Giving Refugees A Voice

Independent Evaluation

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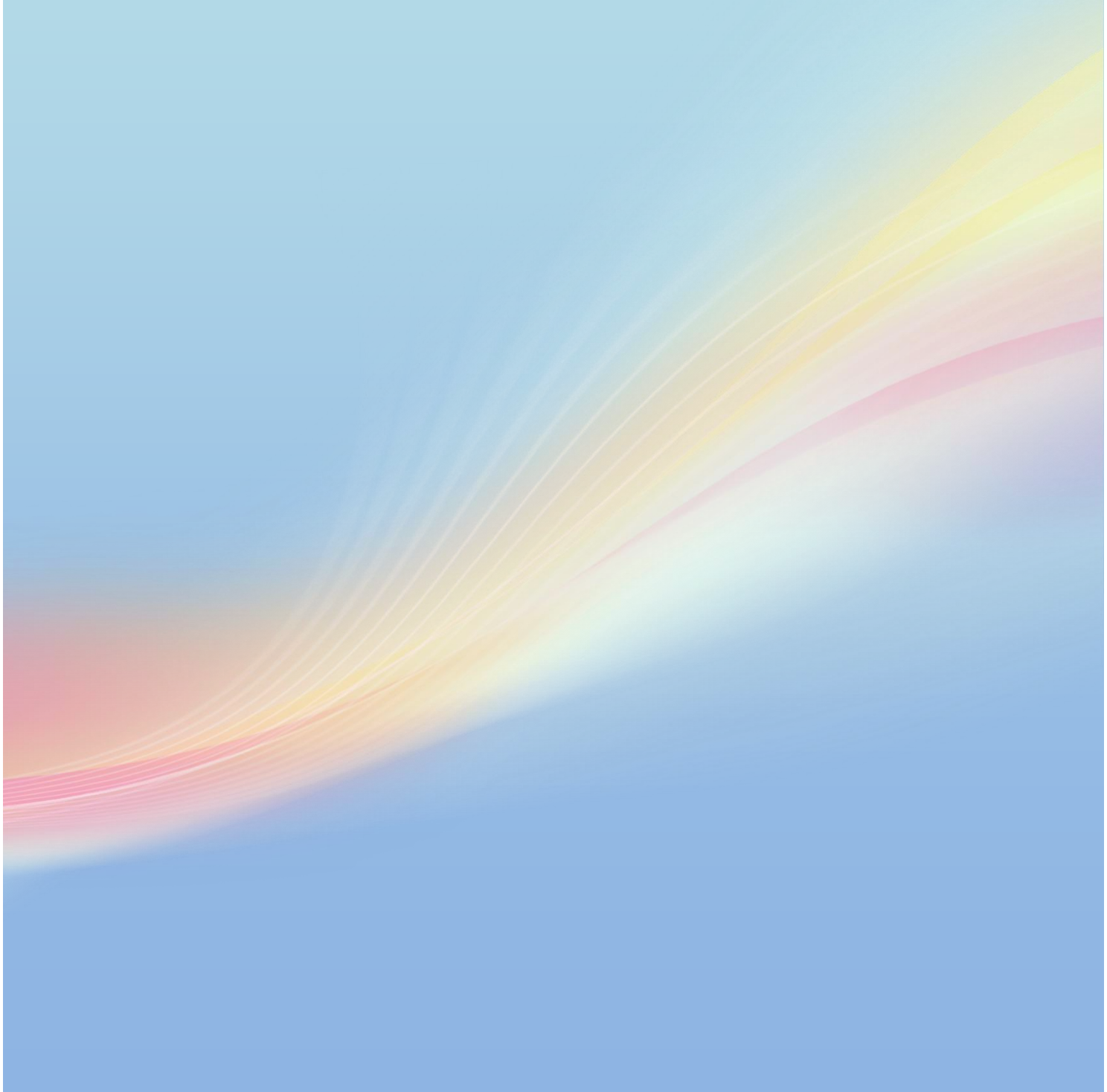
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Executive Summary

Project background

This report present the results of an independent evaluation of the Giving Refugees a Voice initiative, a pilot project implemented between January 2017 and 2018 by Equiception, Corporate Social Responsibility Association of Turkey (CSR Turkey) and an undisclosed technology partner. The initiative, funded by C&A Foundation with a grant of Euros 450,123, aimed to improve the working conditions for Syrian refugees in the apparel sector in Turkey.

The pilot initiative used social media monitoring technology to analyse the public Facebook posts of millions of refugees associated with the apparel sector in Turkey. This Social Media Analysis aimed to demonstrate the systematic presence of Syrians working informally in the supply chains of the apparel sector. The purpose of this analysis was to galvanise brands, Multi-Stakeholder Initiatives, employers, and others to take actions and make changes that would directly improve the working conditions for Syrian men, women and young people in Turkey.

Evaluation Purpose and Approach

The purpose of the evaluation was to assess whether the pilot initiative had succeeded in demonstrating proof of concept, to assess whether there were any changes for Syrians, and to examine the motivations for supply chain actors to work together. In addition, it wanted to ensure lessons were learned from the pilot initiative.

The evaluation took a theory-based, participatory approach, testing the theory of change. It included key research questions about Relevance, Effectiveness, Efficiency, Impact and Sustainability.

The evaluation was conducted by two experienced evaluators in January and February 2018, primarily through in-depth interviews with 18 key informants, most of whom had directly engaged with the project, and through a careful reading of project documents and outputs. The evaluators had limited success in securing interviews with the most important target stakeholders in the research process – namely the brands and employers and the MSIs working with brands the initiative were seeking to influence.

Summary of Key Findings

The most important findings of the evaluation show that the initiative has not achieved sufficient outcomes to demonstrate proof of concept. The evaluation found no evidence that the initiative has achieved its expected outcomes. Although the social media analysis succeeded in demonstrating the systematic use of Syrians in the supply chains of the apparel sector, and although the primary stakeholders – the brands, employers and MSIs targeted by the project - found this analysis new and useful in defining the scale of Syrians working informally in the apparel sectors, this has not resulted in them taking steps or committing to actions that would create positive changes for Syrians. Since this is the critical underlying assumption of this project, the conclusion is that the concept has not been proven.

The main reason for the lack of outcomes according to the findings of this evaluation are that the original design of the project and its theory of change was based on unrealistic assumptions of the needs of brands and others that the project was seeking to influence. They did not report being influenced by the new information and insights provided by the Social Media Analysis to the extent that they would take specific actions. In addition, they and other organisations and actors targeted by the project felt strongly that they could not publically endorse any actions to

induce supply chain actors to legally employ Syrians, for a number of political and regulatory reasons. Furthermore, both they and other actors engaged by the project - such as civil society organisations, academics, trade unions and trade associations - all of whom had a stake in improving working conditions for Syrians - - all reported that there were political and economic contextual barriers that meant that brands were not in a position to do anything that would make a difference. Instead there was consensus that only government could pro-actively address the situation described by the Social Media Analysis, and across all categories of target stakeholders interviewed for this evaluation, it was felt that the most important use of the findings of the social media analysis could be as a platform for they as a group to advocate for government to remove the disincentives in the market place for small businesses and ateliers to employ Syrians legally and to register their employment.

The stakeholders interviewed were positive about the need to continue working together to advance activities, or advocate for government action, and this may produce more results in future. Nevertheless, the evaluation found no evidence that the stakeholders have taken any steps or actions or made any changes, or indeed made any commitments to actions yet that are likely to directly or indirectly lead to improvements in the working conditions for Syrians.

As a result the pilot initiative is considered to have not succeeded in achieving its aims or of demonstrating proof of concept. Further, ratings for each of the five main evaluation criteria have been assigned based on scores against indicators in the Evaluation Matrix. (given in the Table EX-1).

Table EX-1: Rating for main evaluation criteria

	Poor	Average	Good
Relevance			
Effectiveness			
Impact			
Sustainability			
Efficiency			

Despite its disappointing results, the evaluation shows that the initiative has provided some important lessons for taking forward thinking on how to integrate social media monitoring as a potentially important tool in advancing transparency and accountability in opaque supply chains. This is an tool to explore again in future work, which resonates well with C&A Foundation's work, and which all stakeholders without exception found relevant to their work and to their priorities.

1. Evaluation Purpose

An independent evaluation of *Giving Refugees A Voice* was conducted in January and February 2018. The purpose of the evaluation was to focus on:

- Assessing the extent to which proof of concept was demonstrated – using social media survey technology to demonstrate systematic violations of worker rights, in this case the employment of largely undocumented Syrian refugee workers
- Examining the level of motivation for supply chain actors to act on the information provided by the initiative
- Assessing the extent to which any preliminary positive changes can be observed in workplace conditions by collective action or by individual supply chain actors involves in the initiatives.

Since the project was designed as a pilot project with a high level of innovation, it was agreed that the evaluation would also focus on Lesson Learning and would make recommendations about whether the methodology could be replicated in future projects and in what contexts.

The evaluation report is intended to be useful to the project management teams, to C&A Foundation and to external stakeholders. It also aims to support project designers and funders in decision-making around the use of Social Media Analysis in future projects.

2. Project Background

Project Summary

The *Giving Refugees a Voice* initiative was designed to improve the working conditions for Syrian refugees in the apparel sector in Turkey. Implemented between January 2017 and January 2018 by the partnership team of Equiception, CSR Turkey and a technology partner, it piloted social media monitoring as a tool for illuminating the working conditions of Syrian refugees in the apparel sector in Turkey. In the first phase of the project 2.3 million public Facebook posts were analysed to identify violations of Syrians workers' rights, and to try to link the violations to specific brands. 47 workplace violations were identified, with only three linked to at least one brand. The project management team and C&A Foundation agreed that the data did not pass a threshold of evidence at any scale, and the early concept was considered to have not worked. The project was halted whilst a new approach was agreed to maximise the use of the work already done – and money already spent. A second hypothesis was developed, to test whether Social Media Analysis could demonstrate the systematic presence of Syrians in the supply chain of the apparel sector. New data was gathered and analysed, identifying at least 52,000 unregistered Syrians in the supply chain and a report was produced by the technology partner providing a breakdown of the profiles by gender and geography. It also showed what kinds of work and tasks the profiled Syrians were doing, and information about wages. The Social Media Analysis was shared with brands, MSIs employers, trade unions, NGOs, and academics, with the aim of making sure they acknowledged the extent of the situation and persuading them to commit to action plans and then to monitor the implementation of those plans to improve working conditions for Syrians. Additionally, a draft White Paper was produced, based on the findings of the Social Media Analysis and on input from extensive stakeholder consultations, which included collectively agreed priorities for actions. These were further discussed at a stakeholder meeting convened in late November 2017. When the evaluation was conducted in January 2018, the project was still underway, as Equiception was conducting follow-up meetings with stakeholders.

Project Partners
The project was co-conceived by Equiception and a technology partner, both of whom were based outside of Turkey. When the decision was taken with C&A Foundation to pilot the methodology in Turkey, a local Turkish partner, CSR Turkey, was brought in to the project.

Project Objectives
The project seeks to ultimately improve working conditions for Syrian refugees working in the apparel industry in Turkey

The original premise was that in order to achieve these results the project would address a gap in information and evidence about Syrian refugees working in the supply chain, by producing actionable through social media analysis. The project hypothesized that:

- Social media analysis would provide data and information to link systematic violations of Syrian workers' rights with specific brands and that the public disclosure or sharing of this information would push stakeholders to individually and/or collectively bring about changes in the working conditions for Syrian refugees in the workplaces supplying those specific brands. ⌞SEP⌟

When the social media analysis was conducted as part of the original project design, the results had succeeded in identifying a total number of three violations that could be linked to specific brand/s. C&A Foundation and Equiception agreed that this was of insufficient scale and that the data did not pass an evidence threshold to prove irrefutable connection between brands and violations, and that it would not make an impact on the systemic level of the problem; the original concept was therefore considered not to have worked and there was a pause in the project while a new approach was negotiated.

A new concept – which is called Concept Two for the purpose of this evaluation - was agreed with a Theory of Change, which can be articulated retrospectively as:

- Social media analysis will provide evidence of the scale of the systematic use of unregistered Syrian workers in the apparel sector by demonstrating that out of the total number of workers a substantial percentage are unregistered Syrian refugees
- That the public disclosure or sharing of this information would induce stakeholders to acknowledge the scale of the presence of Syrians in the supply chain, and that, as a result, each stakeholder can define specific steps they would take to remediate common workplace issues unearthed by the Social Media Analysis.

Under Concept Two, the technology partner gathered additional data from a much wider community of Syrians in Turkey to ascertain reliable figures of the number working in the apparel sector. The precise key words could not be shared with the evaluation team, but they included searches for what Syrians were saying about themes such as hours of work, wages, overtime, discipline, protests, and strikes, as well as about general working conditions and food, housing, treatment by supervisors, and conflict at work or in the community. The data produced through the monitoring was disaggregated by gender and by geography. The target for the Social Media Analysis was set at demonstrating evidence of at least 50–80,000 profiles of Syrians working in Turkey associated with the apparel sector.

Whilst the revised Concept Two includes a change in the purpose and scale of the data that was to be monitored, and therefore a significant change in what analysis was produced, it should be noted that the 'theory' or mechanism by which change was expected to happen remained largely the same - in that social media analysis would generate actionable information and that this would induce brands, employers, and others to take action. Two of the original three expected outcomes remained the same in Concept Two as in Concept One:

- **Outcome One**: *International and Turkish brands, Multi-Stakeholder Initiatives, ITKIB, trade unions, NGOs, the Ministry of Labour and Social Security to* **induce positive change in workplace conditions** *in apparel supply chains, which ultimately lead to increase in positive changes in workplace conditions for Syrian refugee workers in factories in Turkey.*

- **Outcome Two**: *Increase in number of organisations working together to implement changes in workplace conditions (brands and their associated suppliers, MSIs, ITKIB, NGOs, trade unions, government).*

However, the final targets were revised – partly to take account of a shorter time frame – and are outlined in the table in Annex Four: Progress Against Indicators and Targets.

The stakeholders also remained the same – in Concept Two the project still planned to engage international and Turkish brands, Multi-Stakeholder Initiatives, employers and civil society organisations and influence them to make Action Plans as a result of this project and then monitor how they were delivering them.

Project Adaptations

During the implementation of the project, however, the team made further adaptations, some of which are of particular relevance to the evaluation. For example, one of the main strategies for pursuing Outcomes was to share the results of the Social Media Analysis with stakeholders and to request that they commit to specific Action Plans. The idea that brands would commit to specific changes and thereafter be held accountable for those commitments was not only a key mechanism for achieving Outcomes, but also for documenting progress towards Outcomes.

The Action Plans were not produced (and therefore not published) – primarily because the stakeholders did not want to commit to Actions unilaterally and in public because they did not want to admit to being aware that their suppliers were employing Syrian refugees because of the sensitive political context. The method that replaced it was less articulated and harder to assess: that brands would privately share their recommendations with the team; that these would be presented in a synthesised way in a White Paper and discussed at a convening, and that brands, MSIs and other key stakeholders would then endorse a published version of the White Paper which would include commitments, actions and recommendations.

The agreed, recommended action points were that there would be a working group to take forward advocacy to the Turkish government to make administrative changes that would incentivise both employers and Syrian refugees to register employment formally; and secondly that they would look for ways to enhance opportunities for Syrians, such as by creating a website of resources for Syrians looking for work or information about their rights; or by connecting Syrians with employment agencies that could help place Syrians with those employers that committed to hiring formally.These action points and recommendations were agreed on through consultations with over 40 stakeholders, some known to the project team at the start of the project, and some actors that emerged as the project continued.

A lot of time was spent by Equiception and CSR Turkey, therefore, in conducting consultations, and then in organising a stakeholder meeting towards the end of the project implementation period. None of the recommendations have yet been implemented, as far as the evaluation could find.

Since this process has not yet completed – the White Paper has not been presented to the Evaluation team or published - the chain of results is difficult to assess. It also means that the project has less time in which to achieve or evaluate any outcomes that may follow on from the Convening and the White Paper, and therefore the publication of the results of the Social Media Analysis.

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3. Evaluation approach

The evaluation took a theory-based, participatory approach, testing the Theory of Change to determine whether or not there was 'proof of concept' and gathering data from the primary stakeholders to assess the value of the results.

The methodological framework was based on the standard OECD criteria, with an emphasis on Relevance, Effectiveness, Efficiency and Sustainability over Impact, because as a short, pilot project there was likely to be little evidence of long-term change for the beneficiaries.

Evaluation Methodology

The evaluation methodology consisted primarily of conducting semi-structured in-depth interviews in Turkish and English with 18 Key Informants - and written responses from one Informant - out of a planned target of up to 27. The majority of the interviews were conducted in person in January in Istanbul. A full list of informants is in Appendix One, but the following table shows the breakdown by category of Key Informants interviewed. The sampling for categories 1 – 4 was based on an effort to interview up to 18 stakeholders that the project had engaged directly, with at least three interviews for each category targeted. A number of informants were approached by email and by telephone, initially following a formal introduction from an Equiception team member, and eventually by direct telephone call and repeated emails where no response was elicited.

	Category	Number of interviews
1	International and Turkish Brands	1
2	Turkish employers	2
3	Multi-Stakeholder Initiatives	2
4	Civil society actors (international and Turkish)	7
5	Implementing Partners	5
6	Client	2

The key sources of secondary data were:
- A desk review of project management documents
- A review of project output documents
- A review of grey literature

A close document review was conducted of internal project documents and related background literature published by other actors in Turkey[1].

The high-level evaluation questions driving the evaluation were:

- To what extent were results (outputs and outcomes) achieved? To what extent are there any early indications of positive changes in workplace conditions and co-operation between supply chain actors?
- To what extent did Giving Refugees A Voice generate unintended (positive or negative) results?
- What were the missed opportunities? How could *Giving Refugees a Voice* have addressed any gaps more effectively?
- What were the factors that supported or impeded the pilot initiative?
- How were confounding factors addressed by the project team?

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[1] See Appendix Two for a list of documents reviewed

▪ What are the recommendations and lessons learned?

These questions informed the development of the key and detailed evaluation questions, which are formulated in the Evaluation Matrix[2] organised according to the key evaluation criteria.

An interview script and semi-structured interview grid was agreed - including information about the evaluation's ethical guidelines, which was adapted from the UK Evaluation Society's ethical guidelines. The grid was adapted and prioritized for different categories of informants.

A set of ratings for the findings relating to the main evaluation criteria was also used based on scores against the indicators in the Evaluation Matrix presented in Annex Four. The ratings and their definitions are given below.

Main Evaluation Criteria	Rating		
	Poor	Average	Good
Relevance	Initiative not relevant to the priorities of the beneficiaries and not well designed for improving working conditions	Some initiative activities relevant to priorities of beneficiaries and appropriately designed to meet objective of improving	Initiative relevant to priorities of the beneficiaries and well designed for improving working conditions
Effectiveness	Initiative achieved little or none of the target outputs and outcomes compared to expected results	Initiative achieved more than three quarters (75%) of the target outputs and compared to expected results	Initiative exceeded achievement of the target outputs and compared to expected results
Impact	Achieved KPI values are less than 80% of the target values for at least 75% of the defined KPIs	Achieved KPI values are at least 80% of the target values for at least 75% of the defined KPIs	Achieved KPI values meet or exceed the target values for at least 75% of the defined KPIs
Sustainability	Initiative activities unlikely to continue after funding ends	Some of the initiative activities are likely to continue after funding ends	All activities are likely to continue after funding ends
Efficiency	Insufficient results were achieved for the effort and money expended	Results achieved were commensurate with effort and money expended	Results achieved exceeded expectations for the effort and money expended

Evaluation Team and Management

The evaluation team was made up of Francesca Silvani, who has experience of directing and evaluating large and complex information and communication programmes, and Dr. Çetin Çelik, based at the University of Koç in Istanbul, who is a sociologist with experience of conducting qualitative research about the labour market and migration in Turkey. A third member of the evaluation team, an Arabic speaker who was included in order to interview Syrians, was not eventually needed, when it became clear that there was only one Syrian stakeholder and the informant preferred to be interviewed in English, and there was no access to the social media analysis data or key words used in Arabic to review.

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[2] See Appendix Three: Evaluation Matrix

Constraints

There were some limitations encountered during the evaluation. Firstly, the sample of Key Informants includes only one from Category One (Brands) and two from Category Two (Employers) and one from Category Three (MSIs). The evaluation team tried on multiple occasions and in multiple ways to secure more interviews, but was ultimately unsuccessful when interviews were cancelled at the last minute, or there were no-shows, or no responses to follow up emails even after committing to an interview. These are important gaps in the sample for assessing results, so this is a significant limitation. There was one compensating document as a source of data, in that the Draft Report that was prepared by Equiception ahead of the convening, was partly informed by the recommendations that stakeholders had agreed to during consultations with Equiception or CSR Turkey as part of the project. These recommendations therefore were taken as indications of what the stakeholders were prepared to act on, compared with eventual actions or steps taken according to the Evaluation interviews. Nevertheless, the evaluation team believes there is every indication that more data would have confirmed the findings, rather than contradicted them, as there was nothing to indicate that the evaluation was finding a 'false negative' about the lack of expected outcomes.

Another constraint encountered was that the evaluation was doing interviews with Key Informants, who, during the same period, were interviewed by the Project Director for his self-evaluation report (delivered January 26th). This may have contributed to 'interview fatigue' and a reluctance to be interviewed again. It is not clear whether this impacted or not on participation, but it proved hard to secure interviews with several important stakeholders. The researcher in Turkey had to navigate missed appointments – in person and on the phone – and several international brands promised interviews and then did not turn up at agreed times. As a result the sample group of brands and of MSIs are very small.

Nevertheless we found relatively strong repeating patterns across the five categories of external stakeholders, which enabled us to identify key findings.

Data analysis methodology

Data was gathered and triangulated across the different categories and documentation, including by going back to informants where necessary to follow up on new information and emerging findings. The data was analysed using a problem-centred approach, by identifying recurring patterns and coding the patterns according to the research questions.

The analysis and findings indicate there was generally consensus and where there was significant divergence of opinion it has been indicated in the report.

Document review, as noted, also included a review of the final Self Evaluation report, and where there is divergence from this of significance it is also highlighted in the Findings.

4. Results

Summary of Findings

> Overall, the evaluation found that the social media analysis was considered to be a highly relevant approach, one that produced valuable insights that stakeholders found interesting and useful. As a result of the analysis the project team was able to build an informed dialogue about what steps could be taken to improve working conditions for Syrians. In addition, there are indications that the stakeholders engaged in this project may continue to work together – if further funding is secured from new sources - to advocate for government policies and regulations and, possibly, to collaborate on other initiatives. One concrete idea that may go forward that was incubated during the course of this project, was to create a one-stop platform to connect Syrians and others with various resources and support they can access in their own language.
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> Nevertheless, the core hypothesis of the project was not demonstrated: there was no evidence that brands, MSIs or employers had taken any specific actions or changes that would lead to improved working conditions for Syrians, nor was there corroborated evidence that they were committing to specific action plans. For this reason the evaluation finds that the project has not demonstrated proof of concept. The interviews provided good intelligence and information, particularly about the context, which point to ways in which a project could be designed in future.

The following sections outline the main findings on Proof of Concept, and on Relevance, Effectiveness, Sustainability, Impact and Efficiency. Findings on gender are included where relevant in each section. The Evaluation Research Matrix in Appendix Three provides the guide to key and specific research questions that were used.

Proof of Concept

A key aim of the evaluation was to assess whether there was proof of concept and whether the project's Theory of Change held up as the project is implemented. The primary focus of the evaluation was of the revised Concept Two, which states that the project will gather data from up to 85,000 profiles of Syrians associated with the Turkish apparel industry through the Social Media Analysis methodology, and that the data produced would be used to engage actors in the supply chain and influence them to acknowledge the systematic extent of the use of Syrian refugees in the supply chain, and that, as a result, stakeholders will identify specific steps they will take to remediate the common problems in the short and medium term.

The key things that changed in the amended project agreement relevant to 'proof of concept' are:
- The type of analysis that the project team would produce from the data would change from looking for evidence about violations, to looking for evidence about the scale of unregistered Syrian refugees, in the supply chains of the apparel sector
- Equiception decided that the data would be used to engage stakeholders in a , consensus building approach, rather than by publically 'naming and shaming' brands.

These are important variations but essentially the core hypothesis remained the same - that the Social Media Analysis stakeholders would produce actionable information that would induce brands and employers to take actions that would improve the working conditions of Syrian refugees in the apparel sector.

The evaluation team did not expect to find evidence of changes in working conditions for Syrians in the life cycle of the project, especially given that the Convening only took place at the end of November and the short timeframe between this and the end of the project and between the convening and the evaluation meant it was not possible for the project to see results at that higher Outcome level. In the revised logframe in Appendix Four, this higher level outcome is separated out (and suggested as an expected Impact).

What the evaluation was looking for to judge proof of concept was evidence of progress towards Outcome One - whether or not the engaged stakeholders –brands, MSIs, NGOs, trade unions, government or any others - had yet made commitments or taken steps or actions that had induced changes in supply chains, or any steps that could demonstrate that such changes could be plausibly expected in future.

No such evidence was found[3] and there was no clear evidence that there would be any imminent actions planned or taken by the key stakeholders at sufficient scale, or that would lead to positive changes for Syrian workers in a way that could be linked to the project's outputs. Further, there was a consensus amongst stakeholders and members of the project management team - that the project had needed more time to roll out its theory of change. Finally there was also consensus that next-step actions – or results - were only really feasible if the government in Turkey was to act first or in parallel to remove the barriers to incentivizing Turkish employers and Syrian workers to register for a work permit.

Furthermore, the evaluation found that the project was initiated with an unrealistic assessment of the needs and motivations of its target stakeholders. For example, the brands and MSIs did not think that there were any actions they could take as a result of the project and one MSI was clear that any steps they were taking to improve working conditions were not as a result of the project. In addition, the change in concept did not sufficiently take in to account how it would weaken the link between the Social Media Analysis and expected actions by stakeholders, and that this would therefore impact on expected outcomes to improve working conditions for Syrian refuges in the apparel sector supply chain.

On the other hand, the evaluation found that the Social Media Analysis data was widely considered to be innovative, new and interesting and it succeeded in shedding light on Syrians working in the supply chain. As a result of the Social Media Analysis, informants clearly acknowledged that the data demonstrated that there was a systemic challenge, with 10% of all unregistered workers associated with the apparel sector identified as Syrians. Informants saw the value of this headline, and it does seem plausible that the data opened doors and conversations and pulled together an interested group of civil society actors ready and willing to act at some point.

Taking in to account these results and conclusions, the evaluation finds that there is insufficient evidence to demonstrate 'proof of concept'.

On balance, the evaluation team found that there is insufficient evidence of proof of concept and the findings point to a need to re-design a future approach. Whilst the social media analysis itself proved eye-catching and valued as a way of opening doors and galvanizing conversations, it was not sufficient to catalyse any expected outcomes or specific plans for change.

Instead, the project could be considered to have demonstrated proof of another concept lower on the chain of results - that social media analysis has opened the door to potential collective advocacy to put pressure on the government. Accordingly, the White Paper produced by the

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[3] It should be noted that the final Self-Evaluation report included reference to one example of a relevant actor making a commitment but this stakeholder was not interviewed.

project team in November does not include any specific ask for brands to commit to. It is outside of the scope of this evaluation to assess whether a 'better' strategy would have been to aim for a change in government policy rather than actions by brands, employers and others within existing government policy from the outset, but in effect that has emerged as the strategy the project has been following.

The most likely pending result that the evaluation team could identify was that the project could consolidate to become a long-term advocacy initiative, and that if the White Paper is published, and there is follow on funding available from other sources, the convened group may continue to meet and endorse recommendations to the government of Turkey, possibly based on the White Paper.

Original Concept

While this evaluation focused on assessing whether there was sufficient evidence to decide on proof of concept in relation to the revised Concept Two, a few points arose in regards of the original set of data based on the original concept.

Firstly, when Equiception shared the results of the Social Media Analysis collected during Concept One with the team at C&A Foundation, they had different opinions about the value and utility of the data and the effect it would have on the target brands and employers (although there was agreement among the project partners in Turkey that it was too dangerous in the context to continue with the methodology and the need to verify information because of the security situation). At this point, however, there was no formal testing of the findings from the Social Media Analysis with any of the stakeholders, which could have provided useful pointers at that stage about what kind of information, if any, they would find 'actionable' or useful.

In addition, although the Accountable Grant Agreement shows that there was a 'go / no-go / adapt' decision point built in to the disbursement schedule of the grant, there were no pre-agreed objective criteria to decide whether to stop the project, or alternative plans about what to do in the event that the Social Media Analysis did not produce actionable information. There was the clear perception on the part of both Equiception and C&A Foundation that the level of investment already made in the Social Media Analysis – and payments made to the technology partner - was part of the reason for deciding to continue the project.

Following the decision to continue and to adapt the project, both sets of data were used by the project team to engage the target stakeholders - the brands, employers, MSIs and others – that the project was seeking to influence. Names and violations were redacted, and the data gathered under Concept One was shown to the stakeholders eventually, along with the data gathered under Concept Two, and, according to the project team, it created a lot of interest. This means it is not always clear to separate out the effects of the first set of data from the second.. It also confirms that as far as the project team were concerned, the first data set was relevant in capturing the interest of the brands and in facilitating discussion about the potential of the Social Media Analysis methodology to identify violations, to 'lift the veil on the opaque supply chains', and to discuss the evidence of the systematic presence of Syrians working in the supply change.

The evaluation found, therefore, that the use of both sets of data continued to some extent throughout the project. Even when it was decided not to continue with the methodology and that it had not produced sufficient evidence at scale of violations that could be linked to specific brands – it still might have been a worthwhile exercise to more formally 'test' the utility of the data with the project's target stakeholders to ascertain what reaction or response it elicited, even if they were not directly named and shamed.

Key Findings

The following are the key findings synthesized from all data gathered across the Evaluation Matrix[4] and in response to the evaluation questions.

Outcomes[5]
The most important finding is that there was no evidence of any progress towards achieving **Outcome One**, in that not one of the stakeholders interviewed had made or planned to make any steps to induce changes, nor could the evaluation corroborate information provided in the project's Self-Evaluation indicating that there are 1 or 2 organisations committed to taking in to account recommendations in their planning. There is no evidence found that the project's key outputs - the social media analysis and White Paper - have induced any actors to make any changes that can be linked with those outputs yet. Further, the evaluation team concludes that through the social media analysis methodology, the project could not generate the tools which would influence or pressure employers or other stakeholders to initiate changes; the expectation that the stakeholder would read the White Paper, or see the findings of the social media analysis and induce change because of increased awareness or understanding of the situation – that there are around 50,000 Syrian workers in the lower tier supply chains - is not plausible.

For **Outcome Two**, there is evidence of stakeholder intention to continue to collaborate and to work together to induce changes in workplace. It was not possible to assess whether there was an increase in the *number* of organisations working together as there was no baseline provided, but some of the organisations had not worked together before, and are willing to continue to work together, showing a potential increase. The activities that are described as potential areas of collaboration – by key informants during the evaluation, and written in the draft White Paper or Summary Notes produced after the Convening - include forming a working group to advocate for the government to remove restrictions that limit Syrians to working only in the city where they received Temporary Protection and other administrative disincentives. In addition, there was a recommendation that stakeholders should create an online platform to enable Syrians to access information and resources, and to network employers and employment agencies offering registered jobs for Syrians.

Despite these agreement, most of the stakeholders across different categories also felt that they were not well-connected with each other through the project, and were not well-informed about the overall progress of the project: while they believe they should work together to develop advocacy mechanisms for policy purposes, they also felt the lack of concrete guidance from the project team and a lack of coordination around what the next steps would be and how they would take shape.

It should also be noted that the draft White Paper and the Summary Notes do not include any specific requests for brands or employers to take any unilateral or collective actions that would directly lead to changes that would improve working conditions for the 52,000 Syrian refugees working without registration.

The meeting convened in November succeeded in bringing together Turkish and international civil society groups, one Syrian organisation, academics and trade unions, of which several had not engaged on the apparel sector previously. On the other hand, there was a notable absence at the convening of brands and MSIs.

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[4] Annex Three: Evaluation Matrix
[5] See also Annex Four: Progress Against Indicators

Furthermore, although this is the one area where possibly with more time, more results in towards Outcome Two could emerge, the evaluation find that these results are so removed from the core objectives and the original concept that they point to a de facto re-design, one with objectives more suitable for a project with a much longer time frame. The new approach – to conduct advocacy and pressure government - could have been carried out without the significant investment in the cost of the Social Media Analysis, because the important mechanism to grow the consensus around advocacy, and the platform to network actors, does not logically follow on from the Social Media Analysis, and nor was the analysis sufficient in and of itself to lead to these objectives.

Intermediate Outcome

The evaluation did identify results in one area that were not well captured by the logframe and the Theory of Change, and which have therefore been included in the revised logframe in Annex Four: stakeholders confirmed to the evaluation team that the Social Media Analysis was considered to have confirmed the systemic nature of Syrians working in the supply chain and identified useful data such as the scale of the presence of Syrians, the proof that they are working in the apparel sector; most found it useful for looking inside the informal sector which is very opaque and difficult to find out information.

In addition, the data undoubtedly opened doors to conversations, and gave the project team a strong platform for asking for meetings, engaging stakeholders' attention, and convening a multi-stakeholder meeting. In that sense the novelty of the approach and the promise – or threat – of insight in to the supply chain was enough to create a starting position for the project. As noted below, stakeholders were intrigued to find out the results of the survey; and there is sufficient evidence that this methodology can certainly offer the potential to provide data and insight that is relevant. Nevertheless, in this case, the engagement, and therefore the exposure to the Social Media Analysis, has not yet lead to the expected changes or action plans.

Outputs

Three out of the five planned outputs in the revised logframe were delivered. The project succeeded in demonstrating through the social media analysis that there are at least 52,000 profiles of Syrians associated with the apparel sector in Turkey.

The evaluation found that the social media analysis was considered exciting, interesting and unique. It added value to the information landscape. It was found to be highly relevant and effective as a tool for mapping or describing the situation. Nevertheless, there were questions about its reliability and robustness, and it was not successful in catalysing immediate action by the stakeholders to improve the working conditions for Syrians.

There was a consensus that the most likely 'pathway' to achieving such change, will be through a continuation of the group to use the data and the White Paper to conduct collective advocacy to persuade government to take steps to remove barriers and disincentives for Turkish employers to register Syrian refugees in their small ateliers and workshops more easily.

There was no evidence of any unintended results.

Missed Opportunities

Several missed opportunities were identified during the course of the project itself, and the project team took decisions to adapt to some opportunities and gaps as they went along. For example, the original project design did not include Turkish SMEs as target stakeholders, or organisations working with Syrians, or Syrian organisations. Some were added to the project, and invited to the November meeting. When looking at the Relevance of the project and its

design, the evaluation found that there were gaps in the contextual analysis that prevented the inclusion of these important groups.

Factors supporting the project
The factors that supported the pilot initiative were the strong networks and professional connections mobilised by both the local partner, CSR Turkey, and Equiception's Project Director. These networks enabled the initiative to spread its net progressively wider, by including for example, organisations in the South East with experience of working with Syrian refugees, and in particular beginning to engage the small Turkish employers and the Syrian employers.

The lack of an overall project director on the ground also impeded progress – and the lack of a strong Syrian partner helping drive the project also brought in to question the validity of the data and the process. CSR brought strong networks across the Turkey landscape, but had not worked on similar projects or with Syrian groups previously.

Factors impeding project
The factors that impeded the project were the duration of the project, which was too short to build on momentum generated by the stakeholders' interest in the social media analysis. There were delays caused when the project was redesigned, and there was a delay in convening the meeting until the end of November. In addition, the decision by the project team to take a consensus-building approach needed more time than was originally planned to move the stakeholders towards action. These delays have undoubtedly compromised the initiative's potential for achieving results.

There were two major factors that were outside of the control of the project that impeded progress, but which possibly should or could have been identified as part of the contextual analysis at design stage, which would have helped create more realistic expectations about results and timelines.

Firstly, the state of emergency in Turkey and the sensitivity inherent in working with Syrian refugees made many stakeholders nervous, and made it difficult and risky to conduct interviews with Syrians to verify information. This contributed to the project team's decision to take a softer approach to building dialogue and consensus, rather than asking stakeholders to make public commitments.

Secondly, structural issues in the labour market included lack of incentives for employers to recruit Syrian workers and register them, and the large number of Syrians willing to work for low wages and these meant the circumstances were not favourable for brands to unilaterally or collectively take effective action.

Findings on Relevance, Effectiveness, Impact, Sustainability and Efficiency

The table below uses a rating system to allocate overall scores to each of the five main evaluation criteria, based on scores against the indicators in the Evaluation Matrix[6]. Giving Refugees a Voice has scored Poor in all five criteria, and this supports the overall finding described above that the project did not demonstrate Proof of Concept.

	Poor	Average	Good
Relevance			
Effectiveness			
Impact			
Sustainability			
Efficiency			

Relevance

To assess **Relevance**, the evaluation focused on the extent to which the project's objectives, methodologies and two key outputs, the **Social Media Analysis** and the **White Paper (and its forerunner, the Draft Paper)**, were aligned with the needs and priorities of Syrian men and women working in the apparel sector, and of the target stakeholders. The White Paper has not been published yet, but the report that was drafted and shared with the project's stakeholders ahead of the meeting convened at the end of November. In addition, it assessed the extent to which the project aligned with C&A Foundation's Working Conditions strategy.

Key Relevance Findings

1. Stakeholders found the project objectives relevant to their needs, and confirmed they agreed that there was a need to produce insight and data detailing the working conditions of Syrians in the apparel supply chains, and the need for actors in the supply chains to induce changes.
2. The core methodology of the project design was not coherent, as the project's methodologies were not aligned with the project objectives. The evaluation found that Concept Two was not a plausible mechanism to induce brands and employers to make changes to improve the working conditions for Syrian refugees
3. The evaluation team found in the grant agreements between Equiception and C&A Foundation a lack of clarity about specific actions or types of actions the project was expecting actors in the supply chain to take as a result of the project. Although on one level the Social Media Analysis was expected to point to areas where action was needed, on balance this is a weakness in the design of the project.
4. Linked to this, the recommendations in the Draft Paper prepared ahead of the stakeholder convening in November, the Summary Notes circulated to stakeholders are not well aligned with the project's expected outcomes, because the recommendations they include are not targeted at inducing actors in the supply chain to commit to actions that would directly impact on the refugees working without registration in the third and fourth tiers of the supply chain.

While the project objectives were relevant to the needs of the Syrian workers in the Turkish apparel sector, the project design was not appropriate in meeting the objectives. Therefore, the relevance of the initiative has been judged as Poor.

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[6] Appendix Evaluation Four

Relevance of project objectives

Informants found that the project's objective of improving the working conditions for Syrians were relevant and agreed that there was a critical gap in information about the conditions of Syrian refugees working in the apparel sector. Informants found the need to 'lift the veil' on where Syrians were working, in which parts of the supply chain, performing which tasks, and receiving what level of pay was very relevant to their needs. Several informants confirmed an underlying project premise, that there is a lack of actionable information about Syrians in the supply chain, and that it can be difficult to obtain information.

The project's original and revised concept was well aligned with C&A Foundation's own strategy in that it aimed to bring transparency and accountability to supply chains, one of the key pillars of the working conditions strategy.

Thematic Relevance

The project was seen to bring in to sharp focus the topic of employment for Syrians in the wider debate about how to integrate them in the workforce and in society. This was also considered to be relevant to informants because the Turkish government's efforts to introduce the permit system were not working and brands, companies and the trade associations and unions want a solution because they are operating in a semi-legal solution, and according to informants interviewed, Syrian workers also want a solution to the situation where it is difficult for them to register formally for work, and, therefore, receive minimum wage and protection of their rights Several informants from civil society organisation noted that there was increasing awareness that Syrians were not going back to Syria in the near future, and were more likely to settle in Turkey for the long term than was previously assumed.

Social Media Analysis: exciting and creative

Without exception, stakeholders interviewed found the Social Media Analysis innovative and creative. Interviewees from international brands often stressed the utility of social media analysis for monitoring the third tier of the supply chain, where it is not easy for them to have oversight or control. The interviewees from civil society organisations found the social media analysis method to be smart and with innovative characteristics, as did the academics engaged by the project, and the latter also found the research technique exciting.

Outputs as Advocacy Tools

Some interviewees found that the Social Media Analysis could be relevant as a tool to support advocacy efforts to governments in future, rather than as a tool for encouraging the sector (or themselves) to make changes unilaterally or collectively, and this is supported by the fact that the focus of the Draft Report shared with them ahead of the convening (and ahead of the Evaluation) included more analysis and recommendations about what government should do to remove disincentives for employing Syrians refugees legally.

In that sense both the Social Media Analysis and the Draft Report - which draws on the findings of the former as well as on information gathered through the consultations that Equiception held with stakeholders – were discussed mainly in light of their relevance as tools for advocating government actions.

Syrian Groups Excluded

The project is seeking to illuminate the voices of Syrian refugee. Yet many Turkish and Syrian interviewees noted the absence of Syrians from the project itself and felt that their voice was missing. The Syrian Economic Forum was not consulted early on during the research phase of the project, and became engaged primarily through being invited to the Convening on November 30. In any case, there was no civil society group representing Syrians more broadly. In addition, some felt that they project to be effective would need to 'include the right people' not the groups with whom the management team already had

contact. A few voiced their opinion that the project management partners were not necessarily experienced enough to deal with overlapping Turkish sectors, the political-economic context and Syrian refugee needs.

False separation of Syrian and Turkish working conditions
One particular issue raised by some was that the White Paper/draft report's focus on Syrians working informally was too narrow and misleading because there was a need also to include Turkish workers and other actors affected by the refugee crisis, such as registered Syrian workers and Turkish workers and, equally employment, more information about the scale of Turkish unregistered employers. One interviewee pointed out that Syrian businesses were also employing many Syrians and that these small businesses were exporting and helping to grow Turkish GDP, and that there is no inclusion of this topic in the report. Therefore, they pointed out that employers' preference to employ Syrians informally, and Syrians' preference to work informally was shaped by diverse actors in the field, which was not taken in to account in the draft report.

Gender not addressed sufficiently in project design and methodology
The low number of Syrian women posting on Facebook was not fully addressed at the design stage of the project. Many informants raised the issue when discussing the quality of the data and of the project as a whole, and ultimately felt that this raised questions about the relevance of the project design as it was not set up to ensure that information about women or the women's perspectives would be included.

Effectiveness

The evaluation focused on assessing the extent to which the project achieved expected or unplanned **outcomes**, the effectiveness of the key **outputs** in contributing to those outcomes. It also considered the logic of the project design and theory of change. The revised logframe (agreed in June 2017) was slightly refined by the evaluation team to separate Outcome One to make an Impact level statement, and to further add an Intermediary Outcome – as illustrated in the table in Appendix Four. The purpose of this was to validate the Theory of Change but also as a tool to understand where the theory of change did and did not work in practice.

Key Effectiveness Findings

1. The stakeholders found the Social Media Analysis methodology useful and effective for understanding a poorly monitored situation in Turkey regarding how many Syrians refugees were working unregistered in the supply chains of the apparel sector; where they were working and under what conditions.
2. However, they also found that the way the methodology was technically implemented and what search terms was used was unclear, and this caused them to question its validity.
3. The evaluation found that the effectiveness of the project was limited because of the lack of logical alignment between the project's objectives and the key methodologies and outputs used by the project. The lack of proof of concept, explained above, discusses the lack of design coherence in more detail.

The project has not been successful in meeting the targets listed in the Theory of Change. The effectiveness of the project is, therefore, judged to be Poor.

Outcomes and Outputs

As well as assessing progress towards the Outcomes, as described in Key Findings on page 13 above, the evaluation looked at the effectiveness of two key Outputs – the Social Media Analysis and the draft White Paper produced ahead of the November 30th Convening. For many stakeholders the most important way they had engaged in the project was through the Convening, and so the findings about effectiveness based on discussions with those that attended are also partly based on their experience of that meeting. All interviewees had access to the White Paper and the Social Media Analysis ahead of the evaluation interviews.

Social Media Analysis - Insufficient on its own

Although stakeholders found the Social Media Analysis interesting, unique and creative and despite their enthusiasm for the data, there was also broad consensus that the data on its own did not go far enough to explain the situation facing Syrian refugees and their employees, and was not powerful enough as a tool for catalysing change, or was not utilised in the right context where action to remediate the problems uncovered was possible. Almost without exception, the interviewees felt that the Social Media Analysis produced data that was insufficient on its own. The most common point was that the data was only partial, a snapshot in time, and that it was useful for describing a situation rather than providing actionable information. Those that had attended the convening and discussed the data there felt that it needed to be accompanied by data from in-depth interviews - with both employers and Syrian refugees - in order to substantiate the results and to really understand the situation and the barriers to change.

Social Media Analysis - Lack of trust in data and methodology

The stakeholders interviewed were relatively well-informed about research approaches, and there were many comments on the quality of the data and questions about the Social Media Analysis methodology, which interviewees felt had not been explained to them fully, or about which they were not completely clear.

There was also a lack of trust in the data – partly because the data collection and analysis methodology was not clear to them and was therefore unreliable, and partly because they therefore were not convinced that that the data was representative or could be generalised. Many interviewees across all categories were critical about the methodology and highly sceptical about the quality of the data collected. Several factors were mentioned more than once. For example, many agreed that Syrians use Facebook, but they felt it was important to note that definitive data from this was hard to verify as important conversations would not necessarily be held in public posts. Also, although the project team clearly acknowledged that women were not using Facebook as much as men, the interviewees felt that the project had not dealt effectively enough with that gap in data. Additionally, interviewees questioned the choice of key words and the way the results were extrapolated from the key words – for example, to some it was not clear how the data had arrived at the conclusion that the 52,000 profiles were of unregistered workers.

White Paper - Lack of clarity about its purpose
The key finding about the draft White Paper is that interviewees were confused about the purpose of the paper as it was not clear how it could link to the project's purpose of improving working conditions for Syrian refugees in the long run. They felt that raising awareness about the issues would not generate any immediate results, or galvanise actions by brands or employers; on the other hand several did mention that if the paper were to be used as a platform for calling various stakeholders together to develop and advocate policies it could prove useful. Either way, there was a desire to see the information made public.

Interviewees from brands, civil society organisations and MSIs all pointed out that the paper was useful as a 'mapping' paper but overall it did not produce ground-breaking or profound, transformational information. Several of those working for or with brands said that the drat White Paper does not tell them anything they didn't already know. Others, however, find that the paper includes some useful elements, and, while accepting its limitations, evaluated that it was essential to have a paper as a step in calling people to action. And those that felt that the paper succeeds in presenting the size and volume of unregistered workers for the first time felt it could possibly lay the ground for other stakeholders to develop their own policies.

Recommendations included in the draft White Paper that was drafted for the meeting convened on November 30th, were not fully reflected in the Summary Notes produced on that day; therefore it is not clear from the documentation reviewed or from the interviews which recommendations were prioritized by the group for advocacy purposes. For example, the Paper included recommendations that arguably brands or employers could commit to without waiting for government to act (such as to create an online platform to support Syrians looking for work about their rights and employment agencies that will place Syrians with employers that will pay the minimal wage) but these areas of recommendations were not mentioned in interviews by stakeholders when asked about what actions they had or would be taking.

Nevertheless, there was, as noted, agreement among interviewees that the priority was generally to advocate for government changes in policies or administration rules – for example some are highlighted in the White Paper – including making it possible for Syrians to register in cities where they live, rather than where they were first given Temporary Protection, therefore showing that the focus had somewhat moved away from brand action.

Syrians Missing from the Project
In discussing the Social Media Analysis and the draft report, many felt that the Syrian perspective was missing from the data and the debate. They pointed to the need to understand what Syrian refugees themselves wanted or prioritised in their working conditions, particularly whether they prefer to stay working informally or not. A few interviewees also pointed to the irony of the gap between the project's name and research technique used: while

it is called giving refugees a voice, they felt the Social Media Analysis methodology was not designed to make their voices heard, that they were presented as objects rather than subjects in the project.

Gender dimension was weak

The stakeholders interviewed expressed a range of slightly different views on the gender dimension of the project. A few thought the gender dimension was covered by the project in emphasising that there were differences in results between male and female Syrian refugees in the draft White Paper. However, experts with experience of working on gender - from academia, civil society organisations, and a Turkish brand - stressed the misleading feature of the Social Media Analysis regarding its gender dimension and that because of the significant dissimilarities in social media use between male and female Syrians, and because women's profiles were analysed less than men's, the results of Social Media Analysis could be misleading. Furthermore, one informant drew attention to the weak gender dimension of the project because the draft White Paper generated from the findings of the Social Media Analysis does not say anything particularly about the disadvantaged position of women workers in this sector.

Impact

To assess the Impact of the project, the evaluation looked at how plausible it is that Syrian refugees will benefit from any outcomes identified and what scale of impact can be expected as a result of outcomes achieved by the project? What were barriers to achieving Impact and how could they have been addressed?

Given the lack of progress towards Outcome one, the evaluation has not looked for evidence of Impact on the working conditions of Syrians. The chance that the stakeholders may co-ordinate in future could bring some indirect changes at a later date for Syrians working in the supply chain, but on balance it is unlikely changes in future could be linked back to GRAV. There is no data to suggest that the project has had any impact on the working conditions for Syrians. Nor is there any data to suggest that there will be any such Impact to which the project can plausibly be found to contribute, unless the work started continues through 2018. Therefore, the Impact for the project is judged as Poor.

Sustainability

To assess Sustainability the evaluation looked at how likely it is that any project outcomes or positive effects identified will last after the project is closed.

The clear majority of the interviewees were pessimistic about the sustainability potential of the project. Many of them pointed to the lack of long-term plans and permanent presence in Turkey of the project, or other activities that involve the group of stakeholders. Although they were negative about its sustainability and criticised this dimension of the project, they commonly agreed that the project should continue with a long-term perspective that would consider structural issues. Some interviewees linked sustainability issue to the need for advocacy tools – such as the draft White Paper to be used to influence public opinion and relevant government policies. This aligns with the idea that many of the informants consider the value of the project to be an advocacy tool for influencing government primarily, because as noted previously, they feel that whereas the security situation and the sensitivity of the public in Turkey towards Syrian refugees mean they are not in a position to unilaterally or publically make changes that will impact the working conditions of Syrian refugees in the supply chains, the government in Turkey can. They feel that that is why the objective for follow up will be to carefully encourage government to initiate the process of incentivising employers and refugees to opt for formal, registered employment.

Strength of local partner
Equiception and CSR Turkey indicate that one sustainable element of the project will be that CSR Turkey now have connections, experience and commitment to continue to work on the need to support the integration of Syrian refugees. CSR Turkey is planning to secure funding for this work – but also indicated that with or without funding they will pursue this. In particular, they mentioned using the White Paper, once its published to do advocacy with different government departments.

There is a clear interest in pursuing the goals set out by the project by stakeholders, some with strong networks. There may be funding secured for future activities in the near future as a new proposal has been submitted. At present, however, there are no concrete opportunities in place for follow on activities, which leads to an overall rating of Sustainability as Poor.

Efficiency

The evaluation looked at whether the outcomes were achieved economically, the efficiency of the management structure, and how efficiently the resources were managed and utilized.

Key Efficiency Findings
1. The project was impeded by the project management team's lack of expertise in two fundamental areas where the project needed expertise – social media monitoring and working with Syrian refugees in Turkey.
2. Delays in project implementation and some poor project co-ordination created the need for a No Cost Extension to allow time for stakeholder collaboration to be consolidated
3. The Social Media Analysis was considered not to be cost effective by target stakeholders.

Efficiency based on experience of the project management team
Whereas the combined project management teams of Equiception and CSR Turkey together had high levels of expertise in several areas necessary to the project - particularly in the context of the apparel sector - there was a lack of deep experience in managing social media monitoring projects in similar contexts or for similar purposes – and there was a lack of compensating experience within the team managing the project at C&A Foundation..Therefore the project team needed to cover a lot of ground in the project, learning on the job from scratch both about the Social Media Analysis methodology and about the context, and needed to adapt the project to include new groups as it became apparent that they were important actors in the context, such as the Syrian Economic Forum. This may have contributed to the delays in outputs, which in turn had a knock-on effect on outcomes. The absence of Syrian groups and women's groups does seem to have had some negative effect on how the stakeholders viewed the quality of the outputs.

No Cost Extension
Because of the delays incurred when the project needed to be re-designed and new data gathered, GRAV logically needed a No Cost Extension to allow sufficient time for any results to be achieved. The lack of availability of the project management team to continue beyond 2017 though, meant such an extension was not possible, creating too short an implementation period for the project. Perhaps if Equiception had a permanent base in Turkey, overseeing the project, they may have been better placed to absorb a NCE, bringing further efficiencies.

Poor co-ordination
Different stakeholders – particularly Turkish brands, trade unions and academics found that the co-ordination of the project and of stakeholders by Equiception and CSR Turkey was

rather weak throughout the project. Many informants raised the issue of receiving limited information about the methodology, about the research process and about the outcomes of the project. The academics felt that while they were knowledgeable about the general aims of the project they did not know much about the details of the data collection and data analysis. They notably raised this point as a mark of weak coordination among different stakeholders throughout the project, which may have been partly caused by the absence of a full-time project manager on the ground in Turkey. The informants from civil society organisations stressed similar concerns; they stated that they were expecting to be better integrated into the project throughout the process but were not kept informed about the project and tis progress.

Unlike many of the stakeholders, the MSI respondents were well informed both about the project and its expected outcomes, and because of their position and their connections they were very knowledgeable about how the project fitted within the landscape.

Cost-effectiveness criticised
Various informants documented that people evaluate the project as very expensive for the effects it created or could create and some thought there could be less expensive and more reliable ways to collect data on unregistered Syrian workers in the textile sector. Where interviewees recognised that the data had managed to give sectoral information that had not been available before, as far as they were aware, they also felt that this was an expensive methodology for producing this information. It should be noted that members of the evaluation team did not share information about the actual costs invested in the project, nor were any specific costs discussed during the interviews – so their knowledge or assumptions about the cost of the project came from other sources.

As noted in the section on Proof of Concept above, the high cost of the Social Media Analysis was not accompanied by clear and robust objective criteria for making decision about whether the project should proceed or not, and the 'go' decision seems to have been based at least partly on the high costs already incurred. For the reasons stated above, the Efficiency of the project has been rated as Poor.

Lessons Learned & Recommendations

Whilst this project was unsuccessful in generating results, and did not succeed in demonstrating successful outcomes, the use of data technology to mine public social media posts remains a potentially promising area to bring transparency to opaque supply chains. To build on the evaluation findings and the and experiences gained during the implementation of GRAV, the following Lessons Learned and recommendations can inform future work for C&A Foundation, Equiception and other partners:

Lessons Learned	Recommendations
1. Investing in an experiment with the intention of bringing more transparency to supply chains was a rational risk to take. The approach undertaken, however, began with a decision to invest in a solution – the technological solution presented by Equiception and Technology Partner to use Social Media Analysis – which came with a partially pre-determined outcome – that the data produced by the monitoring would induce action by target stakeholders. This also locked the project into a single point-of-failure – so-called 'vendor lock-in'.	A future approach might include methods taken from challenge or prototype funds, where the funder sets a question, or set of questions, and applicants (e.g. interdisciplinary teams of technologists and sector specialists) are invited to apply to develop smaller, cheaper prototypes or experiments in response, a few of which might prove promising, and merit further funds for development. These might be aimed at exploring different ways of using digital tools and understanding what kind of analysis can be produced, and what its added value is compared with other research or monitoring tools in the sector. This approach has been used by other agencies in the field of human rights to understand the real potential of technologies. This type of prototyping could best be separated out from full 'pilot projects' with theories of change and pre-determined results: until the digital technology is tried and tested it should not be embedded in projects and grant cycles.
2. There was a lack of pre-agreed, objective criteria for deciding whether there was 'proof of concept' once the results of the first Social Media Analysis were produced and shared with C&A Foundation. In particular, there needed to be an emphasis on prioritising the critical factor in the project – whether it had produced 'actionable information' and more clarity about what kinds of actions were expected. There could have been a benefit to user testing (with target stakeholders) the findings of both types of data produced by the Social Media Analysis, before finalising the design of the overall 'pilot project' and before setting expectations about what actions it	Ensure clarity and agreement on objective criteria for making a go/no-go/adapt decision and use this for making decisions promptly. Consider including user testing of data as part of 'proof of concept' decisions, in order to gather further information that can guide adaptations of project or new projects.

	could produce.	
3.	The pure proof of concept was hard to assess because the critical technology component was embedded in a classic grant where several other variables affected the outcomes. The innovative technology might have been better tested in a different context in which factors were more stable and more under the control of the project management team.	This kind of Social Media Analysis would perhaps find more fertile ground for uptake and use in contexts where it could feed in to or be used by existing well-established platforms or initiatives, where there already exist strong local partners known to C&A Foundation, and a stable political context with a relatively responsive government and open spaces for dialogue. Test the approach in another context
4.	Linked to the above Lesson, the actual context in which the Social Media Analysis methodology was tested – both the political context and the absence of a permanent presence on the ground – made it difficult to test whether the lack of results was due to the quality of the data, or the context, or the challenges encountered by the team in managing a pilot project without a presence in the country. Whilst these factors were taken in to consideration in the risk analysis of the project and before deciding to go ahead, together they make it difficult to extract precise learning from the technology, Social Media Analysis component of the project.	
5.	Digital technologies are increasingly central to methods of advancing transparency and accountability in the human rights sector, and donors supporting work in these areas need to develop sufficient in-house literacy and expertise to critically assess, select and engage with projects, partners and grantees. Because the technology partner is the critical partner - because the project success rests on their technology - they can contribute more to the project if they are included as equal partners and have clear lines of transparency, accountability and participation.	C&A Foundation should develop capacity and literacy to support the use of social media monitoring and other technologies to build transparency and accountability in areas related to working conditions in supply chains. Data science will be increasingly important as a tool, source of knowledge and for intelligence gathering by humanitarian, human rights and development sectors. It would be productive to build or contribute to sectoral leadership in this area by learning how to utilise social media monitoring and data mining to increase transparency and accountability: this is a burgeoning area of work which matches C&A Foundation's strategic priorities and innovation approaches.
6.	A gender-sensitive dimension needs to be incorporated with more purpose into the design and implementation of the social media research methodology from the outset. The project found out relatively late that women were largely absent, and that this was because Syrian women are not using Facebook in the	It is important for projects to go beyond explaining the reasons for lack of gender-sensitive information to make sure that it is taken in to account at the design stage of projects. Good practice states that affected groups need to be included in project design, and in this case Syrian refugees, and groups representing them, and groups representing

same way as men.	refugee women should be included or consulted in the design of the project. Ensure the project takes a Do No Harm approach so that it does not produce information that increases exclusion nor produce distorted information about men and women and their working conditions; which can in turn lead to distortions in advocacy positions, and may potentially undermine them.
7. There was broad consensus among interviewees that, unless the government removed disincentives to the formal employment of Syrians, there were few steps the brands, employers or MSIs could take that would address systemic challenges in improving the Syrians' working conditions. It was outside the scope of this evaluation to corroborate whether that is true (that no action was possible without government changes), but the majority of stakeholders – including members of the project management team - echoed this.	This finding points to the need for a deeper contextual analysis in early project design phase to make a more accurate assessment of what scale of outcomes could be reasonably expected and, concretely, what actions stakeholders could take.
8. Social Media Analysis was seen as innovative, exciting and expensive. But in order for it to be accepted by the right actors, the perceived 'owners' of the data (in this case Equiception) needed to take efforts to make sure that the process was transparent and inclusive, and to take measures to make sure the data was seen as robust and valid. In this case stakeholders felt the project lacked legitimacy in two areas – firstly the quality of the data was questioned and informants felt unsure about the methodology; and secondly the project 'process' was not considered to be inclusive of Syrians. These are both ironic as the project was attempting to bring a level of transparency to the supply chains and to give Syrian refugees a voice.	Ensure initial project design and the contextual analysis on which it rests includes the right stakeholders and that the project implementation process is inclusive of groups representing beneficiaries.
9. Social media analysis – and any other data-gathering methods deployed in similar projects – was promising, but in order to establish legitimacy, those using it need to ensure that their methodology is auditable, and that their collection, storage and use of data is conducted	Draw on work by other organisations to include clear Ethical Data guidelines.

with the knowledge and informed consent of the communities that are the subject of the data collection. While the contract between Equiception and Tecnology Partner may have included sufficicent Ethical Data clauses, this may have not been clear enough to stakeholders in this case, which affects how robust and valid they can consider the data – as the project was attempting to bring a level of transparency to the supply chains and to give Syrian refugees a voice. This contributed to some of the negative responses from the informants interviewed.	

Annexes

Annex 1 – GRAV Documents Reviewed

Folder	Document name	Description
Investment Committee Papers (pre-funding)	20161108 Voyager One Pager	Summary of proposal presented to C&A Foundation investment committee, using standard template. Auret was part of the investment committee at the time.
Investment Committee Papers (pre-funding)	20161108 Voyager Due Diligence Word Summary	Summary of due diligence sent to C&A Foundation investment committee, ahead of decision meeting. Auret was part of the investment committee at the time.
Investment Committee Papers (pre-funding)	20161122 WC_IC Response - Equiception	Notes on Q&A between Auret and Kate Heiny (C&A Sustainability team and C&A Foundation investment committee member) following investment committee
Grant papers	5837_Gaus_12 [Original]	Original grant agreement, including proposal, budget and logframe
Grant papers	5837_AGA_[Amendment]	Amended grant agreement following data quality report (March 23rd)
Monitoring Reports	Equiception_Q1_2017	First monitoring report from Equiception to C&A Foundation
Monitoring Reports	Equiception_Q2_2017	Second monitoring report from Equiception to C&A Foundation
Monitoring Reports	Equiception_Q3_2017	Third monitoring report from Equiception to C&A Foundation
Monitoring Reports	Equiception_Data quality report_23 March	Report to assess whether Voyager able to successfully link social media reports with specific production locations and brands
Monitoring Reports	DUE January 26th 2018	End of project evaluation for period January - December 2017,
Results	Equiception Survey Summary	Equiception final analysis of Voyager findings for use in one-on-one stakeholder consultations before convening
Results	Survey Results Oct 2017	Summary of results from Voyager to Equiception
Results	Workshop Package Part 1	Paper summarising team thoughts ahead of November 30th convening, and shared with meeting participants following meeting
Literature for context	CA Turkey Scoping Mission Report v7 - context only	Internal report from another C&A Foundation grant partner, who gave permission to share the document with Equiception for context
Literature for context	Notes from Workshop	Presentation from Oxfam meeting attended by C&A Foundation colleagues, shared with evaluation team for context
Literature for context	Turkish Garment Sector Workshop - Presentation	Presentation from Oxfam meeting attended by C&A Foundation colleagues, shared with evaluation team for context
Literature for context	https://www.business-humanrights.org/sites/default/files/Syrian%20Refugess%20in%20Turkey_Public%5B2%5D.pdf	Business Human Rights Resource Centre: "What's changed for Syrian refugees in Turkish garment supply chains?"
Literature for context	https://www.ethicaltrade.org/programmes/Syrian-refugees-working-in-turkeys-garment-sector	ETI Turkey materials