



OUTCOME EVALUATION OF INCLUSIVE AND SUSTAINABLE GROWTH PORTFOLIO

FINAL EVALUATION REPORT

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Executive Summary

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

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

Overall, the evaluation result of the ISG Portfolio is very satisfactory. There is enough evidence to conclude the following:

- ISG Portfolio is relevant to 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), National Strategy for Rural Development (2010 – 2020) 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 throughout the implementation of projects within the ISG Portfolio.
- ISG Portfolio made a visible and important impact on socio-economic life of the people living in the project implementation regions. In addition to this, the ISG Portfolio made a positive impact on its partners/stakeholders.
- ISG Portfolio outcomes/outputs are sustainable.
- ISG Portfolio improved capacity in the partner organizations.
- ISG Portfolio contributed to gender equality, rural development, energy efficiency, sustainable economic growth, and creating employment through innovative methods.
- ISG Portfolio also contributed to the competitiveness, economic growth, local socio-economic development, social policies and services through implementing inclusive business models and pilot projects in policy and field level.
- ISG Portfolio contributed to 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

Also, the ISG Portfolio contributed to 11 (out of 17) Sustainable Development Goals Indicators in the regions where it was 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 in order to monitor the ISG Portfolio’s achievements.
- Although each project under ISG Portfolio is evaluated and project progress is reported through UNDP ROAR reporting mechanism, it is strongly suggested to develop a separate monitoring platform for entire ISG Portfolio. It is vital to develop monitoring mechanisms and systems for such large and important programmes.

➤ It is suggested to reserve resources to conduct impact assessment of the entire ISG Portfolio for the next phases.

It is highly visible that the ISG Portfolio contributed to socio-economic development in the regions where it was implemented. However, there is no clear calculation of the economic added value that the ISG Portfolio has created. Furthermore, no impact analysis of the entire programme has been carried out yet. Therefore, it is suggested that the ISG Portfolio conducts a full impact analysis and added value analysis of the programme on social and economic life in the regions where implemented. Furthermore, UNDP may consider developing and implementing a social cohesion index to monitor the impact of the ISG Portfolio where implemented.

In the implemented regions, the ISG Portfolio has touched people's lives directly. Furthermore, it has contributed to the improvement of industrial productivity through the development and piloting of industrial development strategies in cooperation with Organized Industrial Zones, universities, relevant government organizations and private sector and non-profit organizations (NGOs, Foundations and etc). The programme has made a visible contribution to rural development through contributing to sustainable agriculture, development and tourism projects. Thus, there is a high level of request from stakeholders in the field for UNDP to extend and expand the ISG Portfolio. Therefore, it is strongly suggested that UNDP continues the ISG Portfolio beyond 2020 and if possible, find additional external funding and be less reliant on government sources. The continuation of sustainable rural development programmes in the most vulnerable regions of Turkey, including East, Central Anatolia and etc. is also suggested.

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 the ISG Portfolio. In doing so, best experience gained in the GAP region can be shared with other parts of Turkey, especially east and central Anatolia. Moreover, it is important to enhance the documentation of best practices and programme outputs with brochures and other visible materials. These materials can be used for public awareness. UNDP could consider enhancing the level of information provided about ISG through its web page. It would be useful to provide information about the visible outcomes of ISG through info-graphics.

Finally, although there is a coordination between ISG and other UNDP portfolios, it is important to further enhance the synergy between ISG and other UNDP portfolios, especially with "Climate Change and Environment" and "Syria Crises Response and Resilience". These three programmes have several common areas and can develop joint projects.

Introduction

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

The scope of the projects and programmes covered in this evaluation can be summarized as:

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

The results of the evaluation are expected to assist UNDP Turkey to design and plan future ISG Portfolio activities.

Objectives

The results of the interim evaluation are expected to assist UNDP Turkey understand the impacts of the ISG Portfolio better. The below figure summarizes the main objectives of the evaluation.

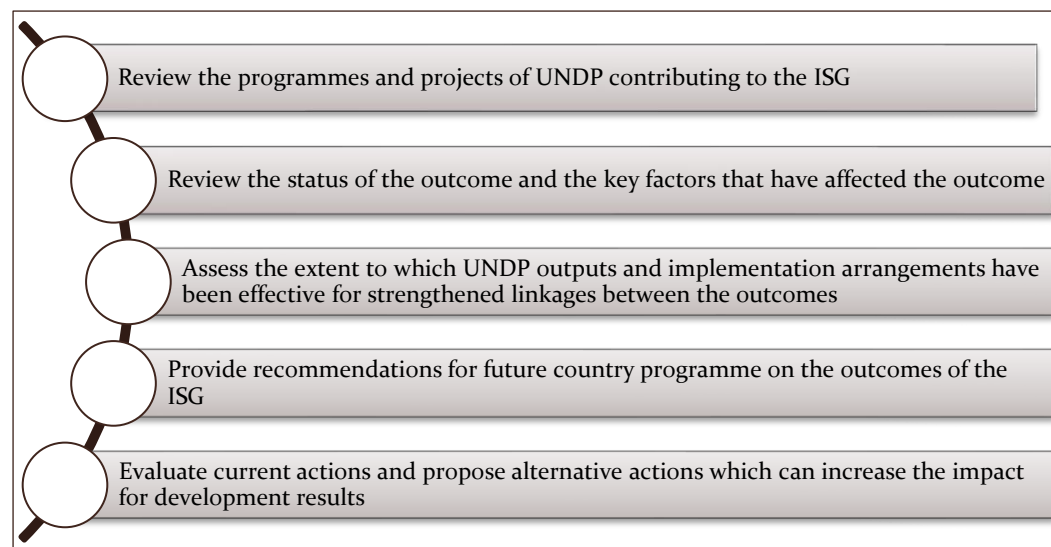


Figure 1. The objectives of the Evaluation

The evaluation results include the assessment of the 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 it? 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 has UNDP 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 the below four main pillars:

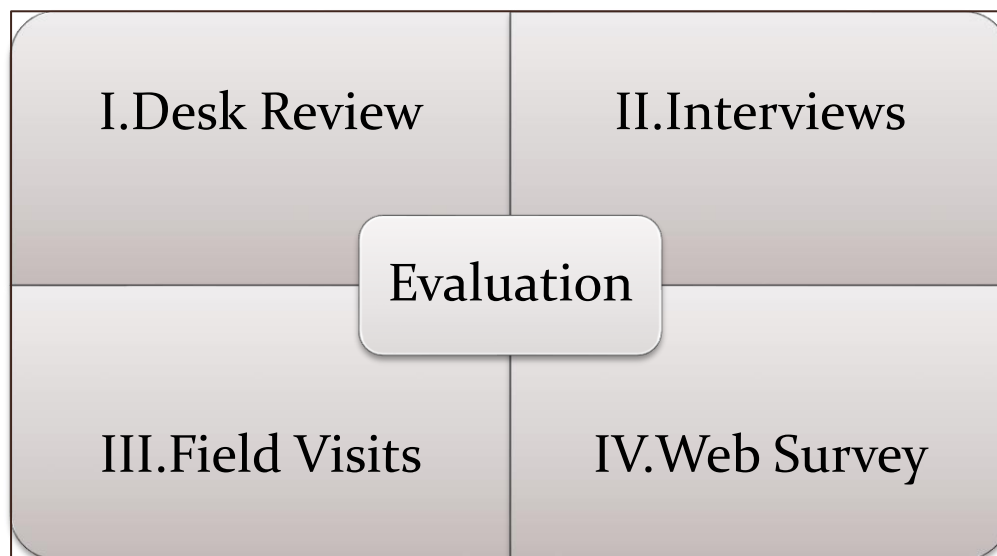


Figure 2. Evaluation Methodology

I. Desk Review

The below listed documents were reviewed in order to:

- Respond to 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
	GAP Action Plan (2014-2018)

Table 1. Desk Review Documents

II. Interviews

In-depth interviews were conducted with:

- Relevant UNDP managers and ISG Portfolio staff
- Stakeholders
 - Municipalities
 - UN agencies (UNIDO, UNFPA, ILO, UN Women, WTO)
 - World Bank
 - European Union
 - Limak Foundation
 - Anadolu Efes
 - Pilot project Beneficiaries
- Key Partners
 - GAP Regional Development Administration
 - AKADP Management – Ministry of Agriculture and Forest
 - 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 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 provided in 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

The ‘traffic light’ scoring system is used to present the outcomes of the evaluation for each of the evaluation components (Relevance, Effectiveness, Efficiency, Impact and Sustainability):

- Green color represents a positive evaluation score.
- Yellow color means positive but improvement needed.
- Red color represents a negative evaluation score.

A. Relevance

The ISG Portfolio is relevant to Turkey's key strategic planning documents, including the 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 waste
- Integrated Disaster Management

The above expected outcomes of the UNDP Turkey 2016-2020 Country Programme are fully in line with Turkey's Strategic Development Plan documents¹ in which the 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, Turkey's economic and social development processes are discussed with a holistic and multi-dimensional view, and a participatory approach has been adopted within the human-oriented development framework.

In addition, the purpose of development is to permanently improve the well-being of people and raise the living standards; and 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.

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

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)

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

Furthermore, Turkey's Strategic Planning documents mention the increase in frequency of natural disasters as one of the results of 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, the Plan highlights the importance of increasing climate change resilience and improving disaster risk mitigation activities.

With regards to 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.

Finally, 80% of the web-survey participants reported that projects under the ISG portfolio are fully in line with Turkey's National Development.



B. Effectiveness

First of all, there are no separate log frame indicators defined for the ISG Portfolio. Instead, UNDP CPD indicators are referred to. However, it would be more useful if separate log frame indicators were defined for the ISG Portfolio. Out of 14 outcome indicators given in the UNDP log frame, 3 of them can be linked to the ISG Portfolio. However, it is important to mention that the ISG Portfolio does not cover the whole of Turkey – however, the UNDP CPD does cover the whole of Turkey. Therefore, it is not entirely feasible to use the UNDP CPD log frame indicators to measure the success of the ISG Portfolio. In fact, doing it in this way will not be fair for ISG, as the portfolio has a lot of successful outcomes which cannot be measured through only using the outcome indicators of UNDP CPD. For example, ISG contributed to capacity development of its partner organizations. Additionally, another important outcome of the portfolio is that it is 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, the model provided by ISG Portfolio on public-private-international organization partnerships worked very well.

The 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. The below table presents the responses of the web survey participants regarding the main indicators related to the 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 the contribution of the ISG portfolio to equal sharing of income and social cohesion of refugees. Otherwise, it is safe to mention that overall, the evaluation score for effectiveness is positive.

There are many visible and important outputs of ISG Portfolio. Some of the selected are summarized below;

- 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.
- Contributed to the empowerment of women and regional textile economy by developing and promoting the "Argande" brand in GAP region through IWEP Project.
- Created job opportunities for at least 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 a magazine, and technical visits.
- Contributed to the production of renewable and clean energy by supporting investments such as Pellet production by using crop waste. Installed at least 4 solar irrigation systems. Furthermore, developed a sustainable model on supporting use of renewable energy sources together with GAP YENEV in GAP region.
- Created awareness on education of girls in engineering. Organized training in 48 high schools.
- Developed capacity building in at least 800 organizations and reached 3,000 individual farmers.
- Provided training for at least 2,000 persons on organic agriculture.
- Developed partnerships with several universities in and outside of Turkey.
- Contributed to the Research and Innovation on industrial development and energy efficiency.
- Developed successful partnerships with private and government organizations.

- Developed the first ever research on development of policies on total factor productivity in Turkey

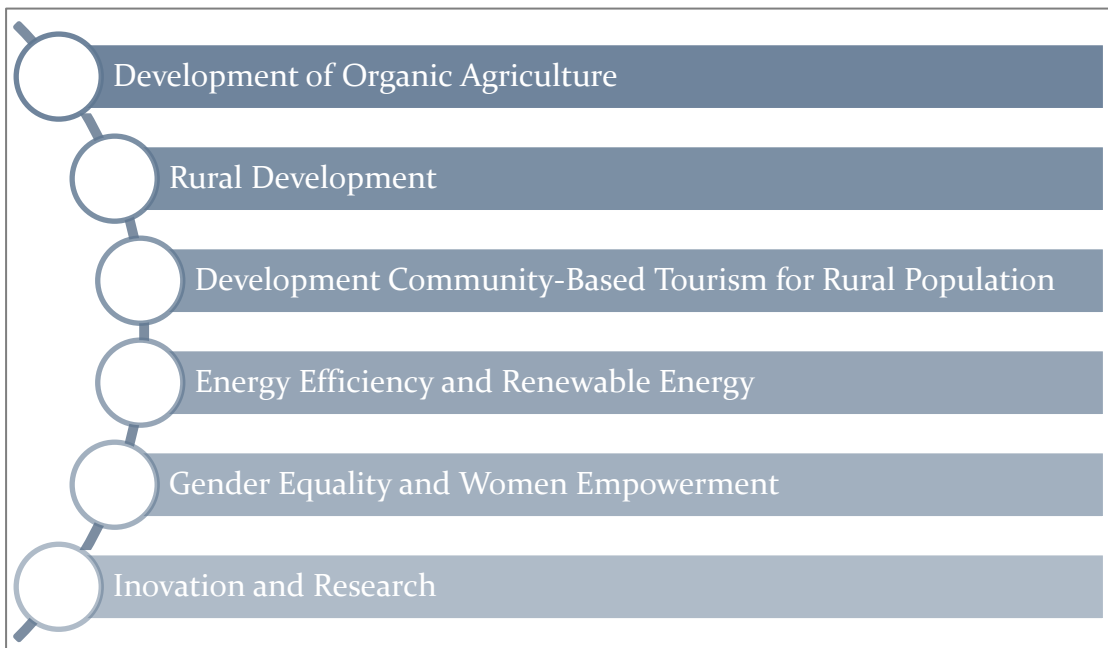
It is a fact that ISG outcomes contributed to UNDP CPD achieving its relevant targets. However, the ISG Portfolio achieved much more than these indicators. Therefore, it is highly suggested to develop separate log frame indicators for the next period of ISG Portfolio.

Evaluation Score for Effectiveness:

C. Impact

It is highly visible that the ISG Portfolio touched the beneficiaries' lives and contributed in a positive way. Projects under the ISG contributed to the following:

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. For example, the “GAP Organic Agriculture Cluster Project” has touched local people and organizations and added-value to the region through visible outputs, such as organic grape juice and pomegranate derived products. Furthermore, this project helped local people to create unions (like Dicle Organic Fruit producers Association) and produce grape juice with their own brand called “EKOREZ”. Also, the project supported another project about organic pommegranate juice production implemented by Harran University. Overall, the “GAP Organic Agriculture Cluster Project”

is an excellent example of a partnership model between UNDP-Private Sector-University-Government Organizations and Farmer Associations. Such a partnership model applied by UNDP can be implemented across 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. For example, REEE project encouraged a group of farmers/persons living in the town of Bismil in Diyarbakir province to produce pellets using agricultural waste. Pellets are clean/eco products and yield more energy compared 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, the REEE project proved that a high amount of energy can be saved through energy efficient implementations, especially in large industrial organizations. One of the visited organizations reported that they saved 4% electric energy and 20% natural gas through the energy efficiency applications installed by the REEE project.

The AKADP Project – which was implemented in Kars- Ardahan and Artvin regions of Turkey is another important example of a sustainable rural development project under the 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 added-value 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 extending and expanding the project in the region.

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

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

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

The “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 technological development. In addition to this, Turkey’s OIZ Ecosystem mapping was prepared.

Finally, the “Total Factor Productivity” project contributed to awareness on how to increase 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.

The below table presents the responses of the web survey participants regarding the main indicators related to the 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, the impacts of the ISG programme are very visible and most importantly, it is a sustainable impact.

Evaluation Score for Impact: 

D. Efficiency

Projects under the 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. However, it is observed that UNDP Turkey did not use a large number of human resources while conducting such a large programme with lots of partners. Furthermore, none of the implementing partners mentioned inefficient use of financial and human resources, rather all the interviewed partners stated that the ISG Portfolio’s way of project management was efficient and effective. It was noticeable that ISG Portfolio efficiently used the expertise sources of its partner organizations during the implementation of the programme.

The below table presents the responses from the web survey participants relating to the main indicators to do 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.

Evaluation Score for Efficiency: 

E. Sustainability

As indicated under section “C. Impact”, sustainability of the ISG portfolio outcomes/outputs were very visible during the field visits. ISG Programme created sustainable income sources for the project beneficiaries, developed research platforms and innovative models to support productivity, provided sustainable model solutions



for energy efficiency and use of renewable energy, increased the resilience of women through supporting capacity building, education and empowerment. ISG Programme also increased the awareness of the beneficiaries, government and non-government stakeholders and programme partners in all areas and sectors covered by the programme.

In fact it is important to mention that ISG Portfolio continues to provide its support and monitor the activities even for the projects competed. This indicates the willingness of the project partners on continuation of the project activities and at the same time and continuous support of UNDP.

Furthermore, around 84% of the implementing partners reported that the ISG portfolio outcomes/outputs were sustainable.

The below table presents the responses of the web survey participants about the main indicators related to 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 in the 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 for the 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 the 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 as follows:

- *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 the ISG portfolio and they all contributed to sustainable growth. For example, “Organic Agricultural Cluster” project made a clear contribution to the socio-economic development of the GAP Region. The project created 4 important brands for marketing the regional organic products. The development of producers’ unions is an important element for sustainability as well. Also, the programme contributed to industrial productivity through development and application of strategies and models. Furthermore, the ISG portfolio included projects which proved that a lot of resources can be saved through implementation of energy efficiency models/systems. Furthermore, the 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 a 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 the ISG portfolio launched in order to make comparison with the current situation. However, it is safe to say that the Government of Turkey made public funds available for sustainable and inclusive growth through projects under the 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’s empowerment is included as a cross-cutting dimension and implemented under the relevant projects of the ISG portfolio. “Innovations for Women Empowerment in SEA”, “Engineer Girls of Turkey” and “Future in Tourism” projects made a 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 supporting 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 have a strong gender component. This caused visible awareness, not only in relevant government organizations, but in private sector partners as well. For example, the Ministry of Family, Labor and Social Services is an active stakeholder of the 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 (UNDP Turkey Country Office). However, this situation did not remain for a long time and the 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. However, project outcomes were not very negatively affected.

It is important to mention that current financial problems in Turkey does not help the private sector to make investments in energy efficiency related measures. In addition to this, availability of 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 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 the ISG portfolio by reviewing the progress in the UNDP CPD output indicators. Because UNDP CPD covers the whole of Turkey but the ISG portfolio is regional. However, it is a fact that the ISG portfolio contributed positively to the below UNDP CPD outputs:

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

Projects of the 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 the 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 the 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 the 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 the 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 the 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 the ISG Portfolio contributed to this output:

- GAP Organic Agriculture Cluster Project
- AKADP Project
- Göksu-Taşeli Watershed Development
- Future is n 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 the 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 the 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 the 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 the 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 the 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 the 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 by the UNDP Gender Seal programme and decided to apply it in their organizations.

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

Overall, it is safe to mention that the ISG portfolio contributed to 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 regarding the level of participation by men and women in the projects under the 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's 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 the ISG portfolio was mutually beneficial for both UNDP and Government of Turkey. For future programming, it is suggested to increase the partners and donors from private sector, especially in 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, the Government of Turkey is self-efficient in terms of funding. However, bringing international best experience and international cooperation is an important result of the 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 projects under the 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 the ISG Portfolio Strategy is based on inclusive and sustainable growth to support global UNDP Strategic Plan (2018-2021) and national plans accordingly. Projects under the ISG portfolio aim 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. The ISG Portfolio contributes to the below SDGs in Turkey. The below table presents the contribution of the projects under the 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	    

<p>Future is in Tourism</p>	
	
<p>Health System Strengthening and Support Project</p>	
<p>Strengthening IT Base of MoFLSS</p>	
<p>Integrated Resource Efficiency (RBEC)</p>	
<p>Innovations for Women Empowerment in SEA</p>	
<p>Capability and Digital Transformation Center - Model Factory</p>	
<p>Total Factor Productivity</p>	
<p>Community Based Tourism Development</p>	



- *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 to develop separate log frame indicators for the next planning period of the ISG Portfolio. In addition to this, the ISG portfolio may consider developing a 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 to only provide services for recruitment of IT professionals for the Ministry. This kind of provision of human resources services should not be the role of UNDP. This component does not serve any purposes of the 10th National Development Plan of Turkey. Therefore, it is suggested to include a component to this project in line with the overall purposes of the ISG Portfolio. It would be good to include an environmental protection element, including protection of sea life, tourism destinations and natural resources of Turkey under the “Future is Tourism Project”. Furthermore, it could be considered to add a component on climate change impacts and increasing resilience under relevant ongoing 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 a difference in terms of reaching visible outputs but also created awareness and promoted 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 a partnership with different government organizations, non-government organizations, NGOs, universities, associations and private sectors. 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. For example, different organizations cooperated for the “Engineer Girls of Turkey “project in a very successful way. Therefore, overall, it is very fair to say that the partnership strategy worked well most of the time during the implementation of the projects within the 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 the rest of the portfolio implementation.

Additionally, all interviewed partners and 72% of the web survey participants reported that UNDP Turkey developed a 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 the ISG Portfolio contributed to increasing 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 the 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 following the failed coup in 2016. Large scale 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. Subsequently, the country went through national elections atmosphere during the first half of 2018. Despite all these socio-political challenges, UNDP Turkey managed to adapt itself to the changing environments and implemented the projects under the ISG Portfolio.

Furthermore, it is noticeable that UNDP Turkey conducted a number of needs and gaps analysis for different sectors especially under the ISG portfolio. In addition to this, each project under the 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 most important focuses of the 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's budget – especially for 2019 – might be a challenge to replication of 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, some of which are already completed and some are just starting. Some of the ISG projects have sub-projects within them. The ISG portfolio includes projects from different sectors including education, health, tourism, industry, agriculture, energy and women's empowerment.

The ISG portfolio has worked with universities, NGOs, different government organizations, development agencies and the private sector. It is a significant challenge to work with as many different stakeholders at the same time because each of them have different mandates and objectives. However, it is safe to mention that UNDP has managed to develop a successful partnership with the vast majority of relevant stakeholders in Turkey.

The ISG portfolio brought international best practices through its international networks and transferred knowledge and experience to the projects. The 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, and created employment for both men and women.

The main contributions of the ISG Portfolio can be summarized as follows:

- Increased awareness in 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
- Enhancement of 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 practices
- 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, the ISG Portfolio is successful and valuable for the improvement of inclusive and sustainable of growth in Turkey. However, the below points can be considered for the next phases of the ISG Portfolio:

- I. It is suggested to enhance the platform(s) to share the best practices and valuable experiences gained through the programme among the ISG stakeholders. This can be done by organizing a series of workshops, field visits etc. Moreover, 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.

- II. In Turkey, the ISG portfolio has contributed to 11 Sustainable Development Goals indicators out of 17. Overall, there is a lot of evidence to demonstrate that the ISG portfolio contributed to inclusive and sustainable growth in Turkey. However, it is not possible to calculate the exact financial added-value of the portfolio. Therefore, it is suggested that UNDP conducts an impact analysis to better present the value-add created by the ISG portfolio. Additionally, it is highly suggested that UNDP provides more information through infographics or visual materials regarding the ISG programme outcomes through UNDP Turkey's webpage.
- III. The ISG portfolio has direct and indirect linkages with the "Climate Change and Environment" and "Syria Crises Response and Resilience (SCRR)" programmes of UNDP. The common elements among these three portfolios are sustainable economic growth for vulnerable groups, capacity building and energy efficiency. Although there is a coordination between ISG and other UNDP portfolios, it is important to further enhance the synergy between ISG and other UNDP portfolios, especially with "Climate Change and Environment" and "Syria Crises Response and Resilience". These three programmes have several common areas and can develop joint projects. By doing this, UNDP can increase the efficiency of the resources.
- IV. Overall, it is safe to mention that the ISG portfolio has a high evaluation score for each of the Evaluation Criteria (UN and OECD DAC): Relevance, Effectiveness, Efficiency, Impact and Sustainability. However, there is very high potential for extension and expansion of the 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 that UNDP Turkey continues the ISG portfolio beyond 2020 as well.
- V. It is recommended to initiate new phases of "Organic Agricultural Cluster, AKADP and REEE" projects in these regions.
- VI. Also, it is important to expand the "Future is in Tourism" project in different parts of Turkey, especially to the forest villages in which there is high out migration.
- VII. It is suggested that the ISG Portfolio conducts a full impact analysis and added value analysis of the programme on social and economic life in the regions where implemented. Also, it is suggested to reserve resources to conduct impact assessment of the entire ISG Portfolio for the next phases as well.
- VIII. It is very important that UNDP Turkey can bring external funding sources, given that the Turkish economy may be volatile in 2019 and 2020. In fact, vast majority of the interviewed stakeholders (both government and non-government) highlighted the importance of the continuation of ISG Portfolio but bringing more external resources as well.

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)