



United Nations Development Programme

Employment and Skills Development Programme Component II (ESDP II)

Final Inception Report

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1. INTRODUCTION

This inception report summarizes the proposed methodology, scope, schedule and the outline of the Final Evaluation of the Employment and Skills Development Programme Component II (ESDP II). ESDP II is an extension component of the Applied SME Center Project (Model Factory Project).

ESDP II has two main objectives: (1) to increase the productivity of SMEs by introducing them to lean production techniques (2) generate employment for the local host community members and Syrians under Temporary Protection.

The Final Evaluation will be an independent review of the relevance, effectiveness, efficiency, sustainability, and cross-cutting issues of ESDP II and will be in accordance with UNDP Evaluation Guidelines.

2. BACKGROUND AND CONTEXT

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

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

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

On the other hand, the recent decade has witnessed a slowdown in employment generation capacity of the economy, bringing forth the concerns over "jobless growth". While the net new jobs being created by the private sector has declined over the recent years, the public employment has increased by about 1.4 million people since mid-2014. As a result, the share of public employment in total employment has increased from 19.9% to 26.2% in the last five years, providing further support for declining employment generation capacity of the Turkish private sector. On the other hand, unemployment rate has been on an increasing trend since 2012. If we exclude the brief period between mid-2016 and the end of 2017, we see a steady increase of the unemployment rate from 8.5 in 2012 to 11.2 by the end of 2021.

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

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

To make things more problematic, the Syrian workforce had dramatic effects on the Turkish labor market in different ways. Turkey has become home to the largest displaced population in the world. The number of Syrians under temporary protection reached nearly 3.6 million which is close to 7% of the total population of Turkey. According to DGMM, the number of Syrians at working age (between the ages of 18 and 59) is 1.8 million. In addition, we can estimate that approximately 75,000 of 300,000 applicants and status holders of international protection are at working age¹. The Syrian labor force dramatically changed the informal side of the labor market, since more than 95 percent of the Syrian workforce are employed informally. In addition, most of the Syrian workforce can be considered as unqualified labor force. Thus, the influx of this unqualified labor force put further pressure on the wages of the unqualified Turkish labor force. In addition, the abundance of cheap and Informal labor force led some firms to postpone some of their labor-saving technology investments. However, it is clear that to achieve a sustainable and inclusive growth, both the Turkish and the Syrian labor force should be equipped with the necessary skills so that they can be conveniently employed on the formal side of the labor market with decent wages.

Under these circumstances, the main pillars of the ESDP become highly relevant. ESDP was designed to serve three main objectives:

- Productivity enhancements in SMEs through training and consultancy activities
- Job creation for the host community members and SuTP through vocational training programs, entrepreneurship programs and matchmaking activities

This final evaluation of the ESDP Component II activities will consider these contextual issues along with the objectives and the activities of the program with an aim providing a broader perspective to the above-mentioned issues of the Turkish economy.

3. EVALUATION OBJECTIVE, SCOPE, AND METHODOLOGY

Applied SME Center (Model Factory) Project has been launched in 2015 under the partnership between the MoIT and UNDP. In 2017, the project was extended for the first time with Ankara Chamber of Industry (ASO) and Ankara Chamber of Industry 1st Organized Industrial Zone (ASO I. OIZ) joining the project as funders and additional implementing agents. This project, as defined by the initial agreement between the MoIT and UNDP and extended by the joining of ASO and ASO I. OIZ, was planned to end in December 2018.

However, Government of Turkey requested to further extend the time and the budget of the project due to SME Capability Centers becoming an essential part of the overall strategy of the government to "transform the manufacturing industry via improving productivity". Hence, in 2018, Applied SME Center Project was extended for a second time with KfW joining as an

¹ DGMM data as of 24 June 2019, available at https://www.goc.gov.tr/icerik6/international-protection_915_1024_4747_icerik

additional funder under the terms and conditions of the Employment and Skills Development Program Component II (ESDP II). Further extensions (3rd, 4th and 5th) were made in 2020 and 2021 which kept the organizational structure of the project as it was after the 2nd extension and provided additional public funding.

In sum, the timeline of the Applied SME Center (Model Factory) Project may be divided into 3 periods:

1. Launch Period (2015-2016)

This is the first period of the Applied SME Center Project where MoIT is the implementing partner and the funder of the project, and UNDP provides technical support.

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

Total Project Budget: 450,000 USD

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

2. 1st Extension Period (2017-2018)

This is the first extension to the Applied SME Center Project. In addition to MoIT, ASO and ASO I.OIZ became the implementing partners and funders of the project.

During this period, Ankara Model Factory became operational.

Total Project Budget: 4,626,857 USD

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

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

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

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

Total Project Budget: 12,790,487 USD

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

Applied SME Center project will end in 2022. As of March 2022, MoIT, ASO, ASO I.OIZ and KfW are the financiers of this project, whereas UNDP and MoIT are the implementing partners, and ASO and ASO I.OIZ are the implementing agents. As of December 2021, budget realization ratio of the Applied SME Center Project is 76%.

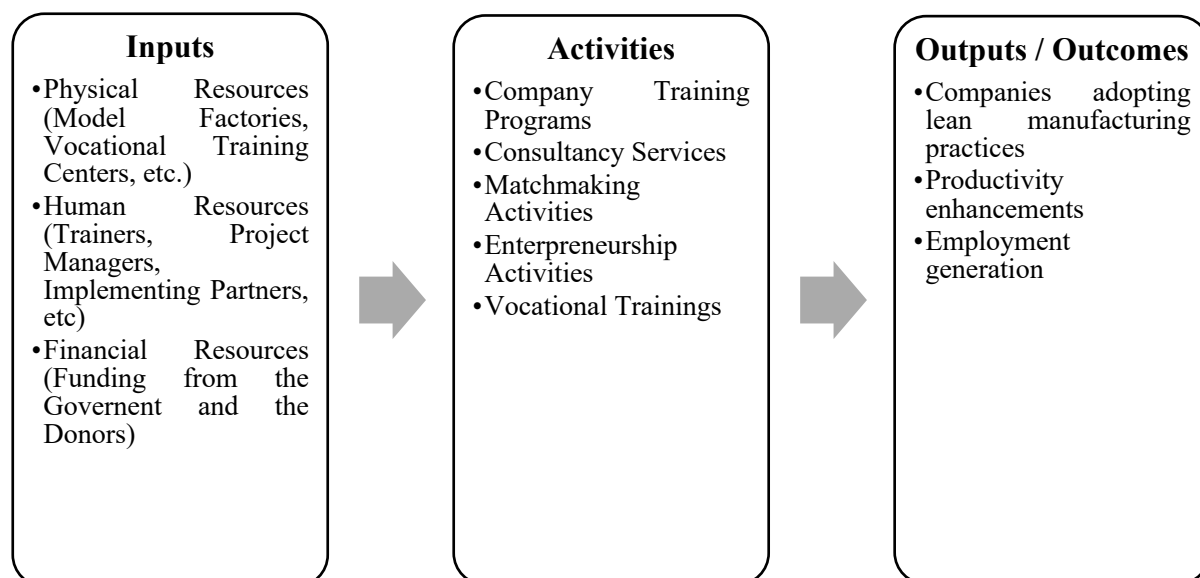
The scope of this evaluation is limited by the scope of ESDP II. Within the scope of ESDP II, Ankara Model Factory has been extended and two new model factories has been established in Konya and in Kayseri. The model factory in Bursa is not within the scope of ESDP II and hence this evaluation.

A total budget of 7 million USD has been allocated to this component to which KfW contributed with 5.68 million USD whereas MoIT, ASO and ASOI.OIZ contributed with 1.3 million USD. 83.02% of the KfW budget has been realized, whereas the rest of the budget remains almost unspent.

	Total Budget Allocated	Total Expenditure	Remaining Budget	Budget Realization Ratio
KfW	\$5,688,124	\$4,722,558	\$965,566	83.0%
MoIT, ASO and ASOI.OIZ	\$1,330,458	\$25,908	\$1,304,550	1.9%
TOTAL	\$7,018,582	\$4,748,466	\$2,270,116	67.7%

The model factories are the backbones of ESDP II. SMEs are introduced with and adapted to lean manufacturing practices through the theoretical and practical trainings and consultancy services provided by the model factories.

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



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

This evaluation's first and foremost objective is to assess whether the project achieved the desired targets in an effective, efficient, and sustainable manner. In other words, evaluator will assess 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. Terms of Reference (ToR) documents lists the more specific objectives of the evaluation as follows:

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

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. The indicators mapped to the evaluative criteria questions are not quantifiable. Hence, the proposed evaluation framework will adopt a qualitative approach. Review of project documents will be combined with a qualitative field study consisting of interviews and focus group discussions with the stakeholders and the beneficiaries.

There will be three 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, the implementing partners, and the other stakeholders of the project. Question sets of the interviews may be found in Annex II.
 3. Semi-structured interviews and focus group discussions with the project beneficiaries including executives of the companies that completed the L&T program, graduates of the vocational training program and graduates of the entrepreneurship program. Question sets of the interviews and the focus group discussions may be found in Annex II.

Data from the document review, the interviews and the focus group discussions will be analyzed using the appropriate qualitative data analysis techniques such as narrative analysis and grounded theory.

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

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)

“Impact” is not among the evaluative criteria listed in the ToR. Estimating the impact in a credible way is a tedious task which requires a credible identification. It requires the question of “what would happen if there was no intervention?” to be answered which basically requires the estimation of the counterfactual outcome. So, the Evaluator agrees with current framework of the evaluation. However, Entrepreneur Information System (EIS), which is a rich, firm-level database administered by the MoIT, may be utilized to provide the reader with a hint of the quantitative impact of the L&T program on the productivity, employment, and export performance of SMEs. For this:

- Necessary agreements shall be made with, and permission shall be taken from the Department of Entrepreneur Information System of the DG of Productivity and Strategic Research of the MoIT
- Department of Entrepreneur Information System of the MoIT shall be provided with the Tax Identification Numbers of the SMEs which completed the L&T program in Ankara along with the date of program completion

In addition to assessing the targeted and realized outcomes and outputs of the project, the report will also be rich in the conclusions and recommendations sections. In these sections, best practices and lessons learned will be identified for a potential upscaling of the current projects or future implementations of similar projects.

Cross-Cutting Issues

The proposed evaluation framework contains the evaluation of cross-cutting issues as a separate criterion. As stated in the ToR, this part “...should include an assessment of the extent to which program design, implementation and monitoring have taken the cross-cutting issues such as gender equality, sustainable livelihoods, leave no one behind agenda and crisis prevention recovery, into consideration”. The evaluation matrix in Annex I clearly states the interview questions which will delve into this issue. Questions aimed at collecting objective and quantifiable data (i.e., “How many women entrepreneurs benefited from the program?”) will be combined with open-ended questions. Observations of the evaluator and data from program documents will support the primary data collected through the interviews.

4. FIELD PLAN

The qualitative field study will start with in-depth interviews with the 3 main actors of the project: UNDP, MoIT and KfW. These interviews may be face-to-face in Ankara or via online meeting tools depending on the preference and/or availability of the interviewees.

According to the suggested field plan (see below), interviews and focus group discussions with the other stakeholders and beneficiaries will kick off in Ankara and continue with Konya and Kayseri. Applied SME Center project is at a later stage of its lifecycle in Ankara. Hence, interviews with the stakeholders in Ankara have the potential to provide valuable input to the meetings in Konya and in Kayseri. Sixty-minute in-depth interviews are suggested with the directors or general secretaries of the Chambers, Vocational Training Centers, Model Factories, and the Technoparks.

There are three types of beneficiaries in the evaluated program which are:

1. Graduates of the vocational training program
2. Graduates of the entrepreneurship program
3. SMEs which attended the L&T programs

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

Vocational training programs were held in Ankara and Konya. Hence, two focus group discussions with the graduates of the vocational training programs shall be organized in each city. Details are as below:

- 1 focus group (app. 60 minutes) with 3 Turkish graduates (preferably two men, one women) of the vocational training program who are currently employed.
- 1 focus group (app. 90 minutes) with 3 Syrian graduates (preferably two men, one women) of the vocational training program who are currently employed.

Entrepreneurship programs were held in Kayseri and Konya. Hence, one focus group discussion with the graduates of the entrepreneurship program shall be organized in each city. It is suggested that the selected sample includes:

- at least one entrepreneur who is younger than 25 years old.
- at least one women entrepreneur
- at least one Syrian entrepreneur

L&T programs were held in all three cities as part of the ESDP II program. Hence, in-depth interviews with an executive of 3 SMEs shall be organized in each city. It is suggested that the selected sample includes:

- 3 SMEs in Ankara, of which 1-2 are in a high-tech manufacturing sector (such as production of medical devices or pharmaceuticals) and 1-2 have less than 100 employees.
- 3 SMEs in Konya, of which 1-2 are in the manufacturing of machinery and equipment industry and 1-2 have less than 100 employees.
- 3 SMEs in Kayseri, of which 1-2 are in the manufacturing of furniture industry and 1-2 have less than 100 employees.

Question sets of the interviews with each stakeholder may be found in Appendix II.

Location	Respondent	Suggested Date	Length	Form of Meeting
Ankara or Online Meetings	UNDP	Week starting 4th of April	60 mins	Interview
	MoIT	Week starting 4th of April	60 mins	Interview
	KfW	Week starting 4th of April	60 mins	Interview
Ankara	Ankara Chamber of Industry	7th of April, 2022	60 mins	Interview
	ASO Vocational Training Center	7th of April, 2022	60 mins	Interview
	Graduates of Vocational Trainings	7th of April, 2022	150 mins	2 Focus Groups
	Ankara Model Factory	8th of April, 2022	60 mins	Interview
	SMEs	8th of April, 2022	135 mins	3 Interviews
Konya	Konya Chamber of Commerce	13th of April, 2022	60 mins	Interview
	KSO Vocational Training Center	13th of April, 2022	60 mins	Interview
	Graduates of Vocational Trainings	13th of April, 2022	150 mins	2 Focus Groups
	Konya Innopark	14th of April, 2022	60 mins	Interview
	Entrepreneurs	14th of April, 2022	90 mins	1 Focus Group
	Konya Model Factory	14th of April, 2022	60 mins	Interview
	SMEs	14th of April, 2022	135 mins	3 Interviews
Kayseri	Kayseri Chamber of Industry	20th of April, 2022	60 mins	Interview
	Kayseri Model Factory	20th of April, 2022	60 mins	Interview
	SMEs	20th of April, 2022	135 mins	3 Interviews
	Erciyes Teknopark	21st of April, 2022	60 mins	Interview
	Enterpreneurs	21st of April, 2022	90 mins	1 Focus Group

5. EVALUABILITY ANALYSIS

Evaluability Criteria Question	Analysis
Do the design and the implementation of the program allow for evaluation?	<p>ESDP II has a clear objective and a target and a clearly defined theory of change.</p> <p>The outcomes and the outputs of the project are specific and measurable.</p> <p>Results framework is clear and quantifiable.</p> <p>Organizational structure is well-defined.</p>
Do the shared documents include necessary information?	<p>All the project documents such as MF Feasibility Report, MF Extension documents, Progress Reports, KfW-UNDP Cost Sharing Agreement, QA Reports, Needs Assessment Report, Steering Committee Meeting Notes, L&T Result Summaries, M&E Design System Report, etc. and the strategy documents such as 11th Development Plan, 2023 Industry and Technology Strategy, Turkey's Productivity Strategy and Action Plan, UNDP Strategic Plan, UNDCS, UNDP CPD were shared with the evaluator.</p> <p>They contain the necessary information on the design and the implementation of the Applied SME Center Project and ESDP Component II.</p>
Is the present stage of the program suitable for evaluation?	<p>As of March 2022, ESDP II is approaching its end. 83% of KfW fund has been realized.</p> <p>Majority of the project outputs were delivered.</p> <p>More specifically:</p> <ol style="list-style-type: none"> 1. Ankara MF has been extended. 2. Konya and Kayseri MF have been established. 3. Vocational training and entrepreneurship programs were completed.
Can external factors hamper the evaluation?	<p>COVID-19 restrictions have been relaxed in Turkey. Hence, travel and face-to-face meetings is not expected to be an issue.</p> <p>Political and climatic environment are conducive to the evaluation.</p> <p>There are no security issues.</p>
Is the budget sufficient for the evaluation?	Yes, there are sufficient financial resources allocated to the evaluation.
Are the stakeholders available for the field study?	<p>The field study is to take place during the period 4-22 April 2022.</p> <p>There are no national events, such as elections, holidays, during this time period.</p>
Are the evaluative criteria suitable?	<p>Yes. All evaluative criteria and the associated questions may be answered using data from the document review and the qualitative field study.</p> <p>In addition to the 5 evaluative criteria listed in the ToR, the evaluator suggests "quasi impact assessment" which will give a hint of the impact of the L&T program on SME performance. This part of the analysis is possible only if necessary arrangements (please see Section 3) are made by the evaluation manager.</p>

6. KEY MILESTONES

Signing of the Contract	24.02.2022
Kick-Off Meeting	03.03.2022
Delivery of Draft Inception Report	14.03.2022
Delivery of Final Inception Report	25.03.2022
Data Collection	04.04.2022 – 22.04.2022
Data Analysis	25.04.2022 – 05.05.2022
Delivery of Draft Evaluation Report	16.05.2022
Delivery of Final Evaluation Report	20.06.2022
Presentation of Findings	04.07.2022

7. RESOURCE REQUIREMENTS

The evaluator expects UNDP to arrange the trips (flight and hotel arrangements) and to schedule the interviews with the interview participants listed in Section 4 of this report.

In the case of SuTP beneficiaries being interviewed and the interviewee not being able to communicate in Turkish, the evaluator expects a simultaneous Arabic-Turkish translator to be on-site.

8. OUTLINE OF THE DRAFT/FINAL REPORT

Executive Summary

Table of Contents

List of Acronyms and Abbreviations.

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7. Conclusions
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References

Annex I: Terms of Reference

Annex II: Evaluation Matrix

Annex III: Questionnaires

Annex IV: Rating Scales

Annex V: List of Persons Interviewed

Annex VI: List of Documents Reviewed

ANNEX I: Evaluation Matrix

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

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

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

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

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

ANNEX II: Questionnaires

UNDP

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

MoIT

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

KfW

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

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

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

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

Model Factories

1. What is your role and responsibility in the project?
2. What is your legal status?
3. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
4. Do you recall any significant delays in the delivery of project outputs?
5. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
6. Was the project management successful? Please elaborate.

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

Vocational Training Centers (Ankara and Konya)

1. What is your role and responsibility in the project?
2. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
3. Was the project management successful? Please elaborate.
4. Do you recall any significant delays in the delivery of project outputs?
5. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
6. Did you experience any administrative, financial, or managerial obstacles during project? Please give details.
7. Do you monitor the graduates of the vocational training program?
8. What was the language of instruction for SuTPs?
9. Were the vocational trainings as effective for SuTP participants as they were for the local host community members?
10. Were the vocational trainings as effective for female participants as they were for the male participants?
11. Do you think that the vocational trainings equipped the participants with skills which ensure lifetime employability?
Please distinguish between the host community members and the SuTPs.
12. What percentage of the trainings were tailored for female employment?
Please tell us about your experience.
If there are none, are you planning to provide any? Why or why not?
13. What percentage of the vocational training graduates were SuTP?
14. What percentage of the vocational training graduates were women?
15. Did you carry out any awareness raising activities targeting SuTPs?
If yes, please tell us about your experience.
If no, are you planning to provide any? Why or why not?
16. Will you continue to support this partnership after the project ends?
Do you think this is necessary?

Technopark (Konya and Kayseri)

1. What is your role and responsibility in the project?
2. If this project were to be re-implemented, what suggestion would you make regarding your role in the project to make it a more effective one?
3. Was the project management successful? Please elaborate.
4. Do you recall any significant delays in the delivery of project outputs?
5. Were there any delays/hitches in the project due to the pandemic?
Which measures were taken?
Did the project deviate from its original target due to the pandemic?
6. Did you experience any administrative, financial, or managerial obstacles during the project? Please give details.
7. Can you describe the process through which you monitor the graduates of the Entrepreneurship Program?
Do you need any support?
8. What percentage of the program graduates have operationalized their business idea?
What percentage of them created jobs for people other than themselves?
9. Was the Entrepreneurship Program as effective for SuTP participants as they were for the local host community members?
10. Was the Entrepreneurship Program as effective for female participants as they were for the male participants?
11. What percentage of the applicants and beneficiaries were female?
12. What percentage of the applicants and beneficiaries were SuTP?
13. Will you continue to support this partnership after the project ends?
Do you think this is necessary?

Entrepreneurs (Konya and Kayseri)

1. Age
2. Gender
3. Nationality
If Syrian: For how long have you been in Turkey?
4. Education
5. Previous Job (title, sector, location, formality, etc.)
6. How did you hear about the program?
7. What was your business idea?
8. What was your motivation in applying to the program?
9. Have you operationalized your business?
If yes: Do you have any employees?
If no: What are your plans?
10. Would you be able to operationalize your business idea without the support of this program?
11. What was your best experience about the program?
12. Do you have any suggestions on how the program could be improved?
13. As a young/female/Syrian entrepreneur, do you feel yourself disadvantaged?
If yes: Do you think that this program helped you overcome this disadvantaged position of yours?
14. When/If you operationalize your business, do you think it will provide you with enough income to sustain your living?

SMEs

1. Age
2. Gender
3. Nationality
4. Education
5. Occupation
6. Sector of activity
7. Year of establishment of the firm

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

Graduates of Vocational Trainings (Ankara and Konya)

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

For Women Participants:

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

For SuTP Participants:

18. What was the language of instruction?
Did you have any difficulties in this respect?
19. Do you speak any Turkish?
If no: Does this create a barrier in your workplace? Do you think this reduces your employability?
20. If you lose this job, do you think you will be able to find a similar one?
If no, do you think this is because of your nationality?