



JOB CREATION AND ENTREPRENEURSHIP OPPORTUNITIES FOR SYRIANS UNDER TEMPORARY PROTECTION AND HOST COMMUNITIES IN TURKEY

TERMS OF REFERENCE FOR EXTERNAL COLLABORATOR FOR EVALUABILITY REVIEW

Project Overview	
Project Title	TUR/17/07/EUR: Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey
Contraction Organization	International Labour Organization (ILO)
ILO Responsible Office	ILO Office for Turkey
Funding source	EU Regional Trust Fund (The MADAD Fund)
Budget of the Project	EUR 11,610,000.00.-
Project Location	Turkey, with project provinces of Ankara, İstanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay

Introduction

‘Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey’ project aims to contribute to the livelihoods of Syrian refugees and host communities through improving employability and enhancing decent work opportunities. Financially supported by ‘European Union Regional Trust Fund in Response to the Syrian Crisis (The Madad Fund)’, the project will be implemented between 01 February 2018 and 31 January 2020 in Ankara, Istanbul, Konya, Bursa, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay provinces.

Background Information

The Syrian crisis has entered its seventh year and the large numbers of refugees fleeing the conflict continue to impact significantly neighbouring host countries. As of September 2017, with over 3.1 million Syrian refugees registered under the temporary protection regime, Turkey is the largest refugee hosting country in the world. Many face difficulties in accessing services, affecting their ability to provide food, housing, health and trauma care, and other basic needs for their families. Savings and other resources are being depleted, pushing families further into poverty and debt.

Owing to the protracted nature of the crisis, Turkey, has adopted a resilience-based development approach, as expressed in the innovative Regulation on Work Permits of Foreigners under Temporary Protection, January 2016, which allows access of officially registered refugees under temporary protection to apply for formal work permits. Growth, resilience and economic stability are at the heart of national and international strategies, emphasising the critical importance of access to decent work for Syrian refugees and host communities.

Against this backdrop, and based on its close relationship with Turkey over many years in strengthening the enabling environment for decent work and social justice, the ILO has developed the action aimed at strengthening the labour market and business development environment through the stimulation of decent work opportunities, inclusive socio-economic growth and the reinforcement of governance systems and structures. The action builds on ILO interventions on the Syrian refugee crisis in Turkey since 2014, promoting comprehensive short- and medium-term employment-rich measures to be implemented within the framework of Turkey’s overall response and the Regional Refugee and Resilience Plan (3RP). As one of the key 3RP Livelihoods Sector partners, with this Action, ILO will be contributing to the implementation of Livelihoods Sector Plan (2018-2019) in terms of developing capacities to provide labour (supply side) through support to training and post-training support with an increased focus on job placements and job creation (demand side), and conducting regular labour



economic development analyses and value chain analyses to inform ongoing job placement, employment generation as well as enterprise creation and development.

Scope of the Project

Building on the experiences gained in the implementation of previous projects, the overall objective of the current project is to strengthen the ILO's key role in response to the Syrian crisis in Turkey and aims to enhance decent work opportunities for both refugees and host communities. The project is based on three integrated pillars, further reinforced by cross-cutting actions, to facilitate the early entry of Syrian refugees and Turkish workers from host communities into the labour market at the local level and to help them develop, strengthen and upgrade their skills and competences as required. The project will contribute to labour supply and demand sides as well as the institutional capacities on the labour market governance side through provision of vocational and technical training, on the job training, workplace mentorship, validation of qualifications and recognition of prior learning, entrepreneurship training, micro-finance arrangements and business advisory services, investment and financial support services, promoting private sector involvement and creating experience-sharing platforms so as to contribute to the coordination of efforts undertaken for livelihoods. The project will target Syrian refugees living in non-camp settings in Ankara, İstanbul, Bursa, Konya, Gaziantep, Şanlıurfa, Adana, Mersin and Hatay

The main objectives of the project are to:

1. Increase the availability of a skilled, competent and productive labour supply to facilitate access to decent work for SuTP and Turkish host communities;
2. Promote an enabling environment for business development and economic growth in identified sectors and geographic locations to address job creation and stimulate entrepreneurship opportunities for SuTP and Turkish host communities;
3. Provide support to labour market governance institutions and mechanisms in implementing inclusive development strategies;

Scope of Work

The ILO Office for Turkey will hire an External Collaborator to conduct Evaluability Review of the Job Creation and Entrepreneurship Opportunities for Syrians under Temporary Protection and Host Communities in Turkey Project, which is a requirement in line with ILO Evaluation Policy and Guidelines. In order to improve interventions' Monitoring and Evaluation practices, specifically projects with high-budgets (over US\$ 5 million) shall conduct an Evaluability Review within one year of start-up.

Evaluability Review will serve to strengthen the adaptive management (such as; potential project design problems and provide revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments with in the Monitoring and Evaluation (M&E) Plan of the Project.

The External Collaborator is expected to work with key project stakeholders including ILO Office for Turkey, IOM Turkey, the EU Delegation to Turkey, Ministry of Family, Labour and Social Security, Directorate General of International Labour Force, Turkish Employment Agency, Vocational Qualification Authority, Social Security Institution, Ministry of National Education and Social Partners participated in Steering Committee meetings.

The External Collaborator should review the project concept and re-assess the relevance of indicators and targets, review the work plan and logical framework. In terms of implementation External Collaborator should focus on the effectiveness of management in relation to M&E practices as well as the quality and timelines of monitoring.



Based on the above clarifications, Key Objectives are as follows;

- Identify useful methods for defining and evaluating impacts and good practices;
- Suggest good practices for planning and for monitoring implementation and performance; and
- Provide technical support to project managers in order to develop their M&E operations.
- Assess the extent to which the project can be evaluated in a reliable manner and validate the M&E system in place.

1. Duties and Responsibilities

Under the supervision of the Director of the ILO Office for Turkey and under the coordination of National Programme Officer and close collaboration of the Monitoring Officer, the External Collaborator will carry out the following tasks:

1. Document review, including project proposal, work plan, communications, minutes of stakeholder meetings, and other information sources;
2. Stakeholder consultations with several key informant interviews, either through email, telephone, or in person;
3. Analyse project's log frame approach, to identify the logic between the activities, outputs, objectives and risks/assumptions. Review information sources and gather different points of view on project logic;
4. Review the definitions, key questions, methodological approach, and initial preparations made, including baseline measures, by the project to assess the effectiveness and impact of the project, and determine the soundness of the approach in terms of the future evaluability of project impact;
5. Analyse the project concept and re-assess the relevance of indicators and targets, review the work plan and logical framework.
6. Review the causal logic and results-level linkages between the "Programme and Budget for the Biennium 2018-19" (Specifically for Policy Outcome 4 and Outcome 9) and the project; and provide suggestions for improvements of the complementarity of the "Programme and Budget for the Biennium 2018-19" and the Project;
7. Strengthen the adaptive management (such as; potential project design problems and possible revisions into the log-frame) and monitoring functions of the project and prompt necessary adjustments within the M&E Plan of the Project;
8. Analyse the resources and management arrangements for implementing the M&E plan to ascertain feasibility and appropriateness and make recommendations for improvements¹ if needed and
9. Conduct briefing on findings, conclusion, and recommendation of the assessment for the ILO staff.

2. Professional Qualifications

Qualifications of the External Collaborator:

1. Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches, with at least 5 years experience.
2. Experience in applying SMART indicators and reconstructing or validating baseline scenarios,
3. Experience and proven track record with policy advice, project development / implementation and/or monitoring & evaluation preferably in EU funded projects.
4. Substantial knowledge of the field of employment and vulnerable group, in particular is an asset.

¹ It shall be noted that any recommendation ending up with a change in Project Proposal is subject to Donor approval.



5. Understanding of the ILO's tripartite culture and Decent Work agenda
6. Experience of integrating gender perspective into the monitoring and evaluation approaches is an asset.
7. Knowledge of the region and country context
8. Strong reporting and communication skills both in Turkish and in English
9. Excellent communication skills with various partners including donors
10. Adherence to high professional standards and principles of integrity in accordance with the guiding principles of evaluation professionals associations
11. Advanced degree in social sciences and economics
12. Experience in interviewing
13. Excellent analytical and report-writing skills

3. Language Requirements

The working languages of the individual activities included in the scope of this subcontract are English and Turkish. The final outputs will be submitted in English. The ILO Office for Turkey will not provide any additional funds for translation services.

4. Administrative Requirements

All activities within the scope of this Terms of Reference will be carried out under the overall supervision of the Director of ILO Office for Turkey. The External Collaborator will work in close cooperation with the National Project Coordinator and the Project Monitoring Officer.

5. Place of Work

This is a home-based assignment. However, the External Collaborator is expected to travel to Ankara for stakeholder meetings (up to 4 days) and briefing meeting (up to 2 days) within the duration of this assignment.

The travel related costs (such as airfare, accommodation, meals, in city travel and other expenses) associated with the assignment is included in the lump-sum consultancy fee and not additional payment will be done by ILO Office for Turkey.

6. Payment Details

Starting date: 8/10/2018

Ending date: 31/12/2018

Fee: 36,000.00.-TRY

The Consultant is expected to work **30 work days** within the duration of this assignment in order to fulfill required tasks and successfully execute the deliverables.



7. Deliverables and Timeframe

The External Collaborator is expected to fulfil the required tasks and execute the deliverables in the timeframe given below:

Tasks and Deliverables Expected for the Payment	Deadline	Amount of Payment upon Approval
Task-1: Document review Deliverable-1: Submission of Methodology Report and Work Plan	15 October 2018	10,000.00.- TRY
Task-2: Stakeholder Consultation Meetings Deliverable-2: N/A	22 – 26 October 2018	NA
Task-3: Evaluability Analysis and Review Deliverable-3: Submission of Initial Findings and Recommendation Reports	12 November 2018	NA
Task-4: Briefing Meeting and finalization of Evaluability Report Deliverable-4: Submission of Final “Evaluability Report”	3 December 2018	26,000.00.- TRY

All payments will be proceeded upon the submission of the deliverables and the approval of the deliverables by the ILO.

8. Other Information

The External Collaborator will be responsible for all travel, boarding, lodging, administrative costs and any other costs as incurred for activities outlined in this ToR.