



OUTCOME EVALUATION OF INCLUSIVE AND SUSTAINABLE GROWTH PORTFOLIO

DRAFT EVALUATION REPORT-REVISED

Hakan Demirbuken | Consultant | December 2018

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Executive Summary

This report presents the results of the outcome evaluation of “Inclusive and Sustainable Growth (ISG) Portfolio”.

Evaluation was conducted through review of project documents, in-depth interviews with ISG programme stakeholders, implementing quantitative and qualitative survey data collection and field visits.

Overall evaluation result of the ISG Portfolio is positive. There are enough evidences to conclude that;

- ISG Portfolio is relevant with Turkey’s key strategic planning documents including 10th National Development Plan (2014-2018), National Strategy for Regional Development (2014-2023), Turkey’s Industry Strategy Document (2015-2018), Integrated Urban Development Strategy and Action Plan (2010-2023) and National Strategy for Rural Development (2010 – 2020) and other sectoral and regional strategy documents and plans.
- ISG Portfolio is effective enough to achieve its targets.
- Resources are efficiently used through the implementation of projects within the ISG Portfolio.
- ISG Portfolio made visible and important impact on socio-economic life of the people living in the project implementation regions. In addition to this, ISG Portfolio made a positive impact on its partners/stakeholders as well.
- ISG Portfolio outcomes/outputs are sustainable.
- ISG Portfolio improved capacity in the partner organizations.
- ISG Portfolio contributed to the gender equality, rural development, energy efficiency, sustainable economic growth, creating employment through innovative methods.
- ISG Portfolio contributed to the innovation and research in industrial and rural development.
- ISG Portfolio developed model partnerships for implementation of the projects.
- ISG Portfolio contributed to the awareness of use of clean and renewable energy.

Overall, ISG Portfolio contributed to the 11 (out of 17) Sustainable Development Goals Indicators in the regions where implemented. However, there are some points which can be improved;

- ISG does not have a separate log frame indicator. It is essential and important to create measurable indicators to monitor the ISG Portfolio achievements
- There is no monitoring platform of ISG Portfolio. It is important and essential to develop monitoring mechanisms and systems for such large and important programmes.

It is very visible that ISG Portfolio contributed to socio-economic development of the regions where implemented. However, there is no clear calculation of economic value add of ISG Portfolio has created. Furthermore, there is no impact analysis of the entire programme has

been done yet. Therefore, it is suggested that ISG Portfolio to conduct a full impact analysis and value add of the programme to the social and economic life in the regions where implemented. Furthermore, UNDP may consider to develop and implement a social cohesion index to monitor impact of ISG Portfolio where implemented.

ISG Portfolio has touched the people's life directly in the regions where implemented. Also, ISG contributed to the improvement of industrial productivity through development and piloting industrial development strategies in cooperation with Organized Industrial Zones, Universities and relevant Government organizations and private associations. Also, programme has visible contribution to the rural development through contributing to the sustainable agriculture, development and tourism projects. Thus, there is a high level of request from the stakeholders in the field for UNDP to extend and expand the ISG Portfolio. It is highly suggested UNDP to continue ISG Portfolio beyond 2020 and if possible, find more external funding and be less reliant to the Government sources. Also, it is suggested to continue the sustainable rural development programmes in most vulnerable regions of Turkey, including East, Central Anatolia and etc. Also, UNDP may consider organizing workshops to share the best practices or outcomes of the projects with all stakeholders to increase the synergy between the projects under ISG Portfolio. Such as, best experience gained in the GAP region can be shared with other parts of Turkey, especially East and Central Anatolia. Also, it is important to enhance the documentation of the best practices and programme outputs with brochures and other visible materials which can be used as public awareness materials. Also, UNDP may consider to enhance the level of information provided about ISG through its web page. It would be useful to provide information about visible outcomes of ISG through info-graphics. In fact, it is suggested to include a full time dedicated communication expert in the ISG Portfolio.

Last but not the least, it is important to create further synergy between ISG and other portfolio of UNDP, especially with "Climate Change and Environment" and "Syria Crises Response and Resilience ". These three programmes has several common areas and can develop joint projects. By this way, UNDP can increase the efficiency of the resources.

Introduction

In line with the Evaluation Plan of UNDP Turkey, this outcome evaluation was conducted to assess the impact of UNDP's development assistance in the Practice Area of Inclusive and Sustainable Growth (ISG). Evaluation period is between 2016 and 2020.

The scope of the projects and programs that are held in the scope of this evaluation can be summarized as:

- Competitiveness and Economic Growth
- Local Socio-Economic Development
- Social Policies and Services.

The results of the evaluation is expected to assist UNDP Turkey to design future planned activities of ISG Portfolio.

Objectives

The results of the interim evaluation is expected to assist UNDP Turkey to have a better understanding about the impacts of the ISG Portfolio. Below figure summarizes the main objectives of the evaluation.

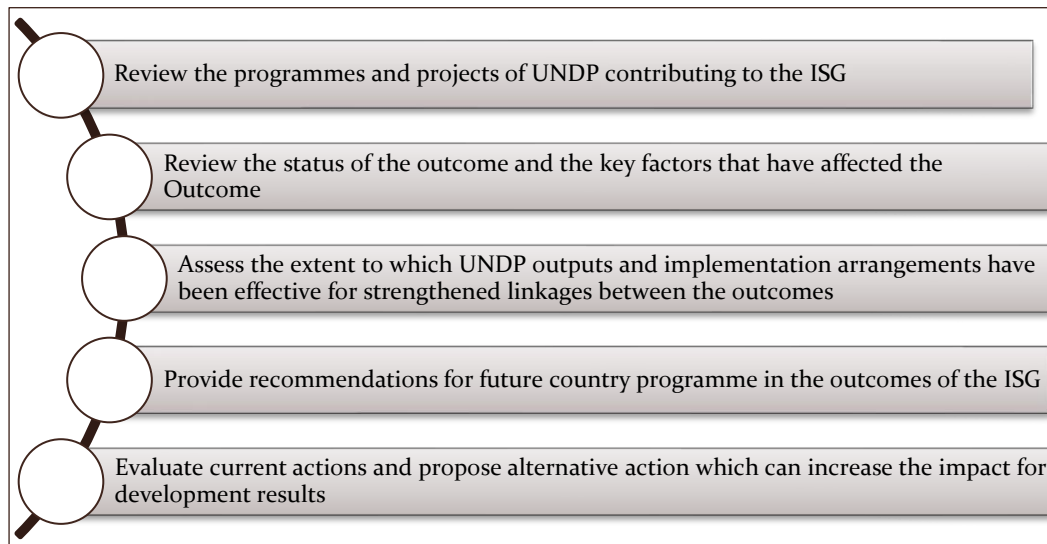


Figure 1. The objectives of the Evaluation

The evaluation results includes the assessment of following criteria for each outcome in the 2016-2020 programming cycle in this portfolio:

- Relevance: Are the outcomes relevant to UNDP's mandate, to national priorities and to beneficiaries' needs? (Relevance to UNDP's country programme)
- Effectiveness: Have the intended impacts been achieved or are they expected to be achieved? Do different outcome definitions feed into each other and is there a synergy in between? Is the outcome achieved or has progress been made to achieve? Has UNDP made significant contributions in terms of strategic outputs?
- Efficiency: To what extent do the outcomes derive from efficient use of resources? And to what extent UNDP has contributed to the outcomes versus that of its partners?
- Degree of Change: What are the positive or negative, intended or unintended changes brought about by UNDP's intervention in these outcomes?
- Sustainability: Will benefits/activities continue after the programme cycle?

Evaluation Methodology

Evaluation methodology was based on below four main pillars;

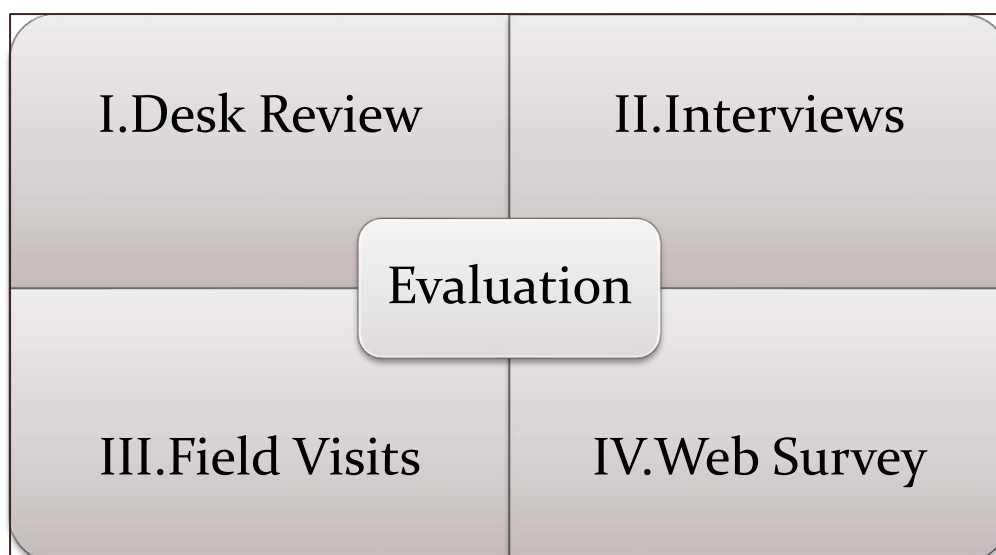


Figure 2. Evaluation Methodology

I. Desk Review

Below listed documents were reviewed to;

- Respond the evaluation questions
- Find out the progress made to the evaluation indicators
- Prepare the evaluation matrix

Document Source	Document Name
UNDP	UNDCS 2016 - 2020
	Country Programme
	Country Development Strategy (UNDCS) document
	Result Oriented Annual Reports (ROAR) for the CO
	Evaluation Reports of the projects under the portfolio
	UNDP Turkey Strategy Documents
	Sustainable Development Goals
Government of Turkey	10 th National Development Plan (2014-2018)
	Official Statistics (TUIK and other relevant organizations)
	Turkey's Strategic Vision 2023
	Turkey's Industry Strategy Document (2015-2018)
	Tourism Strategy of Turkey 2023

Table 1. Desk Review Documents

II. Interviews

In-Depth interviews were conducted with;

- UNDP Relevant Managers and ISG Portfolio staff
- Stakeholders
 - Municipalities
 - UN agencies (UNIDO, UNFPA, ILO, UNWomen, WTO)
 - World Bank
 - European Union
 - Limak Foundation
 - Anadolu Efes
 - Pilot project Beneficiaries
- Key Partners
 - GAP Regional Development Administration
 - AKADP Management – Ministry of Agriculture and Forestry
 - Future Lies in Tourism Support Fund Management – Ministry of Tourism and Culture
 - Management of the “Effective Social Service Delivery Through Better Monitoring, IT Systems and Capacities” project under MoFLSS
 - Management of the “Support to Development of a Policy Framework on Total Factor Productivity” project under Strategy and Budget Presidency under President of Republic of Turkey
 - Management of the “Developing a Model to Improve Technology Use in OIZs” project under Ministry of Industry and Technology
 - Management of the “Goksu-Taseli Watershed Development Project” (GTWDP) – under Ministry of Agriculture and Forest
 - Management of the “Engineer Girls of Turkey” project under MoFLSS
 - Management of the “Health System Strengthening and Support Project (HSSSP)” project under Ministry of Health
 - Regional Development Agencies

III. Field Visits

Field visits were organized to visit selected key projects in Ankara, Istanbul, Kars, Şanlıurfa, Diyarbakir and Gaziantep. Due to the limited time availability for the evaluation of the ISG Portfolio, it was not possible to visit other locations where ISG Portfolio is/was conducted.

Below is the list of the visited projects;

Name of the Project	Location	Visit /Interview Date
Engineer Girls of Turkey	Ankara – Limak Head Quarter	29 November
AKADP Project	Kars, Ardahan	10 - 11 December
Goksu Taseli Watershed Development Project	UNDP Ankara	27 November
ISG, Portfolio Gender Advisor	UNDP Ankara	27 November
Integrated Resource Efficiency in Agriculture and Agro Industries in South East Anatolia	Sanliurfa, Diyarbakir, Kilis, Gaziantep	3-5 December :
GAP Organic Agriculture Cluster Project	Sanliurfa, Diyarbakir, Kilis, Gaziantep	3-5 December
Future Lies in Tourism Support Fund	Istanbul, Antalya (Skype Meeting)	7 December
Developing a Model to Improve Technology Use in OIZs	Ankara/Istanbul – Ministry of Industry and Technology	20 November : Ankara
Health System Strengthening and Support Project	Ankara – Ministry of Health	28 November
Strengthening IT Base of MoFLSS	Ankara- Ministry of FLSS	30 November
Support to Development of a Policy Framework on Total Factor Productivity Project	Istanbul-Kalder	6 December

Table 2. Projects to Visit (Field Visits)

IV. Web Survey

It was not possible to conduct in-depth interviews with all stakeholders/partners/donors, therefore, a web-based questionnaire was developed and conducted. The questionnaire is given at Annex 1.

The web-based survey was developed with a limited number of questions and self-administrative questionnaires were filled out directly by stakeholders/partners/donors.

Evaluation Findings

Traffic light scoring system is used to present the outcomes of the evaluation for each evaluation components (Relevance, Effectiveness, Efficiency, Impact and Sustainability);

Green color presents the positive evaluation score.

Yellow color means, positive but improvement needed.

Red color presents the negative evaluation score.

A. Relevance

ISG Portfolio is relevant with Turkey's key strategic planning documents including 10th National Development Plan (2014-2018), National Strategy for Regional Development (2014-2023), Integrated Urban Development Strategy and Action Plan (2010-2023) and National Strategy for Rural Development (2010 – 2020). This is well observed during the evaluation through the interviews with the stakeholders and review of the relevant UN and Government documents.

The indicative UNDP Turkey country programme outcomes and outputs includes indicators about;

- Sustainable and inclusive economic growth,
- Sustainable and equitable employment,
- Energy efficiency and renewables,
- Sustainable management of natural resources and waste,
- Focusing on vulnerable groups and less developed regions,
- Improving legal frameworks for biodiversity and ecosystems,
- Climate change adaptation and risk mitigation,
- Management of chemical wastes,
- Integrated Disaster Management.

Above expected outcomes of the UNDP Turkey 2016-2020 Country Programme is fully in line with the Turkey's Strategic Development Plan documents¹ in which below specific topics are highlighted;

Turkey's strategic planning documents are designed to include not only high, stable and inclusive economic growth, but also issues such as the rule of law, information society, international competitiveness, human development, environmental protection and sustainable use of resources. In the Plan, economic and social development processes of Turkey are discussed with a holistic and multi-dimensional view, and a participatory approach has been adopted within the human-oriented development framework.

Also, the purpose of development is to permanently improve the well-being of people and raise the living standards, establish a fair, safe and peaceful living environment by strengthening fundamental rights and freedoms. In this context, the 10th Development Plan has been prepared with a sustainable development focus.

¹ 10th National Development Plan (2014-2018), National Strategy for Regional Development (2014-2023), Integrated Urban Development Strategy and Action Plan (2010-2023) and National Strategy for Rural Development (2010-2020)

Furthermore, the Turkey's Strategic Planning documents have strong emphasis on focusing on vulnerable groups especially women and children. Plan was designed on the needs of benefiting the poor from social transfers more efficiently and focusing on the rural population that has higher risk of poverty.

Pollution prevention efforts, protection and sustainable usage of natural resources, and biodiversity are considered as priorities in the strategic planning documents of Turkey.

Furthermore, Turkey's Strategic Planning documents mention about the increase in the frequency of natural disasters as one of the results of the climate change. It is important to note that although, some progress has been achieved in measures for disaster management and pre-disaster risk mitigation activities, there is still room for improvement. Therefore, plan highlights the importance of increasing the resilience for climate change and improving the disaster risk mitigation activities.

As for the renewable energy, Turkey's Strategic Planning documents include policies about supporting use of renewable energy (wind, solar, biomass, etc.), eco-efficient and cleaner energy solutions for Turkey.

Last but not the least, 80% of the web-survey participants reported that projects under the ISG portfolio are fully in line with the National Development plan of Turkey.

Evaluation Score for Relevance:



B. Effectiveness

First of all, there is no separate log frame indicators are defined for ISG Portfolio. But instead, UNDP CPD indicators are referred. However, it would be more useful if a separate log frame indicators were defined for the ISG Portfolio. Out of 14 outcome indicators given at UNDP log frame, 3 of them can be linked with the ISG. But, it is important to mention that, ISG Portfolio does not cover entire Turkey however UNDP CPD covers. Therefore, it is not very feasible to use UNDP CPD log frame indicators to measure the success of ISG Portfolio. In fact, doing in this way will not be fair for ISG, as the portfolio has a lot of successful outcomes which cannot be measured by only using the outcome indicators of UNDP CPD. Such as, ISG contributed to the capacity development of its partner organizations. Also, another important outcomes of the portfolio are increasing the awareness on gender equality, empowerment of women, energy efficiency, organic agriculture, sustainable tourism, innovation, industrial

development and productivity, research and sustainable growth. Furthermore, model provided by ISG Portfolio on public-private-international organization partnership worked very well.

Below figure presents the main outcome/outputs of the ISG Portfolio.

Figure 3. Main Outcome and Outputs of ISG Portfolio



All interviewed partners and beneficiaries reported very positively in terms of achieving the project indicators which contributed to ISG Portfolio. Below table presents the responses of the Web survey participants about main indicators related with Effectiveness of the ISG portfolio.

Figure 4. Responses of ISG Partners about Effectiveness Related Indicators of ISG

TOPIC	Response	Evaluation Score
ISG supported projects contributed social development and social cohesion	75% of the respondents reported positively	
ISG supported projects helped to increase institutional capacity of the partner organizations	84% of the respondents reported positively	
ISG supported projects contributed to increase social equality	81% of the respondents reported positively	
ISG supported projects contributed the equal share of the production/income	63% of the respondents reported positively	
ISG supported projects contributed to the social cohesion of the refugees living in Turkey .	66% of the respondents reported positively	
ISG supported projects assisted the efforts of Turkish Government on development and implementation of the social projects and creation of employment opportunities	72% of the respondents reported positively	
UNDP ISG supported projects positively contributed to the gender equality	80% of the respondents reported positively	
UNDP developed a successful partnership model with partner organizations were successful.	72% of the respondents reported positively	

Respondents were slightly less positive about contribution of ISG portfolio on equal sharing of income and social cohesion of the refugees. Otherwise, it is very safe to mention that overall evaluation score for effectiveness is positive.

Furthermore, below are some of the visible outputs of ISG;

- Established hygienic Animal Marketing places and greenhouses which highly contributed to Economic Life in Ardahan, Kars and Artvin region.
- Helped farmers to establish producers' unions and assisted them to market their products through their original brands like Kilizi, Ekorez, etc.
- Created job opportunities at least for 300 women through Future in Tourism project.

- Created public awareness on several topics including organic agriculture, sustainable tourism, energy efficiency, rural development, gender equality and productivity through training, publication of magazine, and technical visits.
- Contributed to the production of renewable and clean energy by supporting such investments such as Pellet production by using crop waste. Installed at least 4 solar irrigation systems.
- Created awareness on education of girls on engineering. Organized training in 48 high schools.
- Developed capacity building in at least 800 organizations and 3,000 individual farmers.
- Provided training at least for 2,000 persons in organic agriculture.
- Developed partnership with several universities in and outside of Turkey.
- Contributed to the Research and Innovation on industrial development and energy efficiency
- Developed successful partnership with Private and Government organizations

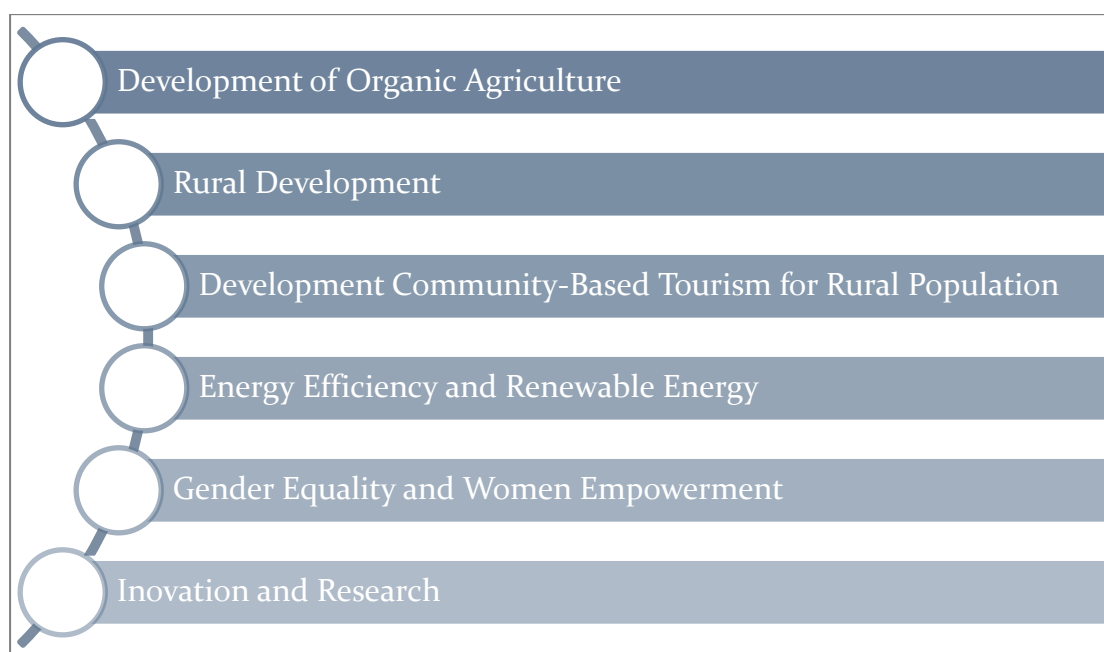
It is a fact that ISG outcomes contributed to UNDP CPD to achieve its relevant targets. However, ISG Portfolio achieved much more than these indicators. Therefore, it is highly suggested to develop separate log frame indicators for next period of ISG Portfolio.

Evaluation Score for Effectiveness:

C. Impact

It is very visible that ISG Portfolio touched the beneficiaries' life and contributed in a positive way. Projects under the ISG contributed to the;

Figure 5. Impacts of ISG Portfolio



During the evaluation, some of the project locations were visited. The impacts of the ISG Portfolio were very visible in the field. Such as, “GAP Organic Agriculture Cluster Project” has touched to local people and organizations and created value add for the region through visible outputs such as organic grape juice and pommegranate derivated products. Furthermore, this project helped local people to create unions (like Dicle Organic Fruit producers Association) and producing grape juice with their own brand called “EKOREZ”. Also, project supported another project about organic pommegranate juice production implemented by Harran University. Overall, “GAP Organic Agriculture Cluster Project“ is an excellent example of partnership model between UNDP-Private Sector-University-Government Organizations and Farmer Associations” . Such a partnership model applied by UNDP, can be implemented for different parts of Turkey and perhaps outside of Turkey as well.

Another very good example is the “Utilization of Renewable Energy Resources and Increasing Energy Efficiency in GAP Region (REEE) “ project which showed important applications on energy efficiency and use of renewable energy in GAP region. Such as, REEE project encouraged a group of farmers/persons living in Bismil town of Diyarbakir province, to produce pellets by using agricultural waste. Pellets are clean and echo products and yield more energy compare to charcoal. It is an excellent example of supporting sustainable rural development through an eco-friendly and efficient energy production model.

In terms of energy efficiency, REEE project proved that high amount of energy can be saved through energy efficiency implementations especially at the large industrial organizations. One of the visited organization reported that they saved 4% electric energy and 20% natural gas through the energy efficiency applications installed by the REEE project.

AKADP Project - which was implemented in Kars- Ardahan and Artvin regions of Turkey - is another important example of sustainable rural development project under ISG portfolio. During the field visit to the region, all project stakeholders and beneficiaries requested to extend and expand the project, as it really created a very positive visible outcome in the region. The economic value add of the animal marketing centers, greenhouses and other project components are highly appreciated by the locals. Given the needs and development level of the region, UNDP Turkey may further consider to extend and expand the project in the region.

“Future in Tourism“ project made a clear and visible contribution to the rural development through supporting sustainable tourism projects. Of these, one of the good example is the positive contribution of the project to the socio-economic life of the villages in Ovacik village. In addition to this, this project is another good example of public – private and UN partnership model.

“Turkey Engineer Girls “ is a good example of empowering women and gender equality. Project increased the awareness on engineering education of girls through direct interventions with the families and girl students. Also, project created a very positive impact on implementing partner organization in terms of gender equality.

“Innovations for Women Empowerment in South East Anatolia region “is a another good example of creating job and income opportunities for women through a public – private partnership model developed by UNDP.

“ Developing a Model to Improve Technology Use in OIZs” project contributed to the competitiveness of SMEs and Organized Industrial Zones (OIZs) through development of innovative ecosystem models to support the technological development. In addition to this, Turkey’s OIZ Ecosystem mapping was prepared.

“ Total Factor Productivity “ project contributed awareness on increase in productivity through promotion of KALDER and EFQM Models in SMEs. Furthermore, this project also contributed to the use of digital Industrial Models through the pilots studies conducted.

Below table presents the responses of the Web survey participants about main indicators related with Impacts of the ISG portfolio.

Figure 6. Responses of ISG Partners about Impact Related Indicators of ISG

ISG supported projects contributed social development and social cohesion	75% of the respondents reported positively	
ISG supported projects helped to increase institutional capacity of the partner organizations	84% of the respondents reported positively	
ISG supported projects contributed to increase social equality	81% of the respondents reported positively	
ISG supported projects contributed the equal share of the production/income	63% of the respondents reported positively	
ISG supported projects assisted the efforts of Turkish Government on development and implementation of the social projects and creation of employment opportunities	72% of the respondents reported positively	
UNDP, contributed to the innovative and scientific applications during the implementation of the ISG supported projects.	80% of the respondents reported positively	
UNDP developed a successful partnership model with partner organizations were successful.	72% of the respondents reported positively	
UNDP, contributed to the improvement of the working conditions in the partner organizations.	78% of the respondents reported positively	

Overall, impacts of the ISG programme is very visible and most importantly it is a sustainable impact.



D. Efficiency

Projects under ISG portfolio are implemented in cooperation with Governmental institutions, universities, NGOs or private sector organizations. Therefore, coordination was very challenging between such diverse organizations. However, UNDP Turkey managed to coordinate all the partners very successfully. But, it is observed that UNDP Turkey didn't use large source of human resources while conducting such a large programme with lots of partners. Furthermore, none of the implementing partners

mentioned about in-efficient use of financial and human resources. But rather all the interviewed partners mentioned that ISG Portfolio’s way of project management was very efficient and effective.

Below table presents the responses of the Web survey participants about main indicators related with efficiency of the ISG portfolio.

Figure 7. Responses of ISG Partners about Efficiency of ISG Programme

Coordination between relevant UN organizations	80% of the respondents reported positively	
Coordination between relevant UN and Government organizations	70% of the respondents reported positively	
Coordination between UN and NGOs	76% of the respondents reported positively	
UNDP developed a successful partnership model with partner organizations were successful.	72% of the respondents reported positively	
UNDP adapted to the changes in socio-economic and political situations in the country during the project implementation	83% of the respondents reported positively	

Overall, efficiency of the ISG portfolio is very visible and most importantly it has a sustainable impact.





E. Sustainability

As indicated under section “C. Impact “, sustainability of the ISG portfolio outcomes/outputs were very visible during the field visits. Furthermore, around 84% of the implementing partners reported that ISG portfolio outcomes/outputs were sustainable.

Below table presents the responses of the Web survey participants about main indicators related with Sustainability of the ISG portfolio.

Figure 8. Responses of ISG Partners about Sustainability of ISG Programme

UNDP, positively contributed to the sustainability of the ISG supported projects.	84% of the respondents reported positively	
UNDP contributed very positively on sustainable and inclusive growth.	70% of the respondents reported positively	

Overall, sustainability of the ISG portfolio is very visible and most importantly it has a sustainable impact.



F. Response to the Evaluation Questions Given at TOR

- Whether the selected outcomes were relevant given the country context and needs, and UNDP’s niche?

See Relevance section given above.

- *Whether the outcome indicators chosen are sufficient to measure the outcomes? What other SMART (specific, measurable, achievable, relevant and time-bound) indicators can be suggested to measure these outcomes?*

It would be useful to include more measurable indicators to ISG portfolio. Some of these would be;

- XX amount of clean and renewable energy will be used/produced by ISG supported projects
- Capacity building related activities will be done in XX number of NGOs/ governmental institutions/ academia/private sector
- Total of \$ XX amount of economic value will be created/added to the economies where ISG projects are implemented
- XX amount of energy will be saved through energy efficiency projects
- XX number of HHs/farmers will be benefitted from ISG supported projects
- Partnership models developed with XX number of public and private organizations
- At least XX% of the ISG portfolio beneficiaries are satisfied with the sustainability.

- At least XX number of innovation projects developed, completed and implemented.
 - At least XX% of the ISG beneficiaries reports that ISG contributed to the empowerment of women and contributed to the gender equality in Turkey.
- **Whether sufficient progress has been achieved vis-à-vis the outcomes as measured by the outcome indicators? (effectiveness)**

As mentioned in previous paragraph, it is hard to measure the success of ISG portfolio by only using the UNDP CPD indicators. However, the contribution of the ISG portfolio on relevant outcomes of UNDP CPD indicators can be listed;

- *Indicator 1.1.1: # of UN initiatives in support of 10th NDP Priority Transformation Programmes that relate to inclusive and sustainable growth:*

There are 15 projects under ISG portfolio and they all contributed to the sustainable growth. Such as, “Organic Agricultural Cluster“ project made a clear contribution to the socio-economic development of the GAP Region. Project created 4 important brands for marketing the regional organic products. The development of producers’ unions are important element for sustainability as well. Also, programme contributed to the industrial productivity through development and application of strategies and models. Furthermore, ISG portfolio included projects which proved that a lot of resources can be saved through implementation of energy efficiency models/systems. Also ISG provided a clear vision on use and importance of renewable energy in the country.

- *Indicator 1.1.2 level of allocation of public resources to inclusive and sustainable growth:*

Government of Turkey contributed substantial amount of funding to the ISG Portfolio. There is no baseline data about amount of public resources allocated by the Government of Turkey at the time of ISG portfolio launched in order to make comparison with the current situation. But, it is safe to say that Government of Turkey made public funds for sustainable and inclusive growth through projects under ISG portfolio.

- *Indicator 3.1.1 Amount of public funds allocated to institutional mechanisms and capacity development to empower women at national and local level:*

Gender equality and women empowerment is included as a cross-cutting dimension and implemented under the relevant projects of ISG portfolio . However, “Innovations for Women Empowerment in SEA“, “Engineer Girls of Turkey” and “Future in Tourism” projects made clear and visible contribution

to the empowerment of women at both local and national levels. These projects created a sustainable mechanism for empowering women through support in current unions and associations as well as creating unions or associations and creating awareness among local and national government and private organizations.

- *Indicator 3.1.2 # of legislation and policies promoting equal participation of girls and women in political decision making:*

As mentioned earlier, projects under the ISG portfolio has a strong gender component. This caused a visible awareness not only in relevant government organizations but in private sector partners as well. Such as Ministry of Family, Labor and Social Services is an active stakeholder of ISG portfolio.

- *What are the main factors (positive and negative) that have/are affecting the achievement of the outcomes? How have these factors limited or facilitated progress towards the outcome?*

The 2016 failed coup caused some negative impacts on implementation of the projects due to the unstable political environment in the country, as stated in ROAR 2017 report (UNDO Turkey Country Office). However, this situation didn't remain long time and situation in the country got back to the normal.

However, a national election and a referendum took place in the country in 2017 and 2018. This caused staff circulations in the respective Government partners and thus some delays in the project implementation. But, project outcomes were not very negatively affected.

Also, it is important to mention that current financial problems in Turkey does not help private sector to make investment on energy efficiency related measures. In addition to this, availability of the Government funds can be limited due to the financial problems in 2019 and 2020. Therefore, UNDP may consider finding additional resources for energy efficiency programs in 2019 and 2020.

Most importantly, UNDP Turkey has not faced major problems in resource mobilization and despite increasing social, political and economic challenges, as reported in ROAR 2017 report.

- *Has sufficient progress been made in relation to the UNDP outputs*

First of all, there is no monitoring platform for UNDP CPD. Therefore, it is not possible to understand the level of progress made against the output indicators. Secondly, same as outcome indicators, it is not very appropriate to measure the outputs of ISG portfolio by reviewing the progress in the UNDP CPD output indicators. Because UNDP

CPD covers entire Turkey but ISG portfolio regional. However, it is a fact that ISG portfolio contributed positively for the below outputs of the UNDP CPD;

- *1.1.1 Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Future in Tourism
- Innovations for Women Empowerment in SEA
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in South East Anatolia
- Total Factor Productivity
- Model Factory
- Support to Development of a Policy Framework on Total Factor Productivity
- Capability and Digital Transformation Center- Model Factory
- Developing a Model to Improve Technology Use in OIZs

- *Indicator 1.1.1.2 # of up-scaled UNDP-initiated schemes for improved regional/local economic growth; new systems that promote sustainable production adopted by in less developed regions*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Future in Tourism and Community-Based Tourism
- Innovations for Women Empowerment in SEA
- Integrated Resource Efficiency (RBEC)
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA

- *1.1.3. Solutions adopted for increased energy efficiency and utilization of renewables*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- Utilization of Renewable Energy Resources and Increasing Energy Efficiency in SEA
- Integrated Resource Efficiency (RBEC)
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA

- *Indicator 1.1.3.2: # of models for enhanced energy efficiency and/or use of renewables adopted by local actors*

Projects of ISG Portfolio contributed to this output:

- Utilization of Renewable Energy Resources and Increasing Energy Efficiency in SEA
- Integrated Resource Efficiency (RBEC)
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA

- *Indicator 1.1.4.1: # of additional vulnerable men, women and youth with access to inclusive services and employment opportunities*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- Utilization of Renewable Energy Resources and Increasing Energy Efficiency in SEA
- AKADP Project
- Göksu-Taşeli Watershed Development
- Future in Tourism
- Capacity Development for Sustainable Community-Based Tourism
- Innovations for Women Empowerment in SEA
- Integrated Resource Efficiency (RBEC)
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA
- Engineer Girls of Turkey

- *Indicator 1.1.4.2: # of business model, based on sustainable value chains, adopted, including in less developed regions*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Innovations for Women Empowerment in SEA
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA

- *Indicator 1.1.5.1: # of gender sensitive studies and toolkits on socioeconomic development of less developed regions and vulnerable populations used by policy makers in developing policies and programmes*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Göksu-Taşeli Watershed Development
- Future in Tourism
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA
- Engineer Girls of Turkey
- Innovations for Women Empowerment in SEA

- *Indicator 1.1.5.2: Number of institutions benefiting from UNDP support/network in their SS/TC*

Projects of ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Göksu-Taşeli Watershed Development
- Future is in Tourism
- Innovations for Women Empowerment in SEA
- Integrated Resource Efficiency (RBEC)
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA
- Engineer Girls of Turkey

- *Indicator 2.1.4.2: # of gender strategies/action plans budgeted and implemented by local institutions and line ministries*



Projects of ISG Portfolio contributed to this output:

- Future is in Tourism
- Innovations for Women Empowerment in SEA
- Engineer Girls of Turkey

- *Indicator 3.1.1.2: Level of capacity of Local Authorities for gender sensitive policy making*

Projects of ISG Portfolio contributed to this output:

- Future is in Tourism
- Innovations for Women Empowerment in SEA
- Turkey's Engineer Girls
- Integrated Resource Efficiency in Agriculture and Agro-based Industries in SEA

- *Indicator 3.1.2.1: # of special measures that promote women's equal participation in decision making*

Projects of ISG Portfolio contributed to this output:

- Future is in Tourism
- Innovations for Women Empowerment in SEA
- Engineer Girls of Turkey

- *Indicator 3.1.3.1 # of new advocacy initiatives that promote gender equality in decision making*

Projects of ISG Portfolio contributed to this output:

- Innovations for Women Empowerment in SEA

- Engineer Girls of Turkey
- *To what extent did UNDP contribute to gender empowerment/ gender equality?*

Each project under the ISG portfolio has a strong gender component. It is very visible that all projects under ISG portfolio applied the UNDP Gender Screening procedure in the project documents and during the implementation as well. Also, it is very encouraging that some of the project partners were influenced from UNDP Gender Seal programme and decided to apply in their organizations.

During the interviews, several partner organizations highlighted that projects under the ISG portfolio created gender awareness. Though, these projects are regional but not national level, it is a good starting point, as expressed by the project partners.

Overall, it is safe to mention that ISG portfolio contributed to the gender equality awareness among the project partners and in the project implementation locations.

- *What are the factors that influenced the differences in participation, benefits and results between women and men?*

There is no specific difference observed about the level of participation by men and women in the projects under ISG portfolio. However, women participants were highly encouraged to get involved and benefit from the programme outputs.

- *In this programme period, how did UNDP position itself strategically or did UNDP have a comparative advantage? If yes, how were these reflected in achieving the results? Any recommendations for future programming?*

UNDP name is well known and well respected in Turkey. This helped to increase the motivation of the partners, private sector, donors and participants. Thus, it is safe to mention that ISG portfolio was mutual benefit for both UNDP and Government of Turkey. For future programming, it would be suggested to increase the partners and donors from private sector, especially at tourism and education sectors.

- *What does the evaluation reveal in terms of UNDP's role in an Upper Middle-Income Country (UMIC) environment? Did UNDP add value in such an environment, could it build a niche*

Turkey is an UMIC and donor country for UN. Therefore, Government of Turkey is self-efficient in terms of funding. But bringing the international best experience and international cooperation are the important results of ISG Portfolio. However, due to the current budget limitations of the government organizations, UNDP Turkey may
















consider providing funding from international organizations/donors for some of the project under ISG portfolio.




- *How has the UNDP's support for the inclusive sustainable growth positively contributed to the attainment/understanding of the SDGs? results of Donor Intervention in Turkey*

UNDP CPD and ISG Portfolio Strategy based on inclusive and sustainable growth to support global UNDP Strategic Plan (2018-2021) and national plans accordingly. Projects under ISG portfolio aims to provide employment, reduce inequality and exclusion, increase decent working platform, capacity building and increase efficiency. All of these objectives are fully in line with the SDGs.

There are 17 Sustainable Development Goals. ISG Portfolio contributes to the below SDGs in Turkey. Below table presents the contribution of the projects under ISG portfolio for each of the SDGs.

Table 3. Contribution of ISG Programme for UN SDG in Turkey

Name of the Project	Contributed SDG
GAP Organic Agriculture Cluster Project	       
Engineer Girls of Turkey's	 
AKADP Project	    

	 
Goksu Taseli Watershed Development Project	      
Integrated Resource Efficiency in Agriculture and Agro-based Industries in South East Anatolia	    
Future is in Tourism	     
	 
Health System Strengthening and Support Project	  
Strengthening IT Base of MoFLSS	 
Integrated Resource Efficiency (RBEC)	  

Innovations for Women Empowerment in SEA	   
Capability and Digital Transformation Center - Model Factory	  
Total Factor Productivity	  
Community Based Tourism Development	   
GAP REEE	  

- *Were the monitoring and evaluation indicators appropriate to link outputs to outcomes or is there a need to establish or improve these indicators? If so, what are the suggestions? What are the factors (positive and negative) that affect the accomplishment of the outputs?*

It is appropriate to link the outputs to the relevant outcomes. This is well organized in the UNDP CPD log frame. The main improvement would be development of a separate log frame indicators for the next planning period of ISG Portfolio. In addition to this, ISG portfolio may consider to develop list of indicators in line with CPD outcome indicators and SDG indicators. This might help for the final evaluation of the programme.

- *What are the recommendations for the existing portfolio?*

The project called “Strengthening IT base of MoFLSS” seems only providing services for recruitment of IT professionals for the Ministry. It is a kind of provision of human resources services which should not be role of UNDP. This component do not serve for

any purposes of 10th National Development Plan of Turkey. Therefore, it is suggested to include a component to this project in line with the overall purposes of ISG Portfolio. It would be good to include an environmental protection including protection of sea life, tourism destinations and natural resources of Turkey under “ Future is Tourism Project”. Also, it might be considered to add a component on climate change impacts and increasing resilience under relevant on going projects, such as “ Goksu Taseli Watershed Development Project “.

- *What are the lessons, especially pertaining to gender equality and social inclusion, and directions for future programming?*

An important and visible outcome of the portfolio is the successful implementation of the public – private partnership model. This partnership model not only made difference in terms of reaching visible outputs but also created awareness and promoted the gender equality in partner organizations and in the project locations. Therefore, it is suggested to increase the public-private partnership models and also expand to the different regions of the country.

- *Whether UNDP’s partnership strategy has been appropriate and effective?*

UNDP Turkey managed to establish partnership with difference Government organizations, non-government organizations, NGOs, universities, associations and private sector. This is a very challenging task, but UNDP Turkey managed to put the parties together around the same table for each project under the ISG portfolio. Such as, different organizations cooperated for the “Engineer Girls of Turkey “project in a very successful way. Therefore, overall, it is very fair to say that partnership strategy worked well most of the time during the implementations of the projects within ISG portfolio. There are some certain agencies, where it was not possible to develop a strong partnership although UNDP tried well. However, it might be possible to improve or establish new partnerships for such organizations in rest of the portfolio implementation.

Also, all interviewed partners and 72% of the web survey participants reported that UNDP Turkey developed successful partnership model with the stakeholders.

- *What are the key contributions that UNDP has made/is making to the outcome? (e.g. piloting new systems and practices, support for policy study and research, support for innovation)*

It is safe to mention that ISG Portfolio contributed to the increase in efficiency (energy, production and industry), awareness (gender equality, renewable energy, productivity), capacity building , gender equality, research and innovation through the projects under its portfolio. A lot of training, piloting and baseline/research studies were conducted by the ISG team together with local/international counterparts as well. Also, experience on project management, handling of sensitive situations and

networking with the relevant partnering organizations made a difference on implementation of projects under ISG Portfolio.

- *UNDP's ability to develop national capacity in a sustainable manner, UNDP's ability to respond to changing circumstances and requirements in capacity development;*

Turkey had some serious socio-political challenges after the failed coup in 2016. Large scale of staff movements and rotations happened right after the failed coup. Later on, a referendum about the political governance system of Turkey was done in April 2017. After that, country went through national elections atmosphere during the first half of 2018. Despite all these socio-political challenges, UNDP Turkey managed to adapt itself in the changing environments and implemented the projects under ISG Portfolio.

Furthermore, it is noticeable that UNDP Turkey conducted number of needs and gaps analysis for different sectors especially under ISG portfolio. In addition to this, each project under ISG portfolio included a capacity building component. Also, training the trainers approach within each partner organization is included in the projects. This approach helps to strengthen capacities within the partner organizations. In addition to this, the needs and gaps are carefully studied to design the capacity building component for each project under the portfolio.

- *What is the prospect of the sustainability and replicability of UNDP interventions related to the outcome (what would be a good exit strategy for UNDP)?*

Capacity building within the partner and relevant government organizations is one of the important focus of ISG portfolio. However, there is no clear exit strategy indicated in the ISG portfolio projects especially for the projects funded by private sector of IFAD. The current financial downsizing in the Government budget especially for 2019, might be challenge to replicate these projects.

It is more likely and easier to maintain the sustainability and replicability for the projects directly funded by the Government of Turkey.

Conclusion

ISG is a very large portfolio and includes 15 different projects with some of them are already completed and some just starting. Also, some of the ISG projects have sub-projects. ISG portfolio includes projects from different sectors including education, health, tourism, industry, agriculture, energy and women empowerment.

ISG portfolio has worked with universities, NGOs, different government organizations, development agencies and private sector. It is an absolute challenge to work with many

different stakeholders at the same time, as each of them has different mandates and objectives. However, it is safe to mention that UNDP has managed to develop a successful partnership with vast majority of the relevant stakeholders in Turkey.

ISG portfolio brought international best practices through its international networks and transferred knowledge and experience to the projects.

ISG portfolio has delivered trainings for individuals and organizations, conducted capacity building programmes, organized awareness raising events, encouraged farmers to develop unions, provided grants and scholarships, created employment for both men and women, .

Main contributions of ISG Portfolio can be summarized as below;

- Increased awareness on many areas including;
 - Empowerment of Women
 - Gender Equality
 - Energy Efficiency and Renewable Energy
 - Importance of development of producers Unions
 - Organic Agriculture
 - Importance of sustainable and community based tourism in rural development
 - Use of technology and productivity models in industry
- Enhanced of the Socio-Economic life in the regions where implemented
- Enhancement of Industrial Development strategies, use of digital technology and Productivity Policy Tools
- Developed Capacity in partners and stakeholders
- Brought international best practice
- Enhanced Social Cohesion and unity of producers
- Contribution to create successful models through pilot projects in the area of rural development
- Development of partnership models

As it is, ISG Portfolio is successful and valuable for the improvement of inclusive and sustainable of growth of Turkey. However, below points can be considered for the next phases of ISG Portfolio;

- I. it is observed that there is no platform to share the best practices and valuable experience gained through the programme among the ISG stakeholders. This can be done by organizing series of workshops, field visits, and etc. Also, it is important to enhance the documentation of these best practices with brochures and other visible materials which can be used as public awareness materials. In fact, it is suggested to include a dedicated communication expert dedicated only for the ISG Portfolio.
- II. ISG portfolio has contributed 11 Sustainable Development Goals indicators out of 17 in Turkey. Overall, there are a lot of evidences to mention that ISG portfolio contributed

to the inclusive and sustainable growth in Turkey. However, it is not possible to calculate the exact financial value add of portfolio. Therefore, it is suggested UNDP to conduct a study to calculate the estimated amount of value add created by ISG portfolio. Also, it is highly suggested UNDP to provide more information through info graphics or visual materials about ISG programme outcomes through UNDP Turkey web page.

- III. ISG portfolio has direct and indirect linkages with “Climate Change and Environment” and “Syria Crises Response and Resilience (SCRR)” programmes of UNDP as well. The common elements among these three portfolios are; sustainable economic growth for vulnerable groups, capacity building and energy efficiency. However, there is no joint activity has been seen between these 3 programmes during the evaluation. However, each programme or project developed for Syrian Refugees is needed to include beneficiaries from local host communities as well. Given that there are large amount of refugees living in South East Anatolia, one could expect intensive amount of joint activities between ISG and Syria Crises Response and Resilience programmes.
- IV. Overall, it is safe to mention that ISG portfolio has high evaluation score for each of the Evaluation Criteria (UN and OECD DAC); Relevance, Effectiveness, Efficiency, Impact and Sustainability. However, there is a very high potential for extension and expansion of ISG portfolio in Turkey. In order to keep the current momentum especially built up in Eastern and South Eastern part of Turkey, it is highly suggested UNDP Turkey to continue the ISG portfolio beyond 2020 as well.
- V. It is recommended to initiate the new phases of “Organic Agricultural Cluster, AKADP and Energy efficiency” projects in these regions.
- VI. Also, it is important to expand the “Future is in Tourism” project different parts of Turkey, especially to the forest villages in which there is high out migration.
- VII. It is very important that UNDP Turkey can bring external funding sources, given that Turkish economy may go through a bumpy road in 2019 and 2020. In fact, it is a fact that although many private companies believe and see the importance of the energy efficiency, high amount of needed initial investment make them concerned. Therefore, it would be important to bring additional resources to decrease the cost of the initial investment amount for the organizations which wants to improve the energy use. This would increase the sustainability and impact coverage of ISG.

Annex I : Questionnaire for On-line Survey

UNDP – ISG Funded Projects , On-line Survey²

Please be noted that all responses are anonymous and confidential. We value your input which will be an important guidance for the implementation of the UNDP ISG (Inclusive and Sustainable Growth) Programme. The total duration of the survey will not take longer than 10 minutes. Should you have any question or need any clarification please contact XXXXX. Many thanks for your contribution in advance.

You can start the survey by simply clicking the below link:

XXXXXXXXXXXXXX

Name of the Organization:

Your role in the Organization:

Please indicate your role in the implementation of the UNDP ISG supported projects.

.....

Date:/...../..... (day/Month/Year)

Q1. How do you evaluate the coordination during the implementation of the UNDP ISG (Inclusive and Sustainable Growth) supported Projects?

	Very Good	Good	Bad	Very Bad	I don't know
Coordination between relevant UN organizations					
Coordination between relevant Government organizations					
Coordination between relevant UN and					

² Turkish Version of the questionnaire will be implemented.

Government organizations					
Coordination between relevant Government and NGOs					
Coordination between relevant Government and NGOs					
Coordination between UN and private organizations					
Coordination between Government and private organizations					

Q2 -To what extent have the below issues had an impact on implementation of the UNDP ISG supported projects.

	No Impact	Positive Impact	Negative Impact	I don't know
High staff circulation/change in Government organizations				
High staff circulation/change in UN organizations				
High staff circulation/change in Private organizations				
Elections Conditions (in 2018 and upcoming 2019)				
Insufficient Financial Resources				
Insufficient Government Resources				
Insufficient experienced human resources				
Other..Please specify				

Q3. What is your opinion about claims presented below?

	Fully agreed	Agreed	I don't agree	Strongly disagreed	I don't know
ISG supported projects helped to increase productivity					
ISG supported projects are fully in line with National Development Plan of Turkey					
ISG supported projects contributed social development and social cohesion					
ISG supported projects helped to increase institutional capacity of the partner organizations .					
ISG supported projects contributed to increase social equality					
ISG supported projects contributed the equal share of the production/income					
ISG supported projects contributed to the social cohesion of the refugees living in Turkey .					
ISG supported projects assisted the efforts of Turkish Government on development and implementation of					

the social projects and creation of employment opportunities					
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Q4- What is your opinion about the role of UNDP during the implementation of ISG supported projects?

	Fully agreed	Agreed	I don't agree	Strongly disagreed	I don't know
UNDP ISG supported projects positively contributed to the gender equality					
UNDP ensured the development of needed mechanism to protect and develop the human rights during the project implementation.					
UNDP, positively contributed to the inclusion of the individuals and vulnerable groups in the decision making process during the implementation of the ISG supported projects.					
UNDP, contributed to the innovative and scientific applications during the implementation of the ISG supported projects.					

UNDP, positively contributed to the sustainability of the ISG supported projects.					
UNDP contributed very positively on sustainable and inclusive growth.					
Existence of UNDP made a positive impact on implementation of the ISG projects					
UNDP developed a successful partnership model with partner organizations were successful.					
UNDP adapted to the changes in socio-economic and political situations in the country during the project implementation					
UNDP, contributed to the improvement of the working conditions in the partner organizations.					

Q5 - What are the main factors (positive and negative) that have/are affecting the achievement of the outcomes?

..... (Text -up to 2500 characters)

Q6 - How have these factors limited or facilitated progress towards the outcome?

..... (Text -up to 2500 characters)

Q7 - What is your overall views (advantages and disadvantages) about the UNDP supported ISG projects ?

..... (Text -up to 2500 characters)

Q8 - What are the factors that influenced the differences in participation, benefits and results between women and men?

..... (Text -up to 2500 characters)

Q9 - What are the lessons learned, especially pertaining to gender equality and social inclusion, and directions for future programming?

..... (Text -up to 2500 characters)

Q10 - What is the prospect of the sustainability and replicability of UNDP interventions?

..... (Text -up to 2500 characters)

Q11 - What is your main suggestions about the UNDP supported ISG projects ?

..... (Text -up to 2500 characters)