor modifications. The immediate effects may not be easily observable, measurable, and attributable to the project. However, this kind of capacity building interventions are more likely to produce sustainable outcomes as they alter the conditions under which services are provided.

Based on these aspects, sustainability of the project outcomes can be rated as Moderately Likely (L).

5.5. Cross-Cutting Issues

As discussed above, ESDP I was designed as a capacity building project aimed at enhancing İŞKUR's institutional capacity. Many of the project activities do not directly link with the end beneficiaries i.e., the job seekers and remain at the HQ level. This makes it hard for the evaluator to assess the cross-cutting performance of the project activities.

There is only one activity of ESDP I specifically designed to reduce gender inequality which is the building of office separators in İstanbul and Şanlıurfa İŞKUR offices. Women beneficiaries of İŞKUR services were reluctant to share personal information such as name, address, phone number in the open plan offices due to privacy issues. Within the ESDP I and upon the request of local İŞKUR staff, these semi-open office separators were built. When asked during the interviews, the JVCs stated that women beneficiaries of İŞKUR feel themselves more comfortable in sharing personal information in these semi-open office spaces.

İŞKUR Mobile Service Delivery Vehicle also had the potential to contribute from the gender perspective by reaching out to women who could not physically go to İŞKUR offices or who are not aware of İŞKUR services. However, this activity was not completed due to issues discussed in Section 5.3.

The logical framework and the outcome indicators are not suitable for gender specific analysis for the very same issues regarding measurability and attributability. Moreover, none of the participants of the focus groups were women which made it impossible for the evaluator to get women's perspective on the issue.

“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 overall design and implementation of ESDP I is to ensure better implementation of active labor market policies for the SuTPs as well as the Turkish citizens and provide them with

employment opportunities. This objective is in line with the LNOB agenda of the United Nations. Whether this was achieved within the ESDP I does not have a clear answer. As discussed in the previous sections, ESDP I is an institutional capacity enhancement project at its core, and the benefits are likely to realize in the long run rather than immediately. Hence, no objective assessment can be made whether the vulnerable groups benefited as much as desired from the project. The only activity of ESDP I specifically targeting SuTPs is the JSSIP which provides short and practical trainings to the Syrian job seekers on how to write CVs, prepare for job interviews, etc.

It is the evaluator's subjective assessment that the capacity enhancements within İŞKUR along with the awareness raised among the local staff through the training program has the potential to create this impact in the medium to the long run. The continued commitment of the government and hence İŞKUR in providing these services to the SuTPs without any discrimination – which is the case now – is the precondition for this. ESDP I definitely contributed to this process.

Based on this analysis, the intervention's ability to address cross-cutting issues can be rated as Moderately Unsatisfactory (MU).

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	Satisfactory (S)
Sustainability	Moderately Likely (ML)
Cross-cutting	Moderately Unsatisfactory (MU)

7. CONCLUSIONS

Based on the analysis, the following conclusions are drawn:

- Despite the recent downward trend, Türkiye still has one of the highest unemployment rates among the OECD countries. As of 2021, Türkiye has the 5th highest unemployment rate among the 38 members of OECD. Participation of women to the labor force is very low, and youth unemployment is very high. The mass migration of SuTP exacerbated all these structural issues of the Turkish labor market. ESDP I fits well into the picture where the challenges faced by the administrative bodies, Turkish citizens and SuTP point to the need for capacity extension and enhancement.
- The design of ESDP I is relevant to supporting SuTPs' access to the local labor market. Theory of change relies on the assumption that by strengthening the institutional capacity of İŞKUR, employment opportunities will be expanded for the SuTPs as well as the host community member through better implementation of active labor market policies. This is a valid assumption considering the central role of İŞKUR in implementing such active labor market policies.
- 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 Türkiye, and İŞKUR's Strategic Plan covering the period 2019-2023. ESDP II is fully in line with UNDP Strategic Plan, UNDP Türkiye's Country Program Documents for the periods 2016-2020 and 2021-2025, and United Nations Development Cooperation Strategy (UNDCS 2016-2020) and United Nations Sustainable Development Cooperation Strategy (UNSDCF 2021-2025) for Türkiye.
- Due to devaluation of the Turkish Lira during the implementation period of ESDP I and the change in the procurement of the Business Management Platform, budget realization ratio remained low. As a response, project management in coordination with İŞKUR added 9 more pilot provinces. This resulted in efficient use of an already allocated budget where the risk of low budget realization became present.
- In terms of design, the main flaw is the weak link between the majority of project activities and the targeted outcomes. This shows itself in the logical framework, as well. Output indicators are neither measurable and attributable and do not reflect the overall design of the project.
- Overall, it is a successful project in terms of implementation. All planned project activities were completed; the implementing partner and the donor expressed their satisfaction of being a part of this project, and none reported major organizational or financial obstacles. Successful project management of UNDP, flexible attitude of the donor, and the cooperative manner of İŞKUR contributed to success.
- One major issue seems to be effective communication of project activities and the outcomes to the local stakeholders. Due to the ongoing crisis, İŞKUR provincial offices receive support from various internationally funded project. This reduces the awareness of the local staff of which specific activity is funded by which project. Increasing the awareness of the local staff could have increased the ownership and the hence the efficiency with which the project is implemented.
- Renovation of E-Şube, the online service platform of İŞKUR, is an indirect but rather significant outcome of ESDP I. The increasing digitalization of İŞKUR services justifies

the infrastructural investment made towards enhancing the digital maturity of İŞKUR and creates basis for even further investment.

- Sustainability of ESDP I results depends very much on the ownership of the main implementing partner. This is especially true for the roadmaps and the action plans laid out by the technical documents prepared as part of ESDP I.
- Job Clubs have a critical role in the design and implementation of active labor market policies. These are semi-separate bodies within the local İŞKUR offices where trainings and other events are organized especially targeting disadvantaged groups such as women, young, disabled, migrant and long-term unemployed job seekers. They are central in building skills among the job seekers which will increase their chances of lifetime employability. Hence, capacity building in Job Clubs is critical.
- The fact that ESDP I was designed as a capacity building project aimed at enhancing İŞKUR's institutional capacity makes it hard for the evaluator to assess the cross-cutting performance of the project activities. There is only one activity of ESDP I specifically designed to reduce gender inequality which is the building of office separators in İstanbul and Şanlıurfa İŞKUR offices. The logical framework and the output indicators are not suitable for gender specific analysis for the very same issues regarding measurability and attributability.
- The overall design and implementation of ESDP I is to ensure better implementation of active labor market policies for the SuTPs as well as the Turkish citizens and provide them with employment opportunities. This objective is in line with the LNOB agenda of the United Nations. Whether this was achieved within the ESDP I does not have a clear answer.

8. RECOMMENDATIONS

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

1. Budget allocated to outreach, and advocacy activities could have been used more efficiently and effectively. Budget realization ratio of this item is 9.7%. Almost all the representatives of the provincial directorates and the JVCs stated that visibility materials such as pens, notebooks, flyers, and the copies of the two booklets (CV Preparation and Interview Techniques) that were shared with them were very low in numbers. It is recommended to produce more copies of these materials.
2. The two manuals prepared for the Job Clubs are in Turkish. With a little more extra spending, the booklets may be translated to Arabic. It would increase the effectiveness of the activity for the SuTPs.
3. All JVCs interviewed, who were attendants of the Migration, Communication, and Intercultural Dialogue training, expressed their satisfaction with the program. The findings from the training report are also quite positive. This training may be repeated with a new group of JVCs and Job Club coaches, and in new provinces where SuTP population has increased.
4. A follow-up study to the Data Analytics Strategy Report and the Roadmap is recommended where the action plans are more detailed and more solid. This would increase the sustainability of this particular outcome and create further impact. İŞKUR may need technical assistance on this matter.
5. Sustainability of the Business Process Management platform and IT infrastructure investments depends very much on investment on human capital. Without further technical support, these investments are not very likely to have sustainable impact.
6. There was strong upward trend in the number and percentage of İŞKUR users who self-registered through E-Şube. This trend reversed in 2021. The numbers are still high. In 2021, more than 1 million İŞKUR beneficiaries self-registered through E-Şube, and this figure reached almost 800 thousand in the first 8 months of 2022. However, the reasons for the downward movement in the trend shall be explored, and necessary interventions shall be made. More self-registrations through E-Şube has the potential to reduce the workload of the JVCs and spare them with more time to provide better counselling services for SuTPs as well as the Turkish citizens.
7. Skills mismatch has been a structural issue of the Turkish labor market for a long time. This is documented by the existing studies and was also observed during the field study. Local İŞKUR staff listed skills mismatch as the leading issue in the job market. Investment to the skills of SuTPs as well as the Turkish citizens, including soft skills, seems to be best type of intervention to create sustainable jobs. Profiling the already existing skills of the Syrian labor force is the most necessary first step. This was an activity in the original design of ESDP I. It was later cancelled due to another project having a similar task in its design. But it was never carried out. Hence, skills profiling of the SuTPs as well as the Turkish citizens remains as a much-needed activity.
8. It has been observed during the field study that Job Clubs have a critical role in the active labor market policies. These are semi-separate bodies within the local İŞKUR offices where trainings and other events are organized especially targeting disadvantaged groups

such as women, young, disabled, migrant and long-term unemployed job seekers. They are central in building skills among the job seekers which will increase their chances of lifetime employability. Hence, capacity building in Job Clubs is critical. It is recommended to invest more in the Job Clubs. This may be in the form of physical investment or investment to the human capital.

9. LESSONS LEARNED

The following lessons have been learned and may be noted:

1. For efficient and effective monitoring and evaluation of any program or project, the output indicators in the logical framework shall be measurable and attributable to the intervention. This was not the case in ESDP I. As discussed in the previous sections, 4 out of 5 output indicators are neither measurable nor attributable. This occurred due the discrepancy between donor's expectations and the implementing partner's mandate as a government institution. In the future implementations of similar projects, such discrepancies shall be resolved in design stage and the logical framework shall be formulated accordingly.
2. İŞKUR's ownership of the project at the central level is high. This contributed significantly to project success. However, the flow of information to the local offices was weak. Local stakeholders interviewed were asked whether they were informed about ESDP I. Many were unaware of the project's name and the related activities. Due to the ongoing crisis, İŞKUR provincial offices receive support from various internationally funded project. This reduces the awareness of the local staff of which specific activity is funded by which project. It is obvious that more effort was needed to raise the awareness and the ownership of the local staff of the project design and the activities.
3. During the field study, the evaluator had the opportunity to compare and contrast the efficiency and the effectiveness of two types of interventions targeting İŞKUR services: (1) interventions designed to enhance İŞKUR's institutional capacity and (2) interventions directly targeting the end beneficiaries i.e., the job seekers. ESDP I falls into the first group. The discussions with the central and the local İŞKUR staff, and the end beneficiaries revealed two important findings. Interventions targeting the end beneficiaries produce better results in the short run which are more easily observable. However, outcomes of such activities are not always sustained. Interviewed SuTP beneficiaries of İŞKUR services stated that in many cases "employment period of such jobs is limited by the project period". Implementing partners, together with the donors, may start a new discussion on this matter.

ANNEX I: TERMS OF REFERENCE

TERMS OF REFERENCE
for
Deliverable Based Individual Consultancy Services on
Final Evaluation
within the scope of
“Employment and Skills Development Programme Component I (ESDP I)”
Project ID No: 00100355

Funded by the BMZ/KfW

INTRODUCTION

This Terms of Reference (ToR) specifies the details for the assignment of an Individual Contract for Final evaluation of Component I of the Employment and Skills Development Project implemented by the United Nations Development Programme (hereinafter UNDP) and the Turkish Employment Agency (İŞKUR) Foreign Relations and Projects Department.

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:**

Türkiye hosts over 3,5 million Syrians under Temporary Protection, the largest refugee population in the world and has demonstrated strong national ownership of the response. Syrians under Temporary Protection are mainly located in the Southeast Anatolia region bordering Syria, but as the crisis continued, the population has expanded to other regions as well. The Government of Türkiye provides a rights-based legal framework through the Temporary Protection regulation, which offers access to education, health care, employment and social security to Syrians. Türkiye passed the legislation on work permits for the individuals under temporary protection in January 2016, which is applicable for the Syrian population, which is also an indication of the significance attached to formal job opportunities for the Syrian community. The Government also prioritizes availability of employment opportunities and services for the Syrians under temporary protection. Relevant needs assessments conducted by the Government and various actors also address the need for a better understanding of the skills of the Syrian Community for better design and implementation of employment services including active labor market services. Therefore, UNDP conducted a study ‘‘Absorptive Capacity and Potential of Local Labor Markets’’ assessing the skills of the Syrians under temporary protection and potential absorptive capacities of the local economy in five provinces (Gaziantep, Kilis, Hatay, Şanlıurfa and Kahramanmaraş). Such active labor market services are within the mandate of Turkish Employment Agency (İŞKUR).

With this approach UNDP Türkiye office and İŞKUR developed a project that mainly addresses the design and implementation of active labor market services to increase labor demand through job creation both for Syrians and Host Communities.

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 2 active labor market policies that target Syrian population implemented by İŞKUR; 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 İŞKUR. In July 2018, an amendment agreement was signed between the parties, including a revised project document for Output I and 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) were determined as end of June 2020.

During the implementation phase, considering the COVID-19 impact, the project was granted two extensions with revised budgets and new activities designed considering the urgent needs of İŞKUR until 30 June 2022.

Brief Description of the Current Project:

Title of the Action	Employment and Skills Development Project Component I (ESDP I)
EU contribution	EUR 3,675,000.00
Location(s)	İstanbul, Gaziantep, Şanlıurfa, Hatay, Kilis, Adana, Ankara, İzmir, Konya, Kahramanmaraş, Mardin, Kayseri, Kocaeli, İçel, Osmaniye, Bursa
Duration	September 2017 – 30 June 2022
Objectives of the Action	To strengthen the institutional capacity of İŞKUR and the active labor market services available for the impacted communities including Syrians under temporary protection and host communities facilitate access to the formal labor market.
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 1.1.4. Citizens, with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment
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 2.4: 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 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. SDG 4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

	SDG 16.6 Develop effective, accountable and transparent institutions at all levels
Target group(s) ⁴	Local Employment Agency (İŞKUR) Offices as well as Employment Agency (headquartered in Ankara) Syrians under temporary protection who benefitted from the counseling services provided by the local İŞKUR offices Host community members who benefitted from the counseling services provided by the local İŞKUR offices
Estimated results	<ul style="list-style-type: none"> • 16 local Employment Agency (İŞKUR) Offices supported for better and more inclusive delivery of active labour market services and employment services • 11000 of additional Syrians under temporary protection who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services • 11000 of additional impacted host community members who benefitted from the counseling services provided by the local İŞKUR offices (i.e. counseling, placement, matching etc.) disaggregated for services • 12000 of Syrians under temporary protection registered and screened through local İŞKUR offices • 12000 of impacted host community members registered and screened through local İŞKUR offices.

Summary of Project and the Progress:

Employment and Skills Development Project, which has been implemented with strong collaboration with İŞKUR and UNDP through the financial support from KfW, most of the activities were completed in line with the recent workplan and the current implementation period of the project will be completed until 30 June 2022. In line with the project purposes, following project activities have been carried out during the implementation period to provide better quality labor market services:

Assessments and Roadmaps for Capacity Development and Digital Transformation of İŞKUR

- GAP Assessment Report on Institutional Capacity and Digital Maturity of İŞKUR
- The Roadmaps for Capacity Development and Digital Transformation Roadmaps

Future Vision

- Study visit to Germany to observe German experience

Delivery of Training Programmes

- “Training of Trainers” and “Migration, Communication, Intercultural Dialogue Training” conducted for İŞKUR staff
- Delivery of “Job Search Skills Improvement Programme” to 807 Syrians Under Temporary Protection through Job Club Leaders working in 21 Job Clubs in project provinces

Design and Implementation of Capacity Development Interventions Including Digital Transformation

- Installation of Business Process Management (BPM) Software to İŞKUR – ongoing
- Preparation of Data Analytics Strategy for İŞKUR

Develop Physical Infrastructure of İŞKUR

- Supply of Furniture and IT Equipment to İŞKUR Offices in İstanbul, Şanlıurfa, Kilis, Hatay, Gaziantep

⁴ “Target groups” are the groups/entities who will directly benefit from the action at the action purpose level.

- Supply and Installation of Semi-Open Office Separator Systems for İSKUR Offices in Istanbul and Sanliurfa
- Provision of IT equipment support to 9 more provincial directorates (İzmir, Konya, K.Maraş, Mardin, Kayseri, Kocaeli, İçel, Osmaniye, Bursa) which have a large Syrian population in working ages between 19-65 years, according to the official statistics of DGMM - ongoing

Develop IT Capacities of İSKUR Offices

- Renewal of Software Infrastructure of İSKUR –

Design and Implementation of Pilot Projects in Five Provinces

- Mobile Service Delivery Vehicle
- Construction of a Prefabricated Office in İSKUR Hatay Provincial Directorate
- Renovation Works for İSKUR Altındağ Service Center
- Establishment of a Job Club in Kilis - ongoing
- Delivery of “Job Search Skills Improvement Programme” to Syrians Under Temporary Protection (Under this programme, a presentation used in all İSKUR Job Clubs were standardies and two manuals; one for Resume (CV) Preparation and one for “Interview Techniques” were developed).

Implementation of the Outreach and Visibility Activities

Delivery of 4000 Job Search Kits to 21 İSKUR Job Clubs (USB, pencil, notebook, flyers, sanitizer and masks)

Delivery Of 19,000 Sanitizers and Masks to be Distributed in 26 İSKUR Provincial Directorates and Service Centers in Pilot Provinces.

SCOPE and OBJECTIVE OF EVALUATION

An Individual Contract on Final Project Evaluation for Component I 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 Türkiye, 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 Methodology 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 I design relevant in supporting İŞKUR to provide more inclusive services for both Syrian and Turkish job seekers to enable them to access opportunities for employment?
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 Employment Agency Strategic Plan)?
3. To what extent was the design and strategy of the ESDP I aligned with UN and UNDP priorities (CPD and UNSDCF)?
4. To what extent was the theory of change applied in the ESDP I 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 increasing the access of Syrians and host communities to active labor market, ongoing UNDP Project activities or strategic plans of İŞKUR?

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 does İŞKUR now better provide active labor policies for both Syrian and Turkish job seekers and to what extent did the program improved the overall efficiency of İŞKUR services? To what extent are any changes linked to ESDP I 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 I?
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 I outputs delivered on time to ensure high quality?
2. To what extent has ESDP I 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 I?
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 I 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 I.

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 I. 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 I 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 I
- All interviews should be undertaken in full confidence and anonymity. (The final evaluation report should not assign specific comments of individuals)
- Analysis of ESDP I '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 I 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. Syria Crisis Response and Resilience 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 Methodology 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 10 · 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: İŞKUR, and 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**
Methodology Report	6	Kick off meeting	UNDP	16.05.2022
		Review of relevant documentation and submission of draft Methodology Report	Consultant	30.05.2022
		Providing feedbacks to Draft Methodology Report	UNDP	06.06.2022
		Finalized Methodology Report based on the feedback received from UNDP	Consultant	13.06.2022
Draft Evaluation Report	15	Data collection and interviews with UNDP and key stakeholders	Consultant	13.06.2022 – 30.06.2022
		Delivery of Draft Evaluation Report compiling findings from data collection and interviews with key stakeholders	Consultant	22.07.2022
Final Evaluation Report	9	Review the Draft Evaluation Report and provide feedback	UNDP, Evaluation Reference Group	16.08.2022
		Delivery of the Final Evaluation Report by taking into consideration the feedback from UNDP	Consultant	31.08.2022

* 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) Methodology 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.

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 Türkiye 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 contract is expected to start on 13 May 2022 (starting date is indicative and may be updated considering actual contract signature date) and expire on 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 3- Acceptance and approval by UNDP of the invoices and 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	

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	Location⁵	Estimated Day(s)
KFW (Kreditanstalt für Wiederaufbau)	Ankara	0,5
Turkish Employment Agency	Ankara	0,5
Hatay İŞKUR Provincial Directorate	Hatay	1
İstanbul İŞKUR Provincial Directorate	İstanbul	1
Altındağ İŞKUR Service Center	Ankara	0,5
Kilis İŞKUR Provincial Directorate	Kilis	1
Beneficiaries of job counselling services	TBD	2
ESTIMATED TOTAL		6,5

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.
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 	<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

⁵ 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.

	or thematic areas either as team leader or sole evaluator <ul style="list-style-type: none"> • Experience in evaluation of job creation, industrial growth, competitiveness, productivity and/or livelihood sector. 	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. <ul style="list-style-type: none"> • 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. Methodology Report	30% of the Total Contract Amount	Upon acceptance and approval of the corresponding deliverables by UNDP,
2. Draft Evaluation Report		

3. Final Evaluation Report	70% of the Total Contract Amount	on the basis of the lump-sum price of the deliverables
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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,⁶ 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).

⁶ 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).⁷
 - **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.

⁷ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

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 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

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- UNEG Integrating Human Rights and Gender Equality in Evaluations
 - UNDP Strategic Plan 2022-2025
 - UNDCS 2021-2025 and UNDP Country Programme Document 2021-2025
 - Türkiye'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
 - Strategic Plan of Turkish Employment Agency (2019-2023)
 - DGMM Harmonization 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
- KfW Monitoring Mission Report
- Training reports and records
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports

ANNEX II: EVALUATION MATRIX

Criteria	Evaluation Question	Indicators	Method of Data Collection	Documents to be Reviewed
Relevance	1. To what extent was the ESDP I design relevant in supporting İŞKUR to provide more inclusive services for both Syrian and Turkish job seekers to enable them to access opportunities for employment?	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	Project Document Project Extension Documents Annual Progress Reports KfW-UNDP Cost Sharing Agreement KfW-UNDP Progress Control Mission Report
	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 Employment Agency Strategic Plan)?	Degree of coherence between project objective and outcomes and the government policy	Document Review, Stakeholder Interviews	11th National Development Plan Strategic Plan of Turkish Employment Agency (2019-2023) DGMM Harmonization Strategy
	3. To what extent was the design and strategy of the ESDP I 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 2022-2025 UNDCS 2021-2025 UNDP Country Programme Document 2021-2025
	4. To what extent was the theory of change applied in the ESDP I 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	Project Document Project Extension Documents Annual Progress Reports KfW-UNDP Cost Sharing Agreement KfW-UNDP Progress Control Mission Report
	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 Project Document Annual 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 increasing the access of Syrians and host communities to active labor market, ongoing UNDP Project activities or strategic plans of İŞKUR?	Degree of coherence between project objective and outcomes and the government and UNDP program and projects	Document Review	Strategic Plan of Turkish Employment Agency (2019-2023) UNDCS 2021-2025 UNDP Country Programme Document 2021-2025 FRIT Mid-Term Evaluation

Criteria	Evaluation Question	Indicators	Method of Data Collection	
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 Annual Progress Reports Steering Committee Meeting Notes Annual Work Plans
	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	Training Reports and Records KfW- UNDP Progress Control Mission Report Project Quality Assurance Reports
	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	Training Reports and Records KfW- UNDP Progress Control Mission Report
	4.Compared to 2018, to what extent does İŞKUR now better provide active labor policies for both Syrian and Turkish job seekers and to what extent did the program improve the overall efficiency of İŞKUR services? To what extent are any changes linked to ESDP I interventions?	Outcome indicators	Document Review, Stakeholder Interviews, Focus Group, Historical Data from İŞKUR	Results Framework Annual Progress Reports Training Reports and Records 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 I?	Level of involvement of İŞKUR into the project	Document Review, Stakeholder Interviews	Annual 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?	Contribution of the project objective and outcomes to UNDP framework documents	Document Review	11th Development Plan UNDP Strategic Plan 2022-2025 UNDCS 2021-2025 UNDP Country Programme Document 2021-2025
	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	Annual Progress Reports Project Quality Assurance Reports
	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	Annual Progress Reports Steering Committee Meeting Notes

Criteria	Evaluation Question	Indicators	Method of Data Collection	
Efficiency	1.To what extent were the ESDP I outputs delivered on time to ensure high quality?	Project timeline and Annual Work Plans compared with Annual Progress Reports (design and implementation)	Document Review, Stakeholder Interviews	Results Framework Annual Progress Reports Annual Work Plans Project Document Project Extension Documents
	2.To what extent has ESDP I ensured value for money?	Project budget and expenditures, outcome indicators	Document Review	Results Framework Annual Progress Reports Annual Work Plans Project Document Project Extension Documents
	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	Results Framework Annual Progress Reports Annual Work Plans Project Document Project 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	Results Framework Annual Progress Reports Annual Work Plans Project Document Project 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 I?	Level of involvement of İŞKUR into the project	Document Review, Stakeholder Interviews	Annual Progress Reports Steering Committee Meeting Notes Project Document
	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 2022-2025 UNDCS 2021-2025 UNDP Country Programme Document 2021-2025 Portfolio Level Human Resource Cost Allocation
	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	Annual 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	Annual Progress Reports Project 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	Annual Progress Reports Steering Committee Meeting Notes KfW - UNDP Progress Control Mission Report

Criteria	Evaluation Question	Indicators	Method of Data Collection	
Sustainability	1. To what extent will the ESDP I 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, Stakeholder Interviews, Organizational Assessment	
	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, Organizational Assessment	Project Document KfW-UNDP Cost Sharing Agreement Annual Progress Reports
	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	
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 (2018-2021) Annual Progress Reports Project Quality Assurance 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 (2018-2021) Annual Progress Reports Project Quality Assurance Reports KfW - UNDP Progress Control Mission Report
	3.Is the gender marker data assigned to this project representative of reality?	Degree of coherence of the Gender Marker with project's GEWE accomplishments	Document Review	UNDP Gender Equality Strategy (2018-2021) Annual Progress Reports Project Quality Assurance 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 (2018-2021) Annual Progress Reports Project Quality Assurance 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 (2018-2021) Annual Progress Reports Project Quality Assurance 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 (2018-2021) Annual Progress Reports Project Quality Assurance Reports KfW - UNDP Progress Control Mission Report

ANNEX III: QUESTIONNAIRES

UNDP

1. What are UNDP's role and responsibilities in ESDP I?
2. How does ESDP I fit into UNDP's overall strategy to support job creation?
Can you give some examples?
How relevant was the ESDP I's Theory of Change to job creation for SuTP?
To what extent does the project create synergies/ties with other projects of your institution?
3. Do you think ESDP I have been a success?
To what extent did the project contribute to the well-being of the SuTP and the host community?
If yes, what are the main factors contributing to success?
If no, do you think the project will reach its goals soon?
If no, what are the problem areas and how can they be resolved?
Were there any positive or negative undesired results during or after the application?
4. What were some of the main challenges during implementation?
How did you overcome these difficulties?
5. How do you evaluate the overall time management of the project?
The project has been extended three times. What do you think about this topic?
6. Were there any delays / disruptions in the project due to the pandemic?
However, what measures were taken?
7. What was your role in the monitoring and evaluation part of the project?
Did the monitoring and evaluation system help you with decision making and course correction?
8. If you were to re-implement it, would you change anything about the organizational structure of the project?
9. The main implementing partner of this project was İŞKUR. How did this contribute to the effectiveness and efficiency of the project?
10. After KfW funding ends:
Do you think the outputs of the project can be sustained?
Do you think that the "providing services to SuTP" component of the project will belong to the implementing partner?
11. Do you plan to design and implement similar projects in the future?
12. Will you continue to support this partnership after the project is over? Do you think this is necessary?
13. How will the achievements of the project be sustained?
How do you see the potential for replication and scaling?
14. Are investments made/continuing within İŞKUR?
15. What is your overall impression of the project's contribution to the well-being of vulnerable groups such as SuTP and women?"
Was the project design and implementation compatible with the UN's "empowerment of vulnerable groups"?
16. Have any efforts been made to maximize gender equality and women's empowerment? Please detail.
17. What percentage of the project team were women?
18. What percentage of the participants in the "Training Trainers" program were women?
19. What percentage of the participants in the "Migration, Communication and Intercultural Dialogue" program were women?
20. What percentage of the participants in the "Developing Job Search Skills" program were women?
Does İŞKUR store and share gender-disaggregated data?

KfW

1. What is KfW's role and responsibility in the project?
2. To what extent was the design and strategy of the ESDP I aligned with your institution's mandate and vision?
To what extent does the project create synergy/linkages with your institution's other projects?
3. Do you think the project achieved its targets?
To what extent has the project contributed to the well-being of SuTPs and host communities?
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?
- Did any either positive or negative unintended consequence occur during or after implementation?
4. Do you think that the project had realistic targets and mechanisms to generate better opportunities to enter the labor market for (i) Turkish citizens (ii) SuTPs?
 5. How do you assess the overall timeliness of the project?
How do you justify each of the 3 extensions?
 6. 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?
 7. What was your role in the M&E process of the project? Can you give examples of how you contributed to the process?
 8. Would you suggest any changes to the organizational structure of the project if it was to be re-implemented?
 9. İŞKUR was the main implementing partner of this project. How did this contribute to the effectiveness and efficiency of the project?
 10. Do you consider providing funds to similar projects in the future?
 11. Will you continue to support this partnership after the project ends?
Do you think this is necessary?
 12. How will the gains of the project be sustained? What are your suggestions?
How do you see replication and scale up potential?
 13. What is your overall impression of the contribution of the project to the well-being of vulnerable groups such as SuTP and women?
Were there any efforts to maximize gender equality and empowerment of women? Please elaborate.

General Directorate of İŞKUR, Department of Foreign Relations and Projects

1. What is your role and responsibility in the project?
2. Could you tell us about your participation in the design and implementation processes of the project?
Has your feedback on these processes been taken into account?
3. Do you think the overall design of ESDP I is compatible with the 11th Development Plan?
4. Do you think the overall design of ESDP I is compatible with the Turkish Employment Agency Strategic Plan?
5. Can you tell us about your other projects (i) similar to ESDP I, (ii) completing ESDP I?
6. Do you think ESDP I achieved its goals?
If yes, what are the main factors contributing to success?
If no, do you think the targets can be achieved in the near future?
If no, what are the problem areas and how can they be resolved?
7. Different provincial directorates received different levels of support.
Do you think that all beneficiary İŞKUR provincial directorates receive the same amount of benefits and improvements?
If no, please give examples and explain possible reasons.
8. Do you think the targeted benefits of the project have been achieved?
If not, when do you expect it to be provided?
Need more support for this?
9. Would you suggest any changes to the project if it were to be re-implemented? Please detail.
10. Can you evaluate the project management?
11. Did you encounter any administrative, financial or managerial obstacles during the project? Please detail.
12. Were there significant delays in the project?
If so, how do you evaluate them?
The project has had 3 extensions. How do you justify these extensions?
13. Were there any delays / disruptions in the project due to the pandemic?

- What measures were taken?
Has the project strayed from its original goal due to the pandemic?
14. Were you informed about the framework and findings of the M&E processes of the project?
Would you prefer to be more involved in the M&E process of the project?
 15. Do you plan to implement activities similar to those of ESDP I in other cities?
Do you think you will have the necessary financial resources for this?
 16. Would you like to implement another project together with UNDP?
 17. How can the achievements of the project be made sustainable? What are your suggestions?

General Directorate of İŞKUR, Department of Information Technologies

1. What is KfW's role and responsibility in the project?
2. Do you know about ESDP I? Can you tell us about your level of participation in the project?
3. Could you tell us a little about this software and what it is used for?
4. Are you actively using the software?
5. How were business processes managed before this software? Can you explain a little bit?
6. What has changed with the new software?
7. Has this practice program improved your studies?
If yes, in what way?
If no, why?
8. Do you find the application user-friendly?
9. Was there any special training required to use this software?
10. Do you think this purchase was necessary?
11. Have your opinions been received during the projecting and purchasing processes of the software?
If yes, please detail.
If not, do you think it should have been taken?
12. Can you tell us a little bit about this change?
13. What has changed after the said infrastructure investment?
14. What do you think were the benefits of this investment for the employees of the institution?
15. What do you think were the benefits of this investment for those who receive service from İŞKUR?
16. Do you find the changes that come with the new infrastructure user-friendly?
17. Did you need any special training to adapt to changes?
If yes, did you receive this training?
If no, would you like to buy it?
18. Do you think this investment was necessary?
19. Have your opinions been received during the projecting and purchasing processes?
If yes, please detail.
If no, do you think it should be taken?

General Directorate of İŞKUR, Department of Job and Vocational Counseling

1. Can you talk about the role and responsibility of your department within İŞKUR?
2. Do you know about ESDP I?
Can you tell us about your level of participation in the project?

Various activities were carried out within the scope of ESDP to strengthen the institutional capacity of İŞKUR in providing job and vocational counseling services to Turkish citizens and SuTP.

3. Were your opinions taken during the design of these activities?
4. Do you find these activities necessary?
Is there an activity among them that you say "would have been if it didn't exist"?
5. Do you find these activities useful?
Is there an activity among them that you say "we did not see the benefit we expected"?
If yes, do you have any suggestions for improvement in case of re-implementation of this activity?

6. If a project like ESDP I were to be implemented again, what other activities would you suggest?
7. Have you received any feedback from your provincial directorates regarding the benefits of these activities?
If yes, can you share it with us?
8. If there has been an increase or improvement in the registration and consultancy services provided to Syrians in the pilot provinces of ESDP I, how much of it do you think is related to ESDP I?
We are aware of the difficulty of making an objective assessment on this issue. However, your opinion is important to us. If you have no idea about it, you can say "I have no idea".

General Directorate of İŞKUR, Department of Labor Market and Statistics

1. Can you talk about the role and responsibility of your department within İŞKUR?
2. Do you know about ESDP I?
Can you tell us about your level of participation in the project?

Within the scope of ESDP I, studies were carried out on the İŞKUR Data Analytics Strategy and an Action Plan was prepared.

3. Were your opinions taken during the preparation of these reports?
4. Can you tell us about your contribution to the process?
Do you think this study was necessary?
Do you think this study was useful?
5. Can you tell us about the beneficial and improvement aspects of the study?
6. What are your views on the action plan that emerged as a result of this study?
7. Is there any output from this action plan that you have converted into action or are planning to transform?
If yes, could you elaborate please.
If no, what is the reason?

Provincial Directorate of İŞKUR (Hatay, İstanbul, Gaziantep)

1. Could you tell us about your participation in ESDP I?
Can you tell us about your level of participation in the project?
2. Office Furniture and Technical Equipment (air conditioner, computer, air conditioner, etc.) Purchases
Do you think these investments were necessary?
Do you think these investments have been beneficial?
Do you have any recommendations in case of similar investments in the future?
Please detail.
3. Additional Building Construction (Hatay only)
Do you think this investment was necessary?
Do you think this investment has been beneficial?
Do you have any recommendations in case of similar investments in the future?
Please detail.
4. What is the most important challenge of providing registration, consultancy and job placement services in your province?
Can you talk about the dynamics specific to your province?
5. Considering the economic and social dynamics specific to your province, what do you think about the employability of SuTP?
Which economic and/or social dynamics provide advantages?
Which ones cause difficulties?
6. How did ESDP I contribute to the process of providing registration, counseling and job placement services to Turkish citizens and the SDGs?
7. What other activities could be undertaken under ESDP I to increase the benefits of the project?
What would your recommendations be if a similar project were to be implemented again?

8. Do you remember a significant delay in project activities?
How did the pandemic affect this process?
What measures were taken?
9. ESDP I ended in June. Will this affect your services?

Job and Vocational Counselors (Hatay, İstanbul, Gaziantep)

1. Could you tell us about your experience in your city as a JVC?
What is the main challenge of being a JVC in this province?
2. Do you provide services to SuTPs?
What types of services do you provide?
How is it different from providing services to Turkish citizens?
Can you tell us a little about your experiences?
3. Do you think that the number of SUTPs benefiting from the services of İŞKUR has increased due to ESDP I?
We are aware of the difficulty of making an objective assessment on this issue. However, your opinion is important to us. If you have no idea about it, you can say "I have no idea".
4. You attended the Migration, Communication and Intercultural Dialogue training within the scope of the project.
When did you attend this training?
Could you evaluate this training for us?
Do you think it was necessary?
Did you find it useful?
Has this training changed your perspective and attitude towards SuTPs?
Do you have any suggestions if a similar training is repeated in the future?
5. (Only JVCs who are Job Club Coaches will be asked)
Within the scope of the project, CV Preparation and Interview Techniques Handbooks were prepared for Job Clubs.
Do you think this activity was necessary?
Do you think this activity was helpful?
Do you have any recommendations in case of similar activities in the future?
Please detail.
6. Considering the economic and social dynamics specific to your province, what do you think about the employability of Turkish citizens?
7. Considering the economic and social dynamics specific to your province, what do you think about the employability of SuTPs?
8. Within the scope of ESDP I, office furniture, computers, etc. are supplied to this Provincial Directorate.
Did these investments make your job easier?
Do you think these investments were necessary?
Do you have any suggestions in case similar investments are made in the future?
9. Did ESDP I have an activity that made it easier for you to provide services specifically to women?
10. Did ESDP I have an activity that specifically facilitates you to provide services to SuTPs?
11. What other investments or activities do you think would be beneficial if a similar project were to be implemented in the future?

SuTP Attendants of the JSSIP (Gaziantep)

1. Your age
2. Gender
3. Nationality
How long have you been in Türkiye?
How long have you been in your city?
4. Education
5. Previous Job (title, industry, location, registration status, etc.)
6. Are you working now?

- If yes, did you find your job through İŞKUR?
7. When did you first hear about İŞKUR?
 8. How did you contact İŞKUR?
 9. Which services have you received from İŞKUR so far?
 10. How did you hear about the training?
 11. How many hours/days was the training? How many hours did you attend the trainings?
 12. What did you learn in the training program?
 13. Was the training beneficial for you?
 14. Why was it useful and why not?
 15. Was it difficult to attend the trainings?
 16. If you are currently employed, do you think this training helped you find a job?
 17. Do you think it will help if you are not working?
 18. If a similar training were to be given again, what would be your suggestions for improvement?
Do you need similar training?
 19. Within the scope of this project, CV Preparation and Interview Techniques Booklets were prepared in Arabic.
Are you aware of these?
If yes, how did you find out?
Do you think it is useful?

SuTP Beneficiaries of the Job Counselling Services (Gaziantep)

1. Your age
2. Gender
3. Nationality
How long have you been in Türkiye?
How long have you been in your city?
4. Education
5. Previous Job (title, industry, location, registration status, etc.)
6. Are you working now?
If yes, did you find your job through İŞKUR?
7. When did you first hear about İŞKUR?
8. How did you contact İŞKUR?
9. Which services have you received from İŞKUR so far?
10. Could you tell us a little bit about your experience?
If you have any suggestions, you can share them as well.
11. Within the scope of this project, Job Search Skills Training was given to a group of SuTP.
Would you like to attend a similar training?
Do you think this is necessary?
Do you think you need training in another subject?
12. Within the scope of this project, CV Preparation and Interview Techniques Booklets were prepared in Arabic.
Are you aware of these?
If yes, how did you find out?
Do you think it is useful?

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	Tuğçe SÖĞÜT	1.07.2022
	KfW	Eva SCHLARB Melih ÇADIRCI	24.06.2022
Ankara	İŞKUR Department of Foreign Relations and Projects	Buğra KAZANÇ Can ALKAN	28.07.2022
	İŞKUR Department of Labor Market and Statistics	Mert ÖCAL Gökhan Sait GÜNDÜZ	28.07.2022
	İŞKUR Department of Information Technology	Hülya KAZANÇ Çağlar DUMAN	28.07.2022
	İŞKUR Department of Job and Vocational Counselling	Ezgi YÜCE Zeynep Bodur	28.07.2022
İstanbul	İstanbul İŞKUR Provincial Directorate	Vahap FIRAT	29.07.2022
	Job and Vocational Counsellors (3 Interviews)	İrem KORKUNÇ	29.07.2022
		Türkan YILMAZ	29.07.2022
		Gülşay KANOĞLU	29.07.2022
Gaziantep	Gaziantep İŞKUR Provincial Directorate (Büro Personeli)	Zülküf MEHMETALİOĞLU	1.08.2022
	Job and Vocational Counsellors (3)	Ali AKIŞ	1.08.2022
		Mustafa KARADEMİR	1.08.2022
		Yakup DAĞLI	1.08.2022
	Attendants of JSSIP (SuTP)	27 years old, Male, SuTP	2.08.2022
		32 years old, Male, SuTP	2.08.2022
	Beneficiaries of job counselling services (SuTP)	20 years old, Male, SuTP	2.08.2022
		30 years old, Male, SuTP	2.08.2022
Hatay	Hatay İŞKUR Provincial Directorate	Hüsnü ÇELİK Sadık BAŞKAYA	3.08.2022
	Job and Vocational Counsellors (3)	Zeynep GÜL	3.08.2022
		Osman ŞENGEL	3.08.2022
		Ali REYHAN	3.08.2022

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
- Türkiye’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
- Strategic Plan of Turkish Employment Agency (2019-2023)
- DGMM Harmonization Strategy
- Project Documents
- Addendum and revised Project Documents
- Inception and Annual Progress reports
- Annual Work Plans
- Steering Committee Minutes
- KfW Monitoring Mission Report
- Training reports and records
- Result Framework/M&E Framework of the Project
- Project Quality Assurance Reports