Call for Expression of Interest

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

The ILO Evaluation Office (EVAL) is seeking expressions of interest from individual consultants or teams of consultants for: (1) an international evaluator/team Leader, and (2) a team member consultant based in Ankara, to conduct an independent Final Evaluation of the "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye") Phase II"

Candidates/teams intending to submit an expression of interest must supply the following information:

1. A description of how the candidate's skills, qualifications and experience are relevant to the required qualifications of this assignment.
2. A list of previous evaluations/work that are relevant concerning the context and subject matter of this assignment.
3. A statement confirming the availability of the candidates to conduct this assignment and the daily professional fees expressed in US dollars.
4. A copy of the candidates' CVs
5. Two recent evaluation reports authored as team leader or team member as per the application.
6. A statement confirming that the candidates had no previous involvement in the delivery of the project to be evaluated or have a personal relationship with any of the ILO Officials who are engaged in the project.
7. The names of two referees (email address) who managed the evaluations mentioned in # 2 above.

The deadline to apply is by COB (i.e. 17:30 Nepal time) on 20 September 2024. Please send an e-mail with the subject line **EoI for the Final Evaluation of the project "Women's Empowerment through DW in Türkiye - PII"** to the **Evaluation Manager, Mr. Tara Prasad Bakhariya (bakhariya@ilo.org),** copying **Mr Ricardo Furman (furman@ilo.org)**.

For further details see the **Terms of Reference** below.

TERMS OF REFERENCE

Final independent evaluation of the Project "More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye") Phase II

1. Key facts

Title of project being evaluated	"More and Better Jobs for Women: Women's Empowerment through Decent Work in Türkiye" Phase II
Project DC Code	TUR/18/03/SWE
Project start and end date	January 2019 – December 2024 (with no-cost extension)
Type of evaluation	Independent
Timing of evaluation	Final
Donor	Swedish International Development Cooperation Agency (SIDA)
Administrative Unit in the ILO responsible for administrating the project	ILO Office for Türkiye
Technical Unit(s) in the ILO responsible for backstopping the project	GEDI
P&B outcome (s) under evaluation	Outcome 1 More and better jobs for inclusive growth and improved youth employment prospects
SDG(s) under evaluation	SDG 08: Decent work and economic growth
Project Budget	$ 3,281,992

2. Background information

At present, compared to other upper middle-income countries, Türkiye has a low female labour participation rate. Based on the ILOSTAT 2023, female labour force participation rate is 35.8%. Although there have been significant increases in women's labour participation rate since the early 2000s due to the impact of implemented policies and work carried out, this rate is below the average of among countries with similar income levels. In addition to this issue, according to the 2023 ILOSTAT data, 34.4% women work informally. An important result of informal employment is the lack of social protection which is a core element of decent working conditions. Another issue around female labour force participation in Türkiye is a gender pay gap. In fact, equal pay for work of equal value between men and women is guaranteed in labour legislation, but according to the joint study by the ILO Office for Türkiye and TURKSTAT, the gender wage gap is 15.6% in Türkiye, where gender wage widens as age increases and educational level decreases.

These findings reveal that women's working conditions in Türkiye need to be improved in terms of compliance with the four basic principles of the ILO's definition of decent work: standards and fundamental rights in working life, social dialogue, social security for all and productive employment.

Background of the Project

Important outcomes were achieved in Phase I (2013-2018) of the Project which was implemented by the ILO-Ankara at the policy level as well as in terms of ensuring access for women to decent work opportunities and raising awareness on gender equality and working conditions in order to support the strengthening of women's employment in Türkiye.

Building on the lessons learned in Phase I, Phase II of the Project was launched in January 2019 and will end in December 2024. Phase II of the project aims at increasing the number of women working under decent conditions in Türkiye through effective implementation and monitoring of the National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment, and adoption and implementation of measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, reconciling work-life balance and women's leadership) by Turkish Employment Agency (ISKUR), Ministry of Labour and Social Security (MoLSS), social partners and by pilot enterprises.

Phase II of the Project has three outcomes (two in original project period and one in project no-cost extension) with specific outputs:

Component I: More and Better Work Opportunities for Women Job-seekers in the pilot provinces.

> ▶ Outcome I: National Action Plan (NAP) and Local Action Plans (LAPs) on Women's Employment effectively implemented and monitored.

Component II: Improving Working Conditions for Women in the piloted sectors.

> ▶ Outcome II: Measures for decent working conditions for women (special focus given to gender pay gap, gender-based violence at workplace, work and life balance and women's leadership) adopted and implemented by General Directorate of Labour of MoLSS, the constituents, and pilot enterprises.

> ▶ Outcome III (**The new Outcome in Project No-Cost Extension**): International labour standards and behavioural changes are promoted at individual, institutional and community levels for building a Zero Tolerance to Violence and Harassment culture for the actors of world of work in Türkiye.

Therefore, these two interrelated project components contribute to: (i) more and better work opportunities for women jobseekers in the piloted provinces of Türkiye, where all of the interventions implemented together with Turkish Employment Agency (İŞKUR) and (ii) improving working conditions for women in the piloted sectors, where this component focuses on building the capacity of MoLSS, worker and employer organizations, pilot enterprises on gender equality and decent work conditions for women (focusing on gender pay gap, gender-based violence at workplaces, reconciling work-life balance and women's leadership) as well as on effective communication skills and coalition building to promote women's opportunities for decent work; and promotion of International Labour Standards and behavior changes at the individual, institutional and community levels for a Zero Tolerance to Violence and Harassment culture for the actors in Türkiye.

The project envisioned that the result will be achieved through contributions from CSOs, academia, other public and local authorities in addition to collaboration with direct beneficiaries.

Project Strategies

The Project has been implemented in partnership with an array of relevant institutions, national and international organisations. Through the Project, these various public and private institutions, at central and provincial levels, expect to consult one another and coordinate themselves in order to provide appropriate solutions through five individual projects to improve women's employment and working conditions in the pilot provinces, Ankara, Bursa, Istanbul, Izmir, Kocaeli, Konya, and Ordu.

Project alignment with the DWCP, P&B, CPO & SDG

The Project is anchored in the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) adopted in 2015. Achieving gender equality and empowerment of women is integral to each of 17 goals. The Project contributed particularly to the achievement of Sustainable Development Goal 5 (Gender Equality) and Goal 8 (Decent Work and Economic Growth) as well as Goal 10 (Reduced Inequalities). Moreover, the Project was also aligned with and contributed to the United Nations Development Cooperation Strategy for Türkiye (UNDCS) Result 2: "By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender-responsive quality services (e.g. health, education, decent employment, and social protection systems") and Result 5: "Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020". The Project was also designed in line with the policy documents of ILO titled "Programme and Budget for the Biennium (2018-2019)" and "Strategic Plan (2018-2022)" in which gender equality and non-discrimination are a cross-cutting issue and all policy outcomes contain at least one gender-specific criterion for success.

The Project also aligned with the National Frameworks such as the Tenth (2014-2018) and Eleventh (2019-2023) Development Plans of Türkiye, National Employment Strategy and Action Plan (2014-2023), ISKUR Strategic Plan (2018-2022), National Strategy and Action Plan for development of Small and Medium-sized Enterprises (2015-2018), National Entrepreneurship Strategy and Action Plan (2015-2018) and Strategy Document and Action Plan of Women's Empowerment (2018-2023).

Project Management

ILO Office for Türkiye establishes a project management team composed of seven staff members who will work under the supervision of the Director of ILO Office for Türkiye. The team is comprised of a Senior Programme Officer, as well as two National Officers, one Communications and Advocacy Officer, an Administrative Assistant and a Finance and Procurement Assistant, all of whom are working full-time on the Project. Additionally, a senior finance assistant has been assigned for twelve months of the project period.

Main Recommendations and Follow Up Actions of Mid-Term Evaluation[1]

Phase II of the project underwent a mid-term evaluation in February 2023 and the recommendations are:

Recommendation 1: ILO and its partners should continue its support to gender equality in the context of its decent work agenda in Türkiye.

Recommendation 2: A potential second phase of the intervention should maintain the system-focused approach taken under the current project, i.e. working with duty bearers (for example İŞKUR, employers) and rights holders (for example women in the labour market and their representations, for example, trade unions and workers' organizations).

Recommendation 3: ILO should support more in-depth interventions that strengthen the capacity of stakeholders on (1) gender issues and (2) coalition building and advocacy for gender equality.

Recommendation 4: Reflecting on lessons learned from this project (in particular the delays in implementation due to a breaking down partnership between the main stakeholders of the project), ILO should deliberately create a portfolio of several interventions (i.e. smaller projects) with various stakeholders and formats that are united by the overarching goal – gender equality. This will also support the necessary flexibility in view of the political developments.

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[1] https://webapps.ilo.org/ievaldiscovery/#b5r2q12

Recommendation 5: ILO needs to develop a robust monitoring and evaluation framework that would enable the project team to collect information relevant for monitoring of results and project steering timely and so that it would be able to ascertain the longer-term effects of its interventions.

Recommendation 6: ILO should design a strong sustainability strategy that can, to the extent possible, withstand unfavourable political developments. This means (1) allocating resources for advocacy with high-level actors, (2) allocating resources for keeping spaces for consultations between state actors and proponents of gender equality open and functional, (3) allowing time for capacity development processes to take hold; (4) maintaining flexible approach that enables to capitalize on windows of opportunities and synergies with other developmental partners, (5) pursuing as close as possible coordination with other relevant actors in Türkiye, who contribute to the achievement of Sustainable Development Goals 5 and 8, especially with other UN agencies.

3. Purpose, objectives, and scope of the evaluation

ILO considers evaluation as an integral part of the implementation of development cooperation projects. Therefore, the evaluation will be planned and implemented in accordance with the ILO Evaluation Policy[2] and the ILO Results Based Evaluation Strategy[3], using the ILO policy guidelines for evaluation[4]: Principles, rationale, planning and managing for evaluations. The evaluation will also comply with the evaluation criteria established by the OECD / DAC Quality Standards for Development Evaluation and the UNEG Code of Conduct for Evaluation in the UN System.

The Purpose and Objectives of the Evaluation

The evaluation in the ILO is for accountability, learning, planning, implementation improvement, and building knowledge. Therefore, this independent final evaluation will indicate to the ILO, the SIDA, and its partners the extent to which the project has achieved its aims and objectives. The evaluation will ensure accountability to the beneficiary, donor, and key stakeholders, and promote organizational learning within ILO and among key stakeholders.

The evaluation will also identify strengths and weaknesses in the project design, strategy, and implementation as well as lessons learned, good practices, and recommendations. It will also touch upon cross-cutting issues such as gender equality, disability, social dialogue, environmental sustainability, and international standards, in terms of challenges and opportunities for tackling the most vulnerable segments in line with guidelines and protocols set by EVAL/ILO[5].

The learning and recommendations generated by the evaluation will be shared to project stakeholders. It will also provide the basis for the design of future intervention models in the country and contribute to documenting management and delivery approaches.

The evaluation will consider the project's relevance, efficiency, effectiveness, coherence, and sustainability of outcomes, and test underlying assumptions about contributions to broader developmental impacts. The objectives of this independent evaluation are therefore to:

   i. Assess the relevance and coherence of the project to address constitution and target groups needs.
   ii. Assess the extent to which the project has achieved its stated objective and expected results regarding the different target groups, while identifying the supporting factors and constraints that have led to them, including implementation modalities chosen;

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[2] https://www.ilo.org/evaluation-office/evaluation-policy
[3] https://www.ilo.org/resource/conference-paper/gb/332/ilo-results-based-evaluation-strategy-2018-21
[4] https://www.ilo.org/publications/ilo-policy-guidelines-results-based-evaluation-principles-rationale
[5] https://www.ilo.org/publications/ilo-policy-guidelines-results-based-evaluation-principles-rationale

iii. Assess the extent to which the project partnership arrangements (Public Private Development Partnerships) and ILO management contributed to the achievement of the stated objective and expected results;

iv. Identify unexpected positive and negative results of the project;

v. Assess the extent to which the project outcomes will be sustainable;

vi. Assess what and how the ILO contributed to strengthening the capacity of governments and social partners in promoting gender equality in the world of work.

vii. Identify lessons learned and good practices to inform the key stakeholders (i.e., the tripartite constituents, national stakeholders, the donor and ILO) for future similar interventions;

viii. Provide recommendations to project stakeholders to promote sustainability and support further development of the project outcomes; and

ix. Provide recommendations to contribute to further project development to improve labour market integration of women in Türkiye.

Scope of Evaluation

The evaluation will cover the entire duration of the programme since its inception i.e. January 2019 – December 2024. It will consider all the documents linked to the project. This includes the project document, periodic reports, results of mid-term evaluation and implementation of its recommendations as well as documents produced as outputs of the project (e.g. knowledge products, policy strategies/briefs, IEC materials, etc)

The evaluation will cover project office in Ankara and five provinces (Bursa, Istanbul, Izmir, Kocaeli and Konya) where the project implementation took place. The evaluation will integrate gender equality, inclusion of people with disabilities, environmental sustainability, ILS, and social dialogue, as crosscutting concerns throughout its methodology and deliverables, including the final report. This is based on EVAL's protocols on cross-cutting issues to ensure stakeholder participation in the evaluation process.

4. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

The evaluation will apply the key criteria of relevance, coherence, effectiveness, efficiency, sustainability, and impact potential and apply international approaches for international development assistance established by OECD/DAC Evaluation Quality Standard and in line with the United Nations Evaluation Group (UNEG). In particular,

- The evaluation should address the evaluation criteria related to relevance, coherence, project progress/ achievements and effectiveness, efficiency in the use of resources, impact, and sustainability of the project interventions as defined in the 4th edition of the ILO Policy Guidelines for results-based evaluation (2020).

- The evaluation adheres to confidentiality and other ethical considerations throughout, following the United Nations Evaluation Group (UNEG) Ethical Guidelines and Norms and Standards in the UN System. The evaluation process will observe confidentiality related to sensitive information and feedback elicited during the individual and group interviews. To mitigate bias during the data collection process and ensure maximum freedom of expression of the implementing partners, beneficiaries and other stakeholders, project staff will not be present during interviews.

- The core ILO cross-cutting priorities, such as gender equality and non-discrimination, promotion of international labour standards, tripartism, and constituent capacity development and just transition on environment should be considered in this evaluation, throughout the methodology, deliverables, and final report of the evaluation. It should be noted that gender is the core dimension of the project. Therefore, evaluation should also include how the activities

and budget contributed to promoting gender equality whether they were "Specific" or "Supportive" or "Neutral" or "Transformative".

- The evaluation will also focus on the effects of the COVID-19 pandemic on the project, assessing whether, how and to what extent unexpected factors affected project implementation and whether the project effectively addressed these unexpected factors, including those linked to the Covid-19 pandemic.

- It is expected that the evaluation will address all of the questions detailed below to the extent possible. The evaluator may adapt the suggested evaluation criteria and questions, but any fundamental changes should be agreed upon between the ILO Evaluation Manager and the evaluator. The evaluation instrument (as part of inception report) to be prepared by the evaluators will indicate and/or modify (in consultation with the Evaluation Manager), upon completion of the desk review, the selected specific aspects to be addressed in this evaluation.

The suggested evaluation criteria and indicative questions are given below:

Relevance

- Project's fit with the context:

  o To what extent did the project address key relevant components of and contribute to UN Country programme frameworks (UNSDCF), strategic country development documents, and Sustainable Development Goals – especially SDG 5, SDG 8, and SDG 10, with particular focus on 5.2, 5.4, 5.5, 8.5, 8.8 and 10.3?

  o Was there a fit between the project design and the direct beneficiaries' needs?

  o Were the project approach and activities relevant to the needs of the constituents and the stated objectives?

  o In accordance with the overall objective and outcomes, what specific measures were taken by the project to address issues related to gender equality and non-discrimination?

- Appropriateness of the project design:

  o Was the design of the project appropriate in relation to the ILO's strategic and national policy frameworks?

  o Was intervention logic coherent and realistic to achieve the planned outcomes? Did the activities support objectives (strategies)? Were indicators useful and SMART to measure progress?

  o To what extent was the project designed based on ILO constituents' needs at the global and national levels and grounded on consultation with target beneficiaries?

  o Did the project design consider the gender dimension of the planned interventions through objectives, outcomes, outputs, and activities that aim to promote gender equality?

Coherence

  o How well did the interventions of the project fit with other interventions of the ILO Office for Türkiye? What synergies were created? How well did the interventions of the project fit with other interventions of the relevant partners?

  o Were the activities and outputs of the project consistent with their overall objectives of the project?

  o What was the added value of the ILO work in terms of comparative advantage?

Effectiveness

- o To what extent were the project objectives achieved? What were the results noted so far? Were there any notable successes or innovations? Which were the positive factors and obstacles or barriers (e.g. February 2023 earthquake) to achieve the project results?

- o Were there any unintended results (positive or negative)?

- o To what extend the communication and advocacy strategy contributed to achieve the project outcomes?

- o To what extent did the project adapt its approach to respond to the COVID-19 crisis and what were the implications on the nature and degree of achievement of the project and project targets after the COVID-19 crisis? Did the project foster ILO constituents' active involvement through social dialogue through the project in articulating a response to the immediate effects of the pandemic?

- o How gender considerations were mainstreamed throughout the project cycle (design, planning, implementation, M&E), including that of implementation partners?

- o Were the activities and outputs of the project consistent with the overall objectives of the project? Was the quality of outputs satisfactory?

- o How effective was the monitoring mechanism set up, including the regular/periodic meetings among project staff and with the beneficiary, donor and key partners? Was there a suitable monitoring and evaluation framework for accountability, management and learning developed at the outset of the project and updated regularly?

- o What mechanisms were in place to ensure the inclusion of beneficiary feedback in the design and implementation process?

Efficiency

- o How efficiently were the resources of the project (time, expertise, funds, knowledge and know-how) used to produce outputs and results? Were resources (funds, human resources, time, expertise etc.) allocated strategically to achieve the project objectives? Did the project benefit from complementary resources at the global and country levels that supported the achievement of its intended objectives?

- o Given the size of the project, its complexity and challenges, were the existing management structure and technical capacity sufficient and adequate?

- o How did the project adjust its work to respond to the changes in the environment due to February 2023 earthquake?

- o Did the project receive adequate political, technical and administrative support from the ILO HQ and Regional Office and its national partners? If not, why?

- o To what extent did the project leverage resources (financial, partnerships, expertise) to promote Gender equality and non-discrimination?

- o How effective was the communication and advocacy strategy in influencing the relevant target groups and audiences?

- o Did the project receive adequate technical and administrative support/response from the ILO backstopping units?

Sustainability and impact potential

- o Are the results achieved by the project so far likely to be sustainable and last beyond the project? How will the implemented work be institutionalized and used by government institutions to enhance future work on the intended objectives of the project?

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

- o To what extent have results contributed to advance sustainable development objectives (as per UNSDCFs, similar UN programming frameworks, national sustainable development plans, and SDGs), as well on the ILO's core principles (ILS, tripartism and social dialogue, gender equality and non-discrimination and just transition)?

- o What was the level of ownership of the project outcomes by partners and beneficiaries?

- o To what extent and to which adequate capacity building of social partners was taken place to ensure mechanisms are in place to sustain activities and whether the existing results likely to be maintained beyond project completion? What are their incentives and capacity to keep performing their role that contribute to addressing livelihood challenges faced by the target group?

- o To what extent and to which knowledge developed throughout the project (research papers, progress reports, manuals, and other tools) can still be utilized after the end of the project to inform policies and practitioners?

General

- o To what extent the project addressed the mid-term evaluation recommendations?

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

5. Methodology

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

The methodology will include examining the project's **Theory of Change** in the light of logical connect between the levels of results, their alignment with the ILO's strategic objectives and external factors/assumptions. Particular attention will be given to the logical connection between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as national strategic frameworks with the relevant SDGs and related targets, and other relevant external factors .

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

The evaluation would apply a mixed-method approach. Both qualitative and quantitative evaluation approaches should be considered for this evaluation. First of all, the evaluator(s) will make a **desk review** of appropriate materials, including the project document, Logical Framework, progress reports, mission reports, project briefs, news/articles and other outputs of the project and relevant materials from secondary sources (e.g., national research and publications). Secondly, the Evaluator(s) will collect relevant data for the evaluation. Individual or group interviews will be conducted with the main stakeholders defined in the TOR.

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

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

Sound and appropriate data analysis methods should be developed. Different evaluation questions may be combined in one tool/method for specific targeted groups as appropriate. Attempts should be made to collect data from different sources by different methods for each evaluation question and findings be triangulated to draw valid and reliable conclusions. Data shall be disaggregated by gender and other relevant categories, during the collection, presentation and analysis of data.

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

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

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

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

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

Field Visits: The evaluator(s) is proposed to visit Ankara and three provinces out of five targeted provinces. Meetings will be scheduled in advance of the field visits by the ILO project staff, in accordance with the evaluator's requests and consistent with these terms of reference.

Post-Data Collection and Stakeholders' Workshop: Upon completion of the data collection and analysis, the evaluator(s) will conduct a stakeholders' workshop with the stakeholders including ILO to share the preliminary findings, conclusions, and recommendations. After incorporating inputs from the stakeholders' workshop, the evaluator(s) with share the draft report with the Evaluation Manager who,

after a methodological review, will circulate it to the stakeholders for their comments and inputs and the evaluator(s) will be responsible for considering the feedback provided and reflecting relevant inputs to the final report and he comments log..

Debriefing/Presentation: Upon completing the report, the evaluator will provide a debriefing to the ILO Team on the evaluation findings, conclusions and recommendations. The final draft of the report will be shared by the evaluator with the Evaluation Manager, who will approve the report and then will share it with the focal point at the Evaluation Office of ILO Regional Office for Europe and Central Asia. Upon approval from the responsible officer in the evaluation office of the region, the office will share the report with EVAL for their comments, inputs and final approval. The evaluator will be responsible for considering the feedback provided and reflecting relevant inputs to the final report.

6. Main deliverables

Inception Report: To be submitted to the Evaluation Manager within **5 days** of the receiving of all programme documents and may be circulated among key stakeholders.

This report will propose the methods, sources and procedures to be used for data collection and analysis. It will also include a proposed timeline of activities and submission of deliverables. The Evaluator will also share the initial draft inception report with the Project Team and Evaluation Manager to seek their comments and suggestions. The inception report should be in line with ILO EVAL Office Checklist.[6]

Workshop: To present the preliminary results to the stakeholders for their feedback

Draft Report: To be submitted to the Evaluation Manager within **10 working days** of completion of the data collection and after the stakeholders' workshop).

The draft report will be approx. 30 pages plus executive summary and appendices. The draft report will be disseminated to all key project stakeholders to seek their comments and suggestions.

Final Evaluation Report: To be submitted to the Evaluation Manager within **5 days** of receipt of the draft final report with comments. The Final Report should be submitted along with all relevant Annexes as indicated in ILO Guidance Note on the evaluation report (including executive summary, good practices, lessons learned etc.).

Once the final report is completed and reviewed by the Evaluation Manager, it will be shared with the Regional Evaluation Office (REO), and finally with EVAL for final approval and requests the management response to the ILO responsible officer. Then the report will be available for wider dissemination to all stakeholders.

An evaluation summary: using the ILO Summary template.[7]

Suggested Report Format: The final version of the report shall follow the below format in accordance with the ILO Evaluation Office guidelines (see Checklist 6 on Rating the quality of evaluation reports[8] and be no more than 30 pages in length, excluding the executive summary and annexes:

> 1. Title page
> 2. Table of Contents
> 3. Acronyms
> 4. Executive Summary
> 5. Project Background
> 6. Evaluation Background
> 7. Evaluation criteria and questions

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[6] https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf
[7] Writing Evaluation Summary Checklist:
https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@ed_mas/@eval/documents/publication/wcms_746811.pdf
[8] https://www.ilo.org/publications/checklist-6-rating-quality-evaluation-reports

8. Evaluation Methodology
9. Main Findings
10. Conclusions
11. Lessons learned and Emerging Good Practices
12. Recommendations
13. Annexes (TOR, inception report, lessons learned template, list of interviews, meeting notes, relevant country information and documents)

All deliverables must be written in English. All deliverables will be submitted in electronic format in Word.

The process of the finalization of the Evaluation reports:

- The Evaluation Manager will provide methodological comments to the draft final report, which will be also shared with all the stakeholders to receive their comments.
- After consideration of the comments of stakeholders on the report, the draft final report will be subject to approval by the evaluation manager and Regional evaluation office focal point for review and then for submission to the ILO Evaluation Office for final approval. The final report shall be delivered no later than **5 days** after receiving the comments on the draft report.

7. Management arrangements and work plan (including timeframe)

The evaluation team will be comprised of an independent consultant(s) working under the supervision of the ILO Evaluation Manager. The evaluation will be managed by Mr Tara Prasad Bakhariya, ILO officer based in Nepal and with no relationship with the project.

- **Evaluation Manager**: The Evaluation Manager will supervise, coordinate, and guide the assignment. He will give the final decision and feedbacks on all the outcomes of the assignment.

- **Independent Evaluator(s):** The independent evaluator, together with an evaluation team and/or national consultant, will conduct this evaluation**.**

  The responsibilities of the lead evaluator are as follows:

  - Responsible for supervising the team member in Türkiye
  - Ensure quality control and adherence to ethical guidelines.
  - Defining the methodological approach and drafting the inception report (including all data collection tools), producing the preliminary findings presentation, drafting reports and drafting and presenting a final report
  - Ensuring the evaluation is conducted per TORs and timeline, including following ILO and UNEG guidelines, methodology, and formatting requirements and adhering to evaluation report quality standards as referred to above
  - Liaising with the evaluation manager
  - Conduct meetings with stakeholders (scheduling, debriefing and/or stakeholders' workshop)
  - Be flexible on the evaluation timeline if it takes longer time due to difficulties encountered from remote interviews, be responsible for completing consultations with all key stakeholders, and try their best to complete the interviews/data collection
  - Contributing to the report dissemination and communication (if any) by participating in webinars and supporting or providing inputs to evaluation communication products

  The responsibilities of the evaluation team member are as follows:

  - Provide context-specific and technical and methodological advice necessary to the lead evaluator.
  - Support the lead evaluator throughout the evaluation process (inception, data collection, data analysis, and report writing)
  - Represent the evaluation team in meetings/interviews/focus group discussions with stakeholders upon request of the lead evaluator
  - Taking note and interpreting between English-local languages for the lead evaluator, when needed

- Contribute to the report drafting, dissemination and communication by participating in webinars and supporting or providing inputs to evaluation communication products

ILO Project Team who will support the final evaluation and their responsibilities in this context are stated below.

- **Project Coordinator and Project Team**: Coordinator (Senior Programme Officer), will lead the project support to the process and will ensure that the planned activities are realized in a timely manner to deliver the expected results. The team will ensure that all relevant documentation is up to date and easily accessible in electronic form by the evaluator from the first day of the contract. It includes the necessary documentation, information, and lists of contacts/stakeholders/constituents/ beneficiaries and provides technical support to the consultant within the scope of the assignment when necessary.

Schedule of payment

The project will cover the cost of the evaluation as follows: -

i.   Professional fee: Proposed professional fee's terms of payment.
- 20% upon the approval of the inception report.
- 30% upon approval of the draft evaluation report.
- 50% upon the approval of the final evaluation report by ILO Evaluation Office.
ii.   Travel and DSA where relevant and applicable

Timeframe

The timeframe for the assessment will be 3 months starting in September and completed by the end of November 2024. The following is a tentative schedule of tasks and the anticipated duration of each task:

Tasks	Team Leader - Number of working days	Evaluation Team member - Number of working days	Deliverables and Deadlines
i. Desk review of project related documents; Online briefing with Evaluation Manager and project team. ii. Prepare inception report including interview questions and questionnaires for project stakeholders iii. Review and approval of Inception Report by the Evaluation Manager	5	2	Submission of draft Inception Report (11 October 2024) and final version of the report (18 October 2024)
i. Conduct interviews, and surveys with relevant project staff, stakeholders, and beneficiaries ii. Presentation of preliminary results to the stakeholders in a workshop.	13	11	21 October- 08 November 2024
i. Analysis of data based on desk review, field research, interviews /questionnaires with stakeholders; draft report ii. Methodological review by the Evaluation Manager iii. Circulation of draft report by the Evaluation Manager with the stakeholders	5	2	Submission of Draft Evaluation Report (15 November 2024)
Revise and finalize the report addressing stakeholders' comments	2	0	Submission of Final Evaluation Report (06 December 2024)
Approval of the report by EVAL	0	0	15 December 2024
Total	**25** workdays	**15** workdays	

8. Profile of the evaluation team

The independent final evaluation will be conducted by a lead international evaluator, who will work with an evaluation team member or a national consultant.

The independent lead evaluator will have the following profile:

- University degree in social development, economics, or a related subject at the master's level or equivalent.
- Seven years of international experience in project/program evaluation, including a theory of change-based approaches, and desirable in Labour Market and Employment;
- Knowledge of the ILO's mandate and Decent Work agenda
- Substantial knowledge of gender issues and familiarity with the issues of women employment and work life balance; and labour market in Türkiye or similar contexts.
- Good knowledge of the political situation, labour market and employment issues in Türkiye is an asset.
- Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professional associations, UNEG, and ILO/EVAL
- Excellent analytical and report-writing skills in English
- Qualitative and quantitative research skills
- Demonstrated excellence in facilitating workshops.
- Full command of English is mandatory. Turkish spoken and written would be an asset
- Certificate indicating completion of the ILO EVAL's online Self-induction programme[9] *(Desirable):.*

The team member consultant will have the following profile:

- Education: University degree in social science, development studies/public administration/Statistics or another related field
- Five years' experience in the evaluation of central/local development projects. Knowledge of research methodologies and data analysis would be preferred.
- Experience and exposure to engagement in labour market and employment related projects and programme will be an asset.
- Experience in the targeted localities is an asset
- Experience in facilitating workshops for evaluation findings and participating in field questionnaires
- Extensive knowledge of and experience in applying qualitative and quantitative research methodologies
- Hands-on experience in using participatory tools and methods for data collection and analysis.
- Fluency in spoken and written Turkish and relevant local languages, and English
- Experience in the UN system or similar international development experience is desirable

The final selection of the evaluator(s) will be done by the EVAL/ILO.

9. Legal and ethical matters

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

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

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[9] https://training.itcilo.org/delta/ILO-EVAL/ILO_Self-induction_Module_for_Evaluation_Consultants-Part-I/story_html5.html

The evaluator(s) shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality while ensuring that sensitive information cannot be traced to its source.

The ILO owns the copyright and will decide on the possible dissemination of the findings and any other information produced under this assignment. For detailed information, please follow this page: https://www.ilo.org/publications/ilo-evaluation-guidance

All deliverables will be paid for on satisfactory completion and certification by the ILO evaluation manager and in line with the ILO Evaluation report checklist.