

## **Evaluation Report**

**Evaluation of the project “Increasing Border Surveillance Capacity of Borders between Turkey and Greece” February 2019**

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## 1. Acronyms and Abbreviations

### *List of Acronyms Used in the Report*

<b>CDE</b>	Capacity Development Expert
<b>CFCU</b>	Central Finance and Contracts Unit
<b>CTA</b>	Chief Technical Advisor
<b>EC</b>	European Commission
<b>EDOK</b>	The Training and Doctrine Command
<b>EGSS</b>	Expert Group on Scope and Strategy
<b>EU</b>	European Union
<b>EUBAM</b>	EU Border Assistance Mission
<b>EUD</b>	Delegation of the European Union to Turkey
<b>FAFA</b>	Financial and Administrative Framework Agreement
<b>IBM</b>	Integrated Border Management
<b>ICT</b>	Information and Communication Technologies
<b>IPA</b>	Instrument for Pre-accession Assistance
<b>LFC</b>	Land Forces Command
<b>MBO</b>	Management by Objectives
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIPD</b>	Multi-Annual Indicative Planning Document
<b>MoI</b>	Ministry of Interior
<b>MoU</b>	Memorandum of Understanding
<b>STE</b>	Short Term Expert
<b>TAT</b>	Technical Assistance Team
<b>TNA</b>	Training Needs Analysis
<b>TS</b>	Training Strategy
<b>TWG</b>	Technical Working Group
<b>UNDP</b>	United Nation Development Program

## **2. ACKNOWLEDGEMENTS**

This Evaluation Report reflects findings from reports based on field and desk work carried out by UNDP Project named “Increasing Border Surveillance Capacity of Borders between Turkey and Greece” between May 2017 and February 2019.

I would like to give special thanks to the UNDP’s Project Staff for providing valuable assistance and guidance to me. I also wish to thank the beneficiaries – Land Force Command and Ministry of Interior – as well as EU Delegation to Turkey, Central Finance and Contracts Unit, and all the UNDP members present 7 – 8 February in the Ankara meeting for providing guidance and dialogue on presented issues and concerns.

Finally, I would like to stress that full responsibility for the text of this report rests with the author. The precise views contained in this report do not necessarily represent of the people consulted.

2019-02-28 Tyresö, Sweden

Mr. Kjell Elefalk

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### 3. Executive Summary

The Evaluation Report deals with the project “Increasing Border Surveillance Capacity of Borders between Turkey and Greece”.

The practical work/implementation of the project started in May 2017. This assessment was made on February 28, 2019 based on activities performed within the four major segments.

1. Upgrading border infrastructure, including: Purchase and installation of computer equipment and software; purchase of and training on specialized equipment; construction and renovation of facilities;
2. Capacity building, including: Training border guards in human rights standards; training border guards in the proper treatment of irregular migrants; training and resources for intelligence-based interdiction; training in visa management and identification of falsified documentation; training in proper search and seizure measures; joint instruction and practical exercises for customs and border guards; facilitating cross-border collaboration by border and customs services;
3. Policy advice on EU-standard border management, including: Expert advice on customs legislation; expert advice on drug control frameworks; expertise on strategic reforms of border guard and customs services;
4. Best-practice programme/project management, including: Complex procurements of technical equipment; large-scale human resource management including hiring and payroll.

The target group of the Action is the professional staff of Land Forces Command in charge at borders with Greece and Land Forces Command Headquarters. The Ministry of Interior - General Directorate of Provincial Administration, Border Management Department is the Beneficiary Institution and as Co-Beneficiary Institution is Land Forces Command.

It is critical that strategic partners are brought on board from inception of the Project programme. Beneficiaries and stakeholders are important for the comprehensiveness and inclusiveness of the process. They provide ownership, buy-in and credibility of Government policies and programmes. They also play a critical role in the monitoring and evaluation process. The valuation is that it has been a fundamental prerequisite for the very successful results that the project now shows in this evaluation.

The evaluation is based entirely on, in addition to desk studies of relevant documents, interviews and questionnaires from centrally placed individuals from the following stakeholders;

- centrally placed officials at MoI/LFC
- those who have directly undergone training in the project
- high-level responsible persons for beneficiaries and donors
- the current project staff

The evaluation takes the goal of the program as stated and then collects evidence as to whether it has achieved those goals. The goals serve as the exclusive source of standards and criteria.

The evaluator assesses what the program developers say they intend achieving. The discrepancy between the stated goals and outcomes is the measure of program success.

*From the data and facts that emerged, the project's work can be assessed as rated against the formal evaluation criteria as "Highly satisfactory: the project has no shortcomings in the achievement of its objectives".*

*On the dimensions of sustainability, project outcomes would be rated as follows:*

*Due to the general uncertainty surrounding Turkey's borders, the project's achievements can be affected in terms of risks. The assessment will then be "there are moderate risks that affect this dimension of the sustainability".*

#### **4. Project Description**

The project named “Increasing Border Surveillance Capacity of Borders between Turkey and Greece” at hand aims to respond to the needs in the field of border management via weighing the institutional capacity needs of Land Forces Command (LFC) to adopt tools for modern border surveillance including but not limited to high technology systems and developing a training model and curriculum in line with international law and practices. 500 professional staff of LFC were to be trained through the project on the procedural requirements of dealing with irregular movements at the border regions as well as fundamental rights on migrants and international protection and combating human trafficking. In fact, the project has carried out this type of training for 771 people from LFC.

Against this background, it was decided that the project would have two components that would be implemented over 18 months;

Component A – Institutional Capacity Building: This component aims to enhance institutional capacity of Land Forces, which will be equipped with certain training tools for modern border surveillance in line with international standards and European practices

Component B – Individual Capacity Building: This component aims to build the individual capacity of the professional staff on the procedural requirement of dealing with irregular movement at the border regions through development and delivery of tailor-made training modules.

Ministry of Interior (MoI) is the main beneficiary and the LFC is the co-beneficiary of the Project.

According to the Turkish law, the overall supervision of Border Management is exercised by the MoI. Specifically; at central level, General Directorate of Provincial Administrations - Border Management Department under MoI coordinates the border management activities. At local level, the MoI performs these functions through the deputy governors allocated by the governors. MoI is responsible for the programming, monitoring and evaluation of the home affairs sub-sector which covers migration and asylum, Integrated Border Management and fight against organized crimes as priority areas.

The LFC is responsible for border surveillance activities on land borders and delivers the criminals seized at the borders to law enforcement units (Police/ Gendarmerie). For the smooth implementation of the Project, UNDP provides technical assistance for the efficient and effective implementation of the Project through the Direct Grant contract signed between Central Finance and Contracts Unit (CFCU) as the contracting authority and endorsed by the EU Delegation to Turkey as the donor.

#### Project start and duration

The project commenced on 30 May 2017, following the signature of Grant Contract TR2013/0124.02.03-02/001.

Despite the late mobilization of Technical Assistance Team and complexity in fine tuning the activity methodology and action plan; Inception period (30 May 2017 – 30 August 2017) has been utilized with due efficiency in order to confirm timelines, to develop working modalities with the beneficiaries' and to draw the initial sketch of the action plan to smooth and securely implement the project and to achieve the results in a successful manner.

As presented with the Inception report, establishment of Technical Assistance Team (TAT) was prioritised during the inception phase of the Project. The project office has been established in UNDP premises and the work environment is fully settled. Project office was furnished, and necessary IT equipment were purchased.

The recruitment process for the Project Administrator, Project Associate and Project Assistant/Interpreter have been finalized. The Project Administrator, and Project Assistant/Interpreter have been selected in August and have commenced duties in September whereas the Project Associate was selected in August 2017 and the contacting processes concluded in October 2017.

Chief Technical Advisor (CTA) and Capacity Development Expert (CDE) positions were contracted as of January 2018 following a long process of recruitment as stated in the Inception report with details. Accordingly, the project launch event was organized in February 2018.

The project Action Plan was revised by UNDP and Beneficiaries in accordance with the given conditions and the requirements of the Project. The revised Action Plan was submitted with the Inception Report approved on 7 February 2018 by CFCU.

#### Description of the intervention areas/main activities;

UNDP's practical work in Border Management falls into four main categories:

1. Upgrading border infrastructure, including: Purchase and installation of computer equipment and software; purchase of and training on specialized equipment; construction and renovation of facilities;
2. Capacity building, including: Training border guards in human rights standards; training border guards in the proper treatment of irregular migrants; training and resources for intelligence-based interdiction; training in visa management and identification of falsified documentation; training in proper search and seizure measures; joint instruction and practical exercises for customs and border guards; facilitating cross-border collaboration by border and customs services;

3. Policy advice on EU-standard border management, including: Expert advice on customs legislation; expert advice on drug control frameworks; expertise on strategic reforms of border guard and customs services;
4. Best-practice programme/project management, including: Complex procurements of technical equipment; large-scale human resource management including hiring and payroll.

## **5. Summary of findings, conclusions and recommendations**

The Evaluation Report should clarify whether the project has achieved set goals, the resource consumption is to be assessed against what has been achieved and, in addition, the main issue of the project is that what is achieved really makes sense.

In order to be able to assess these conditions intrusively, the following findings and conclusions form the basis for an overall assessment of the goal achievement;

*Main conclusion; The project has no shortcomings in the achievement of its objectives and was highly satisfactory executed:*

That major conclusion can be drawn from the following findings and indications;

1. All groups of stakeholders are almost unanimous that if the project did not take place at all, the development of IBM would have been less favourable and that the project was a powerful facilitator of development.
2. There is a consensus in the interviews among those concerned that the project met in a good way the beneficiaries' objective, the donor's goals and the main goal of increasing the LFC's IBM capabilities.
3. There are no indications that the project has in any way deviated from the beneficiaries' goals, the donor's goals or the main task of increasing the LFC's IBM capabilities.
4. There is a consensus among all stakeholders that significant knowledge of the LFC to the necessity to realize its responsibilities to adopt modern technological tools for IBM.
5. It is generally accepted by the stakeholders that the project increased human resource capacity having the know-how on border management procedures and fundamental rights on migrants, international protection and combating human trafficking
6. It can be stated that those representatives of the stakeholders who have participated closely in the work are very satisfied with the project's results according to the data from the CSI -Questionnaire.
7. It can be stated that the representatives of the beneficiaries who have followed closely the work of the project are very satisfied with the project's results according to the data from the CSI -Questionnaire.



8. The Implementation of the project was a structured, iterative process of robust decision making in the face of uncertainty, with an aim to reducing uncertainty over time. None of the interviews or the questionnaire responses specifically criticized any phenomenon during the implementation.
9. No significant technical problems that have persisted have been addressed by the 16 interviewees.
10. Right-based approach was consequently present in the training of the professional Land Forces Command personnel and in other project issues. The assessment is that this was well received by those who were trained.
11. There is no reason to believe that this project has become too expensive in relation to the outcome.
12. The representatives of the beneficiaries have unanimously stated that it has taken full responsibility for the project, since they always considered the project to be very important for developing IBM.
13. The legal frameworks, policies and governance structures and processes are in place according to the specialists in this area who were interviewed. The current situation seems to offer enough support for further activities.
14. The best way given all the prerequisites for the evaluation is to place great emphasis on so-called counterfactual analysis to facilitate the assessment of the project. That is, a comparison between what happened and what would have happened in the absence of the various activities of the project.  
All groups of stakeholders are almost unanimous that *if* the project did not take place at all, the development of IBM - LFC would have considerably worse prospects in the future and that the project thus significantly facilitated the development of IBM.

*Basic findings regarding the actual work process and its significance for goal achievement;*

1. The self-esteem from the relevant project employees is very high (CSI-index 83) and would be considered as excellent and as required laudable level for international reviews. However, they might have an unintended interest in putting high scores (risk for bias). The bias and the results can be assessed with a comparison of the other three categories' values. The bias and the results can be assessed with a comparison of the other three categories' values. The three other group reported in their questionnaires CSI values nearly equally score 84,83 and 82. This is, in practice, an equivalent result as the staff's self-esteem.
2. It seems that the role of the Chief Technical Advisor (CTA) has contributed for the success of the component A and B, meanwhile Capacity Development Expert (CDE) has covered and owned Component B.

3. It seems that the dedicated role and rather fast actions of the Project Administrator and the Project Associate has resulted in a very harmonised facilitation of the CTA and the CDE. It looks like a strong trust building has been established and maintained in daily communication in the TAT office, between TAT and UNDP management and both beneficiaries; MoI and LFC.
4. The effort of the project seems to be educational and effective. International and local trainers have done a job that has been very useful as clarified by the evaluation of the effectiveness of training.
5. The project received a very good rating from the CSI -Questionnaires from the stakeholders, when it comes to the ability to collaborate.
6. No major problem that can be deduced from the project's work has been mentioned in the 16 interviews in the meeting in Ankara 7-8 February 2019.

*In view of the desk studies, conducted interviews and the questionnaire responses received, in accordance with the ToR grading scale, the goal fulfilment can only be assessed as "Highly satisfactory".*

#### Recommendations for Project Phase 2 and future work;

1. There is reason to believe that the possibilities of introducing new technology have increased and that HR capacity has been strengthened. The foundation is laid in the way the beneficiaries and donors imagined. It would be very unfortunate, and waste of funds, if enough resources were not decided to utilize for phase 2 and the future work.
2. Many good assessments of the project's work have a good basis in that it is supported from the very beginning of beneficiaries, that the goals were clear and that there were two components – both unpretentious and doable, enabled rather qualitative than quantitative delivery of the outcomes. There is every reason to emphasize that the structure of the future work should be similar.
3. An important lesson that has been developed in the course of the project is that the next phase should be characterized by face to face distance (practical) training to optimize the lessons of the first phase.
4. When it comes to evaluating the next phase and future work, it should be emphasized that *at the start of the project* the evaluation should be prepared by an evaluation expert with an independent position.

The methods to be used in the next phase evaluation would include amongst others:

- Desk study and document review (This includes similar studies that have been used for this report).
- Study and analysis of existing legislation, regulations and that kind of documents that is relevant for the evaluation.
- Consultations with the key stakeholders.

- Workshops with beneficiaries and other stakeholders to initially snapshot the situation.
  - Quantitative and qualitative research including in-depth interviews and feasible questionnaire designed to capture information related to the subject areas like in this Project used Analysis of the effectiveness of training and the CSI-Questionnaire.
5. There are observed weaknesses of gender mainstreaming in executing of the project. The main reason is the lack of female officers and soldiers. Institutional measures need to be broadened in order to better anchor gender mainstreaming in the long term.
  6. The gender targets need to be reflected in formal and informal monitoring and evaluation (M&E), at both institutional and intervention level in the next phase.

#### Weaknesses and risks of the project execution and sustainability

- The interviewees did not see any risks for the project's survival in the short term. They pointed out that phase 2 is already planned and that reality at the borders requires action.
- The risk that could possibly be foreseen by the interviewees was decisive political upheaval in neighbouring countries or globally. This cannot be predicted in a meaningful way today. However, if this happens, the consequences are so great that it cannot be ignored, although the risk is moderate.

*In view of the rigorous requirements of the evaluator described in the ToR not to negate the risks that may affect the sustainability of progress achieved, the professional assessment should be "Moderate likely: there are moderate risks that affect the dimension of the sustainability".*

## 6 Introduction

### Background

UNDP Turkey has shifted itself to be in line with the new UNDP Strategic Plan 2014-2017, changing needs of Turkey and Tenth National Development Plan, in order to target alteration challenges and priorities of the country.

UNDP Turkey has repositioned to contribute through three core areas: 1) Inclusive and Democratic Governance (IDG); 2) Inclusive and Sustainable Growth (ISG); and 3) Climate Change and Environment (CCE); and in addition to these core areas, UNDP Turkey is emphasizing the role of Strategic Partnerships that cut across the complete country programme as well as regionally and globally.

Under the IDG Portfolio, in line with the EU requirements and policies, the Government of Turkey in the course of progress towards accession to the EU is actively implementing a National Programme for the Adoption of the EU Acquis (NPAA). The objective of the legal harmonization is not only about the amendments in relevant existing legislation but also strengthening institutions responsible for the enforcement and implementation of the new procedures.

Therefore, the process of “Institution Building and Reform” is considered as crucial in ensuring Turkey’s successful transition to the standards, norms, expectations and obligations of similar EU Member State administrations. Within the process of “Institution Building and Reform”, border management is evaluated as one of the high priority areas under the chapter 24. To this end, the Government of Turkey is following a reform programme targeting a decrease in irregular migration through developing an effective IBM system, strengthening institutional capacities and raising awareness on matters related to border management.

In line with this, “Substantial progress is made in implementing institutional reforms for integrated border management, with an increased technical capacity for border management and a high degree of alignment with relevant EU policy”. In addition, “capacity building to combat cross-border crimes and manage borders in an effective and sustainable manner, focusing on efficient use of equipment, risk analysis, information exchange and integrated border management practices, complemented by upgraded software and hardware” have been set as an action.

Against this background it was formally decided 2017 that a project could be started as to facilitate this clear direction as indicated above. The Project was named “Increasing Border Surveillance Capacity of Borders between Turkey and Greece”.

#### Objectives of the project

In order to carry out the desired activities, clear goals for a business are needed. Governance and management are in most cases currently done through Management by Objectives (MBO), as well as in this project.

MBO is an expression of the fact that a unit or a project, has a goal to achieve, without specifying the means or the strategies for doing so.

MBO is in contrast to direct controls or orders which typically involve precise rules of conduct in specific situations. Checks and follow-ups of the goals, monitoring and evaluation, are another important main factor of the MBO, which this report is part of.

The objectives of the project's work to fulfil can be most easily divided into three categories;

1. Overall objective
2. Specific objective
3. Expected results of the project intervention.

#### *Overall objective:*

- To support border security and surveillance through increasing individual and institutional capacity of relevant border guards (Land Forces).

#### *Specific objective:*

- To contribute to the prevention of irregular migration, human trafficking, cross-border crimes, and smuggling and to ensure further development and implementation of border management and standards in line with EU’s IBM policies and strategies.

*Expected results of the intervention;*

- Enhanced capacity of the Land Forces Command to realize its responsibilities and adopt modern technological tools for surveillance for apprehension of irregular migrant/smugglers at the borders and deliverance of them to the relevant border authorities in line ensuring the principles of IBM.
- Development of a human resource capacity having the know-how on border management procedures and fundamental rights on migrants and international protection and combating human trafficking.

Purpose of the evaluation and methodological approach

By the term “Project Evaluation” means systematic examination of events that occur in and consequently initiated by the project, consciously or unconsciously, and especially if the objectives are met.

The purpose of the evaluation of the project “Increasing Border Surveillance Capacity of Borders between Turkey and Greece” is to identify the lessons learned which are relevant to the planning, preparation and implementation phases of the project. Particular attention will be paid to:

- Strategic Positioning, Concept and Design
- Implementation:
- Partnership and Coordination
- Monitoring, Evaluation and Risk Management
- Rights based approach and Gender mainstreaming:

These five dimensions will all be assessed by the key evaluation criteria of relevance, impact, effectiveness, efficiency and sustainability. Recommendations for future work should be given priority in the Evaluation Report.

The best way given all the prerequisites for the evaluation is to place great emphasis on so-called counter-factual analysis to facilitate the assessment of the project. However, the evaluation will not only be limited to this method but also contain other parts.

The most appropriate technique to use in this case is that four segments of stakeholders constitute the overall evaluation focus – counter-factual analysis. That is, a comparison between what happened and what would have happened in the absence of the various activities of the project.

The categories of relevant staff involved are the four segments of:

- centrally placed officials at MoI/LFC
- those who have directly undergone training in the project
- high-level responsible persons for beneficiaries and donors
- the current project staff

Since all these people cannot be asked, it must in practice be a sample. In addition, the other groups involved should be asked, as well as several other issues are addressed.

The people interviewed (see Annex 2) will have the same questions (see Annex 4) that concern many topics that clarify the attitude to their general focus issue,

The strong advantages of the model proposed above are that those who worked closely with the project and been clients have deep knowledge of details and functioning. Their perspective says a lot about the business, its implementation, and how it works out in the field.

It is also important for users to formulate their experiences and participate in the evaluation in order to learn more and use it to ensure that good project results are sustainable in further work.

On the other hand, the staff and the users can become so committed that they find it difficult to make an objective assessment. In order to counteract any bias, the evaluator should relate to data in a research-based manner.

### Methodologies used in the evaluation

The specific four methods used to evaluate the project were;

**1. *Desk studies of administrative acts such as Minutes, Notes and Reports.***

Documents related to the project that have been carefully reviewed are;

- Terms of Reference for International Expert on Project Evaluation
- Inception Report 30 Nov 2017
- Progress Report: July 2018
- Addendum -Description of the Action,
- Addendum No: 1, August 2018
- Addendum Attachment Budget 06.08.2018.xlsx
- Budget for the action
- Comparative Assessment Report
- Institutional Capacity Building Training Needs Assessment
- Methodology for monitoring mission – spot check of knowledge obtained
- Evaluation of the Advanced Training; Author Mr. Oguzhan Akyildirim
- Background Evaluation of training; Author Mr. Oguzhan Akyildirim
- Feasibility Report (Draft Version 2.32) Feb 2019

The documents formed the basis for preparations 1-4 February 2019 in Stockholm Office, the interviews with 16 people in Ankara 5-8 February 2019, and for the analyses of 17 answered questionnaires about the project's work and for the report work at the Stockholm office on 18-25 February 2019.

**2. *Direct dialogue and observation on site at the project office in Ankara.***

Meeting with the Chief Technical Advisor took place in Ankara on 5 February 2019. Direct dialogue and observation at the project office with all the staff and three individual interviews took place on 6 February 2019 in the Ankara UNDP Office.

**3. *Interviews with representatives of the beneficiaries, donors and the target group.***

Every person from the UNDP and from the beneficiaries (LFC; MOI) who participated in the project meeting in Ankara 7-8 February 2019 were interviewed in an individual session related to the issues in Annex 1 with additional follow-up questions for clarification. Also, issues related to Strategic Positioning, Concept and Design, Implementation, Partnership and Coordination, Monitoring, Evaluation and Risk Management, Rights Based Approach and Gender Mainstreaming were discussed. EU Delegation representative responded to the CSI-questionnaire via e-mail 19 February 2019.

#### *4. Survey - Customer Satisfaction Index Study (CSI)*

Each person from the UNDP and from the beneficiaries (LFC and MOI) who participated in the project meeting in Ankara 7-8 February 2019 as well as the project staff were submitted on site to a Customer Satisfaction Questionnaire to answer. The Questionnaire were also sent to the EU delegation for response.

The Customer Satisfaction Index is a model-based analysis system to prepare, process and present information on quality, as perceived by actual users of the project services. Accordingly, it is entirely based on these parties' assessments, based on personal experience, and accordingly, on actual project actions.

The evaluation methods used are based on different time perspectives in terms of the need for different evaluation measures. During the initial assessment of the documents the evaluator tried to identify the lessons learned which are relevant to the planning, preparation and implementation phases of the project. The structured in-depth interviews aim to provide a basis for more long-term assessments. The Customer Satisfaction Questionnaire is probably the key one, for the purposes of validation of the project staff work, when it comes to practical activities and cooperation with partners.

#### *Constraints and limitations on the study conducted*

The role of this evaluation is to validate the project work – that it, to check that the work is of satisfactory quality in both internal and external perspectives. The expert model (prearranged from Terms of Reference for International Expert on Project Evaluation) is one of many internationally recognized project evaluation methods.

The expert model is characterized by the fact that the effects of the project intervention are estimated of one explicit expert. The procedures used by the expert can vary and depend on time spent and the support that is in place in the form of documentation, staff and the current state of knowledge.

The evaluation constitutes a primary screening which in many cases may be enough for the stakeholders to motivate to further activities, based on the identified findings, however there are limitations in the views of the evaluator. For instance, the work on the evaluation is limited to 12 working days total time and, for example, a review of the extensive documents takes a very large part of the assignment.

It would be presumptuous to draw far-reaching conclusions beyond what is said in the documents and during the interviews, it is simply not possible for anyone in as few working days. It would also be incorrect to accentuate errors in slighter details and not highlight the

vital indications as materialized in the project process. It is also crucial to focus on, whether the most essential project goals were met.

The report is not extremely lengthy, due to depending on the policy settings listed above and the solid coherence between the documents, the interviews and the data obtained from the CSI questionnaire.

Bias always occurs everywhere. There may be some caution regarding the interviewees' perceptions when they were involved in the project and are very committed. Though, it is likely that bias is minimized when the consistency experience among stakeholders turned out to be massive.

## **7. Findings**

The report is short and concise on findings because the opinions of virtually all concerned are relatively unanimous. This state sets out the assessment of key results that underpin the findings.

The project has carried out many activities during a relatively short project time such as;

- Establish a Technical Working Group (TWG)
- Reviewed and compared modern training tools – reported in the “Comparative Assessment Report on Modern Training Tools”
- Assessed the Institutional Capacity Needs of LFC included Technology – reported in the Assessment Report on Needs of LFC in terms of Modern Training Tools of Border Surveillance
- Assessed the Feasibility of Adoption of the selected training tools for modern training systems in local context - finalised in a feasibility report on adoption of a prioritized tool of border surveillance
- Designed a training model and curriculum on the procedures as well as the results of the gap and comparative analyses conducted under component A.
- Established an Expert Group on scope and strategy (EGSS) for the development of training modules
- Addressed the training gap and needs of the border guards on procedural requirements for irregular movements and related standards - finalised in an Assessment report on training needs
- Developed the training strategy in line with the findings of assessment report
- Established an expert group on IBM which consists of about 100 people.
- Develop the framework for training modules on procedural recruitment in line with international standards
- Developed the basic and advanced tailor-made training material on procedural requirement.
- Delivered basic tailor-made training modules for 500 persons of LFC at border regions on procedural requirements of border surveillance and control and rights of migrants.
- Prepared training calendar, program and training reports.
- Conducted a field study to assess the basic level training programmes.
- Delivered advanced training to the expert group on practice implementations of procedural requirements of border surveillance and control.



- Delivered intense trainings to the newly assigned staff of border units on procedural requirements of border surveillance and control, rights of migrants and combatting human trafficking.

In order to provide an appropriate clarity and overview in the analysis, the findings will be divided into the following parameters and subject areas below;

- Strategic Positioning, Concept and Design of the project

Strategic positioning is concerned with the way in which a project differentiates itself in a valuable way and delivers value to specific beneficiaries as MOI/LFC. Concepts are solutions to unsolved problems or new solutions to problems that are solved in a poor manner. A new concept can be a product, a service, or a combination of products and services. Design is a concept that describes the design, appearance or creation process of an object that is used from the idea stage to the finished product. Design is applied for the development of goods, services, processes and environments.

*The many good assessments of the project's work have a good basis in that it is supported from the very beginning of beneficiaries, that the goals were clear and that there were two components – both unpretentious and doable.*

- Implementation of the project

Implementation is the process of putting a decision, plan or a project into effect.

*Despite the difficulties of hiring competent key personnel for a long time, implementation has taken place without major visible problems. The Implementation of the project was a structured, iterative process of robust decision making in the face of uncertainty, with an aim to reducing uncertainty over time. None of the interviews or the questionnaire responses specifically criticized any phenomenon during the implementation.*

- Partnership and Coordination

Partnership is an important factor in project work and a flexible term referring to any combination of entities who are working cooperatively with the project to resolve identified activities that impact and are of interest for them. Coordination is the process of organizing people or groups so that they work together properly and well with harmonious functioning of parts

*The project received a very good rating when it comes to the ability to collaborate. The collaboration has been very good, according to interviews and questionnaires. Here is also a very important factor that beneficiaries from the very beginning supported the project. Dedicated beneficiaries are always a key factor in any practical collaboration and coordination. The project seems to have matched the high expectations.*

- Monitoring, Evaluation and Risk Management

Monitoring is the act of continuously checking on the progress being made in an activity against set results and targets in order to determine whether activity implementation is on course.

Systems for monitoring should be demand-driven and based on analyses of the actual needs of support for decision-making and control. That in turn is dependent on the situation, the character of the activity, etc.

Evaluation is a time-bound exercise that attempts to assess systematically and objectively the impact, relevance, performance and success of ongoing and completed programmes, projects and management initiatives.

*The Monitoring & Evaluation work in the project aimed to improve the reporting system in all characteristics and was structured into three main areas – reporting activities to who, when, where, what and why, the content - relevance, validity, reliability, usefulness - and the distribution channels – format, equipment, on-line, costs. These parts aimed to provide good guidance in order to quickly change course in the event of mistakes and problems. No significant problems that have persisted have been addressed by the interviewees. It is a clear indication that M&E has worked as intended.*

Risk management is the identification, evaluation, and prioritization of risks, defined as the effect of uncertainty on objectives.

*The biggest risk in development projects, generally, is the lack of, or unwillingness of partners to participate and cooperate due to do not feel they are part of the process. There are no traces of this in this project, since the beneficiaries were very interested and active from the start. In fact, they have owned the process to a great extent, which is evident in questionnaire responses and interviews. Basically, the project facilitates the beneficiaries' concrete work with border management problems and this reality has significantly limited the risk.*

- Rights based approach and Gender mainstreaming:

Rights based approach is an approach to development promoted to achieve a positive transformation of power relations among the various actors. There are two stakeholder groups in rights-based development—the rights holders who do not experience full rights and the institutions obligated to fulfil the holders' rights.

Gender mainstreaming means assessing the implications for women and men of any planned action – whether it is a new recruitment campaign, a change to human resources policy or an operational directive. Gender mainstreaming is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of any initiative, so that women and men benefit equally, and inequality is not perpetuated.

*Right-based approach was consequently present in the training of the professional border guards and in other project issues. The assessment is that this was well received by those who were trained.*

*There are observed weaknesses of gender mainstreaming in executing of the project. The main reason is the lack of female officers and soldiers. Even if the importance of gender mainstreaming were widely recognized in the project environment was the execution not*

*adequate in institutional terms. Institutional measures need to be broadened in order to better anchor gender mainstreaming in the long term.*

- Relevance of the project:

Is the intervention consistent with the needs and priorities of its target group and the policies of the partner country and donor agencies?

*There are no indications that the project has in any way deviated from the beneficiaries' goals, the donor's goals or the main task of increasing the LFC's IBM capabilities. There is reason to believe that the possibilities of introducing new technology have increased and that HR capacity has been strengthened. The foundation is laid in the way the beneficiaries and donors imagined.*

- Effectiveness of the project;

Has the intervention achieved its objectives or will it do so in the future?

*It is always complicated to assess goal fulfilment. The most appropriate answer for assessing the objectives is that the goals serve as the exclusive source of standards and criteria on this issue.*

*There is a consensus in the interviews among those concerned that the project met in a good way the beneficiaries' objective, the donor's goals and the main goal of increasing the LFC's IBM capabilities.*

*There are also clear indications, in addition to phase 2, that the beneficiaries will, over time, continue to carry out improvements by IBM, though it would be better with long-term support from the donors.*

*In view of the conducted interviews and the questionnaire responses received, in accordance with the ToR grading scale, the goal fulfilment can only be assessed as "Highly satisfactory".*

- Efficiency of the project:

Can the costs of the intervention be justified by the results?

*The issue of cost efficiency is very difficult in general in development projects, and even more so when many benefits can lie in the future as in the case of IBM. Once this has been established, there is reason to recall the very positive opinions that the stakeholders of various kinds have given. So, no reason to say this project has become too expensive in relation to the outcome.*

- Impact of the project:

What are the overall effects of the intervention, intended and unintended, long term and short term, positive and negative?

*There is a consensus among all stakeholders that significant knowledge of the LFC to the necessity to realize its responsibilities to adopt modern technological tools for IBM. Also*

*increased human resource capacity having the know-how on border management procedures and fundamental rights on migrants, international protection and combating human trafficking.*

*It was difficult to perceive among the stakeholders that the project had some unintentional or negative effects that were very clear now or would become apparent in the future. This ambiguity is also congruent with the very high CSI grades with few criticisms received by the project.*

- Partnership and coordination:

To what extent did the targeted population make the programme their own, taking an active role in it? How effective has the UNDP project been in coordinating the communication among project partners and what have contributed to the effectiveness/ineffectiveness?

*The beneficiaries have unanimously stated that it has taken full responsibility for the project, since they always considered the project to be very important for developing IBM. This has in all ways been verified in interview form, questionnaire form and in the documents of the other stakeholders. In addition, the project's coordination work has received approved reviews from the stakeholders.*

- Sustainability;

Will the benefits produced by the intervention be maintained after the cessation of external support?

*The representatives of LFC and MoI believe that IBM and the facts about the borders of Turkey are such that the core business of the project will continue even if the donors do not continue. Phase 2 of the project is also fully prepared.*

What can be done to maximize the likelihood of sustainable outcomes?

*Since there is consensus between the various stakeholders that phase 2 is to be implemented and that IBM is so important to the situation at Turkey's borders, the considered phase 2 should be carefully explained to the decision makers.*

Are there any social or political risks that may jeopardize sustainability of project outcomes?

*The only risk that could possibly be foreseen by the interviewees was decisive political upheaval in neighbouring countries or globally. This cannot be predicted in a meaningful way today.*

Do the legal frameworks, policies and governance structures and processes are in place for sustaining project benefits?

*According to the specialists in this area who were interviewed, the current situation seems to offer enough support for further activities.*

- Specific desk study of the evaluation of the effectiveness of training

The scope of the pre and post training evaluation is to measure effectiveness and sufficiency of training provided to Land Forces Command responsible for “green” border surveillance between border crossing points at Turkey-Greece border.

Desk studies of the evaluation of the effectiveness of training was conducted by Data Scientist Mr. Oguzhan Akyildirim using average comparison before and after training. Score per participant for pre-training and post-training were calculated by summing up the accurate answers.

A total of 100 participants equally allocated into the 4 groups in 4 subsequent weeks of October 2018 in was participated in advanced training. Following evaluation covers analysis of information gathered from these participants through 3 measurement tools: Entry Test, Exit Test and Assessment Forms.

Due to the study is there a sharp increase in number of correct answers given to pre-test and post-test questions. For Migration and HR module, there were 20 participants who gave full correct answers after training, before it was only 40% of them gave full correct answers. For MHR module a two and a half times increase in full correct answers can be mentioned overall. For Integrated Border Management module, there were no full correct answers before and after training. However, there was a sharp increase in participants who gave 4 correct answers out of 5 questions. For this module, there is more than 4 times in increase for participants who gave 4 correct answers.

This is considered as a very good effect for this type of training. The effort of the project seems to be educational and effective. The trainers have done a job that has been very useful as clarified by the evaluation.

## **8. Survey - Customer Satisfaction Index Study**

Customer Satisfaction Index (CSI) is a system to collect, analyze and disseminate data about image, preferences and perceived quality as well as loyalty of customers, employees and other stakeholders to commercial entities, NGOs, project performance, governmental bodies and police organizations. The CSI approach focuses on analysis derived from structural model elaboration and thorough empirical studies in order to estimate numerical relationships.

CSI model approach is characterized by:

- Independence
- Proven extensive scientific background and continuous development
- Regularity in studies and public domain reporting
- Proven quality of methods and results obtained
- A set of rich international benchmark databases

Everyone who participated in interviews in Ankara during the period 5 - 8 February received a brief survey to be filled in on the spot for quantitative assessment. The individual should be anonymous, but the unit must be filled in.

In order to give as objective a description as possible, the respondents were divided into two groups, 1) the group of stakeholders consisting of representatives of beneficiaries and contributors to the project and 2) the project staff for self-assessment. The first group was

divided into two subgroups to provide a more detailed picture, called 1.1 *Beneficiaries* (LFC and M o I) 1.2 *Other individuals* related to the project such as UNDP employees, EUD and CFCU.

To divide the groups into more segments is not meaningful, but specific needs is met in face-to-face interviews and in desk studies.

The respondents indicate their satisfaction on the scale 1 to 10. The 1-10 scale was for ease of interpretation transformed into a 1-100 scale. The higher the score, the better judgment the project has received from its stakeholders. Over 75 are considered very good. Lower than 60 is considered a weak rating, which is not the project is close by.

Businesses, companies and organisations that receive grades below 60 in respondent satisfaction have great difficulty in motivating their stakeholders to renew engagement or recommend them for similar tasks. While grades above 75 indicate a strong relationship between organisation and stakeholders.

Before completely relying on the grades, we must consider two important circumstances. The first is that a relatively small amount of 16 people have been asked about their views. It is more reliable with a larger number of questionnaire respondents. However, all chosen respondents have responded, which increases the reliability when in larger studies it is satisfied with 50% response rate. The CSI results give a reliable picture of the general situation of the project, especially supplemented by the personal interviews and desk studies.

In order to counteract any conscious or unconscious *Bias*, a customary method has been used that minimizes the risk for this by responding stakeholders. The highest and lowest value of all indicators from one respondent has been removed to thin out biased extremes.

As far as the four project's employees are concerned, all the answers have been reported when it is a matter of self-assessment and not distinct customer satisfaction.

## 8.1 CSI - Analytical definitions;

**Customer Satisfaction Index (CSI):** The overall Customer Satisfaction Index/the tangible Quality Index possible to compare with other businesses and project.

**Image:** The Respondent's supposed existing picture of the PROJECT in the environment as assumed general view of the PROJECT in general. (Not the respondent's own assessment of the PROJECT's image)

**Expectations:** The Respondent's own expectations reciprocally on the processing of the actual core business and the initial personally service delivered by the PROJECT.

**Perceived *product* quality:** The Respondent's own perception of what happened with the respondent's desires / technical core business outcome of the PROJECT.

**Perceived *service* quality:** The Respondent's own perception of service / availability / attitude of the PROJEKT staff.

**Perceived value (*value for money*):** The Respondent's own view about value for money in relation to considered resources/cost effectiveness/correct priorities of the PROJECT.

**Loyalty (*Retention/Confidence and Trust*):** Loyalty /confidence and trust in the Project / coming back with a case to the PROJECT (or equivalent project) when having the similar episode again

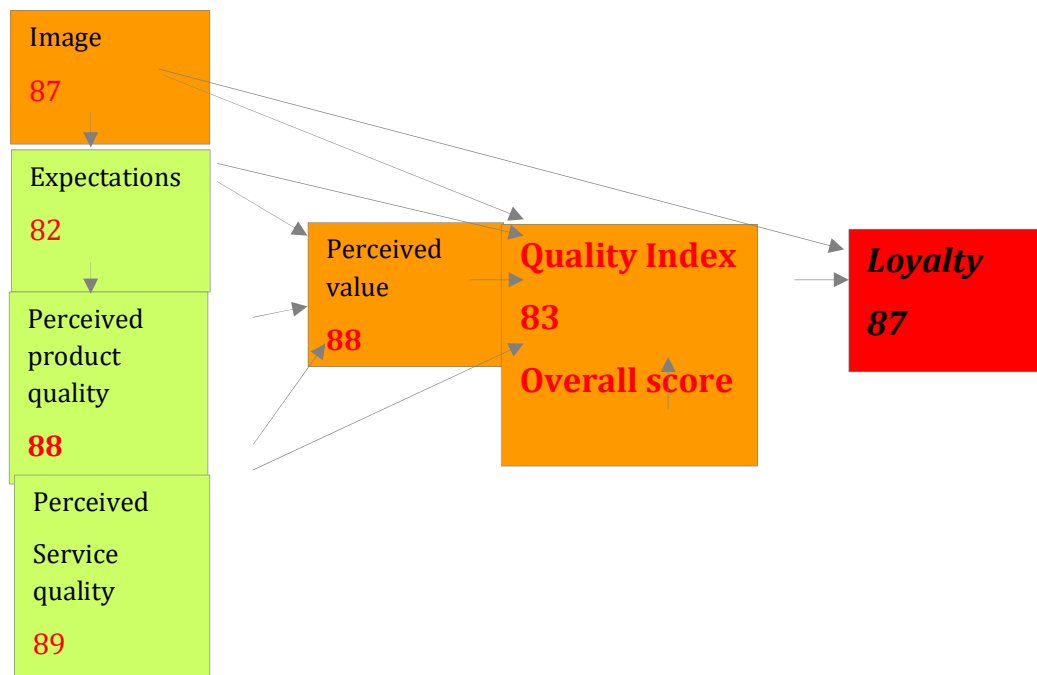
There is also possibility to look at the complaints rate with the handlings of complaints to the actual project work. However, there is no formal complaints mentioned of any respondents.

CSI – Interpretation of Index Grade

- **Grade level Index 85 – above Excellence**
- **Grade level Index 80 – 85 Very good**
- **Grade level index 75 - 80 - Good**
- **Grade level index 70 - 75 Acceptable**
- **Grade level index 60 – 70 Tangible problems**
- **Grade level index 51 - 60 Very obvious problems**
- **Grade below index 50 - below Alarming problems**

## 8.2 Estimation of CSI results - Analysis of Data

### 1. Stakeholders total



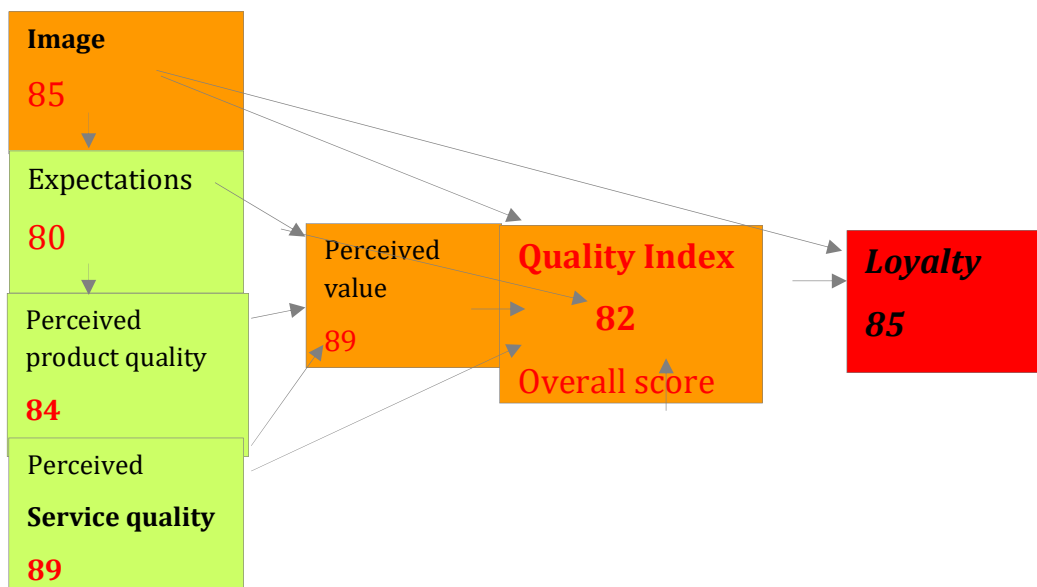
The analysis of the response from all the stakeholders showed the following;

- ***The overall Quality Index (83) is very high and would be considered as excellent and at required level for international appreciated CSI reviews. This is an assessment from the***

*individuals who work for the stakeholders. Despite this complexed relationship, their assessment must be of great validity with the coherence between the survey response, face-to-face interviews and desk studies. Very high CSI values like 83 in this study do not automatically mean that the project performed extremely well. However, it can be stated that those representatives of the stakeholders who have participated closely in the work are very satisfied with the project's results.*

- Image among the stakeholders is very high according to values (87). The perception of image has not been affected by the work during 2018 and is still highly valued. The project had to meet very high expectations at the start. The expectations of the project work before starting the work were approximately nearly as high as the image value, nevertheless both the image and expectations is high compared to the normality for organisations.
- The perceived Product Quality is very high (88) according to this total group of stakeholders. This very high rating fits in very well with what the 15 people interviewed expressed in the face-to-face interviews.
- The perceived Service Quality is very high (89) compared to normal values from other studies.
- The perceived value for money is extremely high (88) and an indication together with the perceived Product and Service Quality Index that the project performance related to resources was excellent according to the stakeholders.
- This group of stakeholders will be recommending such an equivalent project in case of similar event and/or needs (loyalty 87).
- It has not reported any troublesome complaints during the entire project period from the stakeholders.

## 2. Beneficiaries

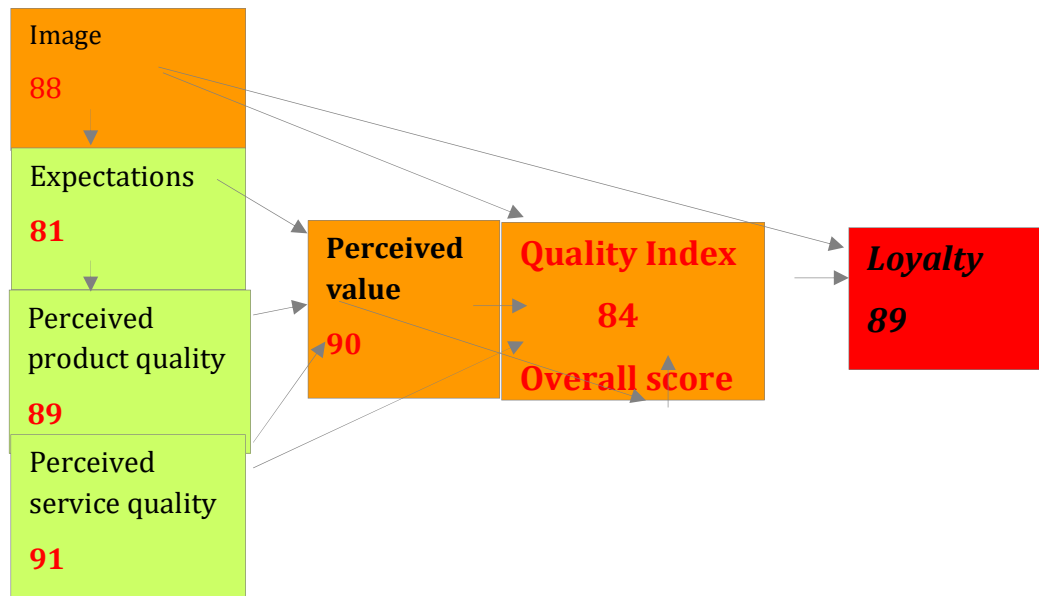




**The analysis of the response from the beneficiaries showed the following;**

- *The overall Quality Index (82) is very high and would be considered as excellent and at required high level for international commendable CSI reviews. This is an assessment from the individuals who work for the beneficiaries. Despite this complexed relationship, their assessment must be of great validity with the coherence between the survey response, face-to-face interviews and desk studies. Very high CSI values like 82 do not automatically mean that the project worked extremely well. However, it can be stated that those who have followed closely the work of the project are very satisfied with the project's results.*
- Image among the project staff is very high according to CSI values (85). The perception of image has not been affected by the work during 2018. Expectations before starting their work were not equally high (80) as the image value, nevertheless both the image and expectations is high compared to the regularity for organisations and projects.
- The perceived Product Quality is very high (89) according to the beneficiaries. The reason for this was explained by face - to - face interviews and desk studies. The activities were well executed and the project concept and design as a condition for good quality was well thought.
- The perceived Service Quality is massively high (89) compared to normal values from other organisation and training studies.
- The perceived value for money is very high (89) and an indication together with the perceived Product Quality and Service Quality Index that the project performance related to resources was excellent.
- This group of stakeholders will be recommending such an equivalent project in case of similar event (loyalty index 85).
- It has not reported any difficult complaints during the project period from the **beneficiaries.**

### 3. Other stakeholder individuals

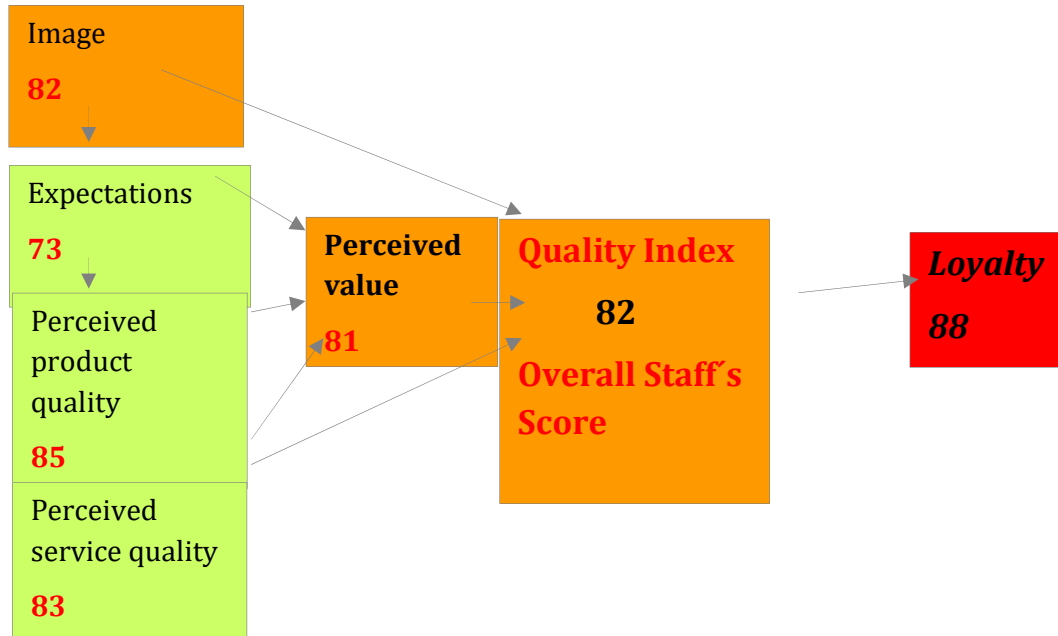


**The analysis of the response from the other stakeholder individuals showed the following;**

- *The overall Quality Index (84) is very high and would be considered as excellent and at required high level for international praiseworthy CSI reviews. However, this is an assessment from the committed individuals in the project environment. Despite this relationship, their assessment must be of great validity with the coherence between the survey response, face-to-face interviews and desk studies. Very high values like 84 need not mean that the project work is extremely good, but certainly that the project worked more than adequate and generated useful results.*
- Image among the project staff is very high according to values (88). The perception of image has been affected by the work during 2018. Expectations before starting their work were high (81) as the image value, nevertheless both the image and expectations is high compared to the normality for organisations.
- The perceived Product Quality is very high (89) according to this group of stakeholders.
- The perceived Service Quality is tremendously high (91) compared to normal values from other studies.
- The perceived value for money is extremely high (90) and an indication together with the perceived Service Quality Index that the project performance related to resources was excellent.
- This group of stakeholders will be recommending such an equivalent project in case of similar event (loyalty 89).

- It has not reported any problematic complaints during the project period from this group of respondents.

#### 4. Project staff - self-assessment



The analysis of the response from the project staff showed the following;

- The overall *Quality Index* (82) is very high and would be considered as excellent and at required laudable level for international CSI reviews. However, this is a self-assessment from the relevant project employees who have an unintended interest in putting high scores (risk for bias). However, the bias and the results can be assessed with a comparison of the other categories' values. These three groups reported 83, 84 and 82. That might indicate that the staff is as close as the stakeholders to fairness when it comes to objectivity.
- Image among the project staff is very high according to values (82). The perception of image has been affected by the work during 2018. Expectations before starting their work are somewhat less high (73) than image, nevertheless the expectations is quite high compared to the normality for organisations.
- The perceived Product Quality is very high (85) according to the project staff.
- The perceived Service Quality is very high (83). Lower than the stakeholder's valuation.
- The perceived value for money is very high (81) and by no means an indication of a rejection of the project costs in relation to the value assessed by the project staff.
- The project staff will be back in case of similar event and processes (loyalty 88).

## 9. Conclusions, and lessons learned

### The method of producing conclusions and recommendations

The evaluator takes the goal of the program as stated and then collects evidence as to whether it has achieved those goals. The goals serve as the exclusive source of standards and criteria. The evaluator assesses what the program developers say they intend achieving. The discrepancy between the stated goals and outcomes is the measure of program success.

### Conclusions

The project has carried out many activities during a relatively short project time in an impressive way.

There is a consensus in the interviews among those concerned that the project met in a good way the beneficiaries' objective, the donor's target and the main goal of increasing the LFC's IBM capabilities.

There are no indications that the project has in any way departed from the beneficiaries' objectives, the donor's targets or the main task of increasing the LFC's IBM capabilities. There is reason to believe that the possibilities of introducing new technology have enlarged and that HR capacity has been reinforced. The foundation is laid in the way the beneficiaries and donors imagined.

Despite the difficulties of hiring competent key personnel for a long time, implementation has taken place without main visible problems. The Implementation of the project was a structured, a process of strong decision making in the face of uncertainty, with an aim to reducing uncertainty over time. None of the interviews or the questionnaire responses specifically criticized any singularity during the implementation.

The project received a very good rating when it comes to the skill to collaborate. The partnership has been very good, according to interviews and questionnaires. Here is also a very important factor that beneficiaries from the very beginning supported the project. Dedicated beneficiaries are always a key factor in any practical collaboration and coordination. The project seems to have matched the high expectations.

No significant problems that have persevered have been addressed by the interviewees. It is a clear indication that the project has worked as intended.

Even if the importance of gender mainstreaming were widely recognized in the project environment was the execution not adequate in institutional terms. Mainly according to the lack of female officers in LFC.

The CSI-analysis of the response from all the stakeholders showed that the overall Quality Index (83) is very high and would be considered as excellent and at required level for international appreciated CSI reviews. This is an assessment from the individuals who work for the stakeholders. Despite this complexed relationship, their assessment must be of great validity with the coherence between the survey response, face-to-face interviews and desk studies. Very high CSI values like 83 in this study do not automatically mean that the project

performed extremely well. However, it can be stated that those representatives of the stakeholders who have participated closely in the work are very satisfied with the project's results.

The CSI - analysis of the response from the beneficiaries showed that the overall Quality Index (82) is very high and would be considered as excellent and at required high level for international commendable CSI reviews. Very high CSI values like 82 do not automatically mean that the project worked extremely well. However, it can be stated that those who have followed closely the work of the project are very satisfied with the project's results.

An important lesson that has been developed in the course of the project is that the next phase should be characterized by face to face and distance practical training to optimize the lessons of the first phase.

In view of the conducted interviews and the questionnaire responses received, in accordance with the ToR grading scale, the goal fulfilment can only be assessed as "Highly satisfactory".

## **Annex 1 Mission Itinerary Summary**

- Four working days Stockholm 1-4 February 2019;

Desk studies of administrative acts and documents such as Minutes, Notes and Reports.

- Four working days Ankara 5-8 February 2019;

Meeting with the Chief Technical Advisor. Direct dialogue and observation on site at the project office in Ankara. 16 interviews with representatives of the beneficiaries, donors and the target group. Each person from the UNDP and from the beneficiaries (LFC and MOI) who participated in the project meeting in Ankara 7-8 February 2019 as well as the project staff were submitted on site to a Customer Satisfaction Questionnaire to answer

- Four working days during the period Stockholm 11 – 28 February 2019;

Analysed the data and facts obtained from the meetings in Ankara, the interviews on site, the questionnaires and compare with the project documents. Draw conclusions and elaborate recommendations. Wrote draft report and design the final report.

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**Annex 2** List of persons interviewed in Ankara

7-8 Feb

- Mustafa Avcı MoI European Union Expert
- Florin Marius Dumitru Senior International Expert
- Cem Tepedeldiren KKK LIGI Border Officer
- Ali Tekin KKK Ligi Project Officer
- Murat Uluğ KKK LIGI Headquarter Officer
- Levent Özdiler KKK LIGI EDOK Headquarter Officer
- Huseyin Şengel KKK LIGI Border Teacher
- Sezin Üskent UNDP Portfolio Manager
- Sonay Kuru CFCU Contract Manager
- Özden Özben UNDP Local Expert
- Oğuzhan Akyıldırım NKE/Statistician

The Project Staff interviewed 5-6 Feb in Ankara at the project office:

- Aleksander Krebl, Chief Technical Advisor
- Evrim Yarımağan, Project Administrator
- Feride Bahar Erdoğan, Project Associate
- Viktor Makai, Capacity Development Expert (Skype)

Delegation of the European Union to the Republic of Turkey responded 19 Feb via email:

- Ulrich Rainer, Programme Officer, Operations Section 1: Home Affairs – Asylum and Migration

**Annex 3 List of documents reviewed**

- Terms of Reference for International Expert on Project Evaluation
- Inception Report 30 Nov 2017
- Progress Report: July 2018
- Addendum -Description of the Action,
- Addendum No: 1, August 2018
- Addendum Attachment Budget 06.08.2018.xlsx
- Budget for the action
- Comparative Assessment Report
- Institutional Capacity Building Training Needs Assessment
- Methodology for monitoring mission – spot check of knowledge obtained
- Evaluation of the Advanced Training; Author Mr. Oguzhan Akyildirim
- Background Evaluation of training; Author Mr. Oguzhan Akyildirim
- Feasibility Report (Draft Version 2.32) Feb 2019



**Annex 4** Evaluation Question matrix - The standard questions asked consequently in the face-to-face interviews;



This Project is co-funded by the European Union and the Republic of Turkey

Increasing Border Surveillance Capacity of Borders Between Turkey and Greece Project  
(TR2013/0124.02.03-02/001)

#### PROJECT EVALUATION

- **Relevance of the project:**

Is the intervention consistent with the needs and priorities of its target group and the policies of the partner country and donor agencies?

- **Effectiveness of the project;**

Has the intervention achieved its objectives or will it do so in the future?

- **Efficiency of the project:**

Can the costs of the intervention be justified by the results?

- **Impact of the project:**

What are the overall effects of the intervention, intended and unintended, long term and short term, positive and negative?

- **Partnership and coordination:**

To what extent did the targeted population make the programme their own, taking an active role in it?

How effective has the UNDP project been in coordinating the communication among project partners and what have contributed to the effectiveness/ineffectiveness?

- **Sustainability; Will the benefits produced by the intervention be maintained after the cessation of external support?**

To what extent will the benefits and outcomes continue after external donor funding ends?

What can be done to maximize the likelihood of sustainable outcomes?

Are there any social or political risks that may jeopardize sustainability of project outcomes?

Do the legal frameworks, policies and governance structures and processes are in place for sustaining project benefits?

**Annex 5 Evaluation Question matrix - Project Evaluation Questionnaire answered on-site as an anonymous individual, however, stated organization to obtain the unit's opinion;**



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Increasing Border Surveillance Capacity of Borders Between Turkey and Greece Project  
(TR2013/0124.02.03-02/001)  
**PROJECT EVALUATION**

**General questions of the overall satisfaction for the project's work.**

The questions below refer to your experience of the project during the last year (last 12 months). Think about your own experience. If you do not have a personal view on a specific question, or no experience, answer with 'no view' or 'do not know'.

<b>Q1 OVERALL SATISFACTION</b>		<b>Not at all satisfied</b>										<b>Very satisfied</b>		<b>Do not know</b>	
<b>Think about all your experience with the project. Overall, how satisfied are you of their work?</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>98</b>			
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<b>Use the scale where 1 means ‘not at all satisfied’ and 10 ‘very satisfied’.</b>															

<b>Q2 IMAGE</b>															
<b>Think about the overall image that the project has in your entity.</b>															
<b>Use the scale where 1 means ‘very poor image’ and 10 ‘very good image’.</b>															
<b>How do you rate the Project image in your entity concerning....?</b>															
		<b>Very poor</b>										<b>Very good</b>		<b>Do not know</b>	
<b>a) reliability and providing your entity with qualified support</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>98</b>			
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<b>b) excellent service (service of high and even quality) to your entity when it is requested</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<b>c) professionalism and efficiency?</b>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			

<b>Q3 EXPECTATIONS</b> Please think about the expectations you had before your contact with the project.  Please rate your expectations regarding the following:	Very low <span style="float: right;">Very high</span> <span style="float: right;">Do not know/no experience</span>																																												
a) your expectations of service (e.g. availability, switchboard and office hours to contact officers, general service attitude, etc.)? b) your expectations of the handling of your contact and the subsequent work? c) your general expectations concerning the functioning and work of the project?	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td><td style="text-align: center;">6</td><td style="text-align: center;">7</td><td style="text-align: center;">8</td><td style="text-align: center;">9</td><td style="text-align: center;">10</td><td style="text-align: center;">98</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10	98	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>Q4 FULFILMENT of YOUR EXPECTATIONS</b>	Much less than expected <span style="float: right;">Much better than expected</span>																				
To what extent do you consider that all your expectations on the project were fulfilled?  Use the scale where 1 means 'much less than expected' and 10 'much better than expected'	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td><td style="text-align: center;">6</td><td style="text-align: center;">7</td><td style="text-align: center;">8</td><td style="text-align: center;">9</td><td style="text-align: center;">10</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>Q5 PERCEIVED QUALITY</b> Thinking about the quality of the work done by the project, based on your experience in conjunction with your contact.  Please rate the following:	Very low <span style="float: right;">Very high</span> <span style="float: right;">Do not know/no experience</span>																																												
a) The quality of service and the attitude of the personnel? b) The quality of the handling of your contact and subsequent work? c) The general quality of the work done by the project, and offered to you?	<table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td><td style="text-align: center;">6</td><td style="text-align: center;">7</td><td style="text-align: center;">8</td><td style="text-align: center;">9</td><td style="text-align: center;">10</td><td style="text-align: center;">98</td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td><td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	1	2	3	4	5	6	7	8	9	10	98	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<b>Q6 PERCEIVED VALUE</b>	
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<b>Q9 RECOMMENDATION</b>	Not at all probabl e	Most probabl e
<p>If one of your friends has a case that is similar to yours, how probable is it that you would recommend/suggest that he/she contact the project?</p> <p>Answer on the scale where 1 means 'not at all probable' and 10 'most probable'?</p>	<p>1 2 3 4 5 6 7 8 9 10</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	

<b>Q10 THE PERFECT PROJECT</b>	Very far away from	Very close to
<p>Thinking about an equivalent project with support functions to entities of your kind that is perfect/ideal in all respects. How close/far away from this ideal is the project?</p> <p>Use the scale where 1 means 'very far away from the ideal' and 10 'very close to this ideal'?</p>	<p>1 2 3 4 5 6 7 8 9 10</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	

<p><b>Q11 Have you any time (during the last year) formally complained to the project staff?</b></p> <p>1 <input type="checkbox"/> ...yes, go to Question 12</p> <p>2 <input type="checkbox"/> .... No</p> <p>8 <input type="checkbox"/> .... Do not know</p>
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If you answered yes to Question 11:

<b>Q12 Treatment of Complaints</b>	<b>Very poorly treated</b>									<b>Very adequate ly treated</b>	<b>Do not know</b>
<b>How were your complaints treated?</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>99</b>
<b>Mark on the scale 1 – 10 where 1 = 'very poorly treated' and 10 = 'very adequately treated' (do not know =99).</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: <b>Please add any comments you feel relevant.</b>

**Thank you for your co-operation!**

