



IEO | INDEPENDENT
Evaluation Office
United Nations Development Programme

ANNEXES
INDEPENDENT COUNTRY PROGRAMME
EVALUATION – TURKEY

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ANNEX 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) will carry out an Independent Country Programme Evaluation (ICPE) of UNDP programme in Turkey in 2019. UNDP Turkey has been selected for an ICPE since its country programme will end in 2020. The ICPE will inform the development of the new country programme for 2021-2024. The ICPE will be conducted in close collaboration with the Government of Turkey, UNDP Turkey country office, and UNDP Regional Bureau for Europe and Central Asia.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The ICPE demonstrates evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the UNDP's Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function; and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

2. NATIONAL CONTEXT

An upper middle-income country and OECD member, Turkey is a major emerging economy and a key regional power. The Tenth National Development Plan (Tenth NDP) 2014-2018 provides a sustainable development-oriented framework for highly stable and inclusive growth, with sound use of natural resources, strengthening fundamental rights and freedoms, and more effective contributions to global and regional agendas.² The Tenth NDP targets a strategic allocation of public investments for eliminating regional disparities and mobilizing regional development potential; and socially and economically sound rural development. It also highlights the importance of government funding in specially assisted regions (most provinces of the Eastern Black Sea, Eastern and Southeastern Anatolia regions). Local devolution and regional prioritization based on a growth strategy characterized the strategic framework of the Tenth NDP; metropolitan governance is an area that received considerable thrust for ensuring an efficient public administration and local governance. The implementation of the National Strategy for Regional Development (NSRD)³ which builds on the Tenth NDP has commenced and has salience for regional

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² Tenth Development Plan 2014-2018, http://www.sbb.gov.tr/wp-content/uploads/2018/11/The_Tenth_Development_Plan_2014-2018.pdf

³ <http://www.bgus.gov.tr/>

development, has the potential for improving regional development coordination and planning. The Tenth NDP prioritised women, youth and persons with disabilities to improve their access to social and economic opportunities. Turkey is currently preparing the 11th NDP.

Demonstrating a strong economic and development performance Turkey's GDP growth has averaged at 5-11% annually since 2010.⁴ With a large and diverse economy and a well-developed private sector, the country has mostly rebounded from a currency crisis and 15-year inflation spike in August 2018. Challenges remain due to a persistently high current account deficit resulting in intense exchange rate volatility in international currency markets and a significant depreciation of the Turkish lira since mid-August.⁵

Turkey has eliminated absolute poverty. Poverty rates show a downward trend, with 13.5% of the population living below the risk of poverty threshold in 2017 compared to 18.6% in 2006⁶. There is however a slowdown in the pace of poverty reduction due to labour market uncertainty and food inflation, posing a risk to the sustainability of the progress achieved. Although high economic growth led to a decrease in the unemployment rate, this trend has reversed in 2018. Turkey continues to face high unemployment (the seasonally adjusted rate at 11.2% in 2018). While Turkey's gradual demographic shifts to a younger population increased the labour force potential unemployment among youth remains an issue (19.7% among youth aged 15-24)⁷.

Ranking 64th (of 189 countries) in the UNDP Human Development Index (HDI) Turkey's HDI value (.791) has increased since 1990 (.579)⁸. In the past two decades, there has been a marked and steady improvement in most development indicators, including life expectancy (76 in 2017), literacy (95.6%) and gross national income (GNI) per capita (\$24,804 in 2017). Turkey has achieved universal provision of education and health services as well as the elimination of extreme poverty.⁹ Labour income growth is a key factor in reducing inequality for most of the 2000s, but this trend is more manifest in urban areas, with still higher levels of inequality in rural areas. Gini coefficient is 0.405 (fifth-highest among OECD countries).¹⁰

Gender inequalities persist particularly in access to economic opportunities and political participation. Turkey ranks 64th out of 189 countries with a score of 0.641 in the 2018 UNDP Gender Inequality Index and 130th out of 149 countries according to the World Economic Forum Global Gender Gap Report.¹¹ Compared to men, women have low rates of labour force participation (36.1% as compared to 77.4% for men)¹² and employment (29.7% as compared to 67.3%), and the disparities are much higher among

⁴ World Bank <http://databank.worldbank.org/data/indicator/NY.GDP.PCAP.CD/1ff4a498/Popular-Indicators> As of 2017, its GDP is \$10,602 per capita. See, Turkish Statistical Institute, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=27844#>

⁵ TURKSTAT, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=27844#>

⁶ Number at risk of poverty (earning 50% of the median income, compared to 14.3% in 2016. TURKSTAT, Income and Living Conditions Survey, 2017, <http://www.turkstat.gov.tr/UstMenu.do?metod=temelist>.

⁷ TURKSTAT, "Labour Force Statistics, August 2018", 15 Nov 2018, <http://www.turkstat.gov.tr/PreHaberBultenleri.do?id=27690>. Both figures are seasonally adjusted. In August 2017, the seasonally adjusted unemployment rate was 10.6% for the overall population and 20.3% for youth.

⁸ UNDP, Briefing note for countries on the 2018 Statistical Update: Turkey. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/TUR.pdf

⁹ CPD. In 2016, 0.2% of the population was living under the international poverty gap of \$1.90/day (2011 PPP). World Bank, <https://data.worldbank.org/indicator/SI.POV.DDAY?locations=TR>

¹⁰ TURKSTAT, Income and Living Conditions Survey, 2017: <http://www.turkstat.gov.tr/UstMenu.do?metod=temelist>. OECD data (2015) measures the Gini coefficient as .40 and ranks Turkey 5th: <https://data.oecd.org/inequality/income-inequality.htm>

¹¹ UNDP Human Development Reports: Gender Inequality Index: <http://hdr.undp.org/en/indicators/68606#> World Economic Forum, Global Gender Gap Report 2018: <http://reports.weforum.org/global-gender-gap-report-2018/data-explorer/#economy=TUR>

¹² Global Gender Gap Report 2018.

Kurdish women. Women represent 17% of Parliament and only one member of the Cabinet.¹³ Violence against women remains a concern, including deaths due to domestic violence. There are ongoing efforts by the government to address the gender asymmetries in development, through the Strategy Paper and Action Plan for the empowerment of women 2018-2023.

With robust public administration in general and economic reforms initiatives, Turkey is taking measures to address governance gaps to improve transparency, address corruption, and improve human rights. In the past decade, reforms were undertaken to further increase the efficiency of the public administration. There are areas that need more considered reforms, for example, merit-based civil services for improved public-sector management, local governance capacities and coordination between national and local governments for regional development.¹⁴

There have been improvements in environmental legislation and progress in waste management, energy efficiency, use of renewable energy and controlling industrial pollution. Turkey had the fastest-growing greenhouse gas emissions among reporting UNFCCC countries, reaching 496.1 million tons in 2016, a 135% increase from 1990.¹⁵ Despite such progress Turkey has an underdeveloped conservation governance. Challenges remain in containing increasing greenhouse gas emissions. In addition, land degradation is a major issue impacting the use of agricultural land. Turkey has a high risk of natural disasters, including earthquakes, droughts and floods. Local capacities in environment and disaster management needed further attention.

Turkey has been hosting the largest community of Syrian refugees in the region (3,622,366 Syrian refugees as of December 2018, of which 54.4% are men and 45.6% are women).¹⁶ There have been important achievements in ensuring food security and basic needs and providing education services.¹⁷ While this support deserves attention, there are several issues that need to be addressed, such as improving services in the camps to better refugee integration processes. Increased institutional capacity support, technical expertise, equipment and improved infrastructure for service provision are needed at both national and local levels to enable the effective and harmonised application of the national asylum framework and relevant legislation across the country.¹⁸ Livelihood is an area which needs further attention.

3. UNDP PROGRAMME STRATEGY IN TURKEY

UNDP has partnered with the government of Turkey for almost 60 years and the Partnership Framework Agreement was renewed in 2011. UNDP country programme 2016-2020 (hereafter country programme),¹⁹ aligns with the Tenth NDP and Sustainable Development Goal (SDGs) as well as the UN Development Cooperation Strategy 2016-2020 (UNCDS). The country programme focuses on structural challenges from a cross-cutting sustainable development perspective, targeting excluded and vulnerable social groups in less developed areas (i.e. unemployed women, especially in rural areas, persons with

¹³ Global Gender Gap Report 2018.

¹⁴ See SGI indicators <http://www.sgi-network.org/2018/Governance>; Ertugal, Ebru, 2017. Challenges For Regional Governance In Turkey: The Role Of Development Agencies. Journal of the Faculty of Architecture., 34(2).

¹⁵ Turkey ranks ninth in greenhouse gas emissions. . http://di.unfccc.int/time_series

¹⁶ See <https://data2.unhcr.org/en/situations/syria/location/113>

¹⁷ 3RP, 2018 progress report, <http://www.3rpsyriacrisis.org/wp-content/uploads/2018/09/3RP-2018-Progress-Report-Jan-June-2018.pdf>

¹⁸ 3RP, 2018 progress report, <http://www.3rpsyriacrisis.org/wp-content/uploads/2018/09/3RP-2018-Progress-Report-Jan-June-2018.pdf>

¹⁹ UNDP, Country Programme document for Turkey (2016-2020),

<http://www.tr.undp.org/content/dam/turkey/docs/Approved%20CPD%202016-2020.pdf>

disabilities, youth and vulnerable communities). Cross-cutting issues such as women's participation, private sector strengthening, and information and communications technology, received emphasis in the country programme. The programme is structured around the following outcome areas: inclusive and sustainable growth, climate change and the environment, and democratic governance. During the assessment period, UNDP supported Syria Regional Refugees and Resilience Plan (3RP). The outcomes and the expenditures are presented in Table 1.

Inclusive and Sustainable Growth. The inclusive and sustainable growth outcome aims to address structural barriers to national competitiveness, regional and social disparities focusing on less-developed regions of Eastern and South-eastern Anatolia and poverty 'pockets' among disadvantaged groups (i.e. women with low socioeconomic status, unemployed youth, disabled persons, the elderly). UNDP specifically outlined support to national frameworks for competitiveness, job creation, and economic growth by strengthening innovation and entrepreneurship capacity. Programmes also include technical support for inclusive social policy implementation, equitable employment, and scaling sustainable solutions.

The *Syria crisis response programme (Regional Refugee & Resilience Plan)* represents a significant component of this outcome area (69% of US\$ 111.3 Million). The Regional Refugee Response Plan (3RP) comprises a regional humanitarian and development response to the Syria refugee crisis, coordinated by UNHCR and UNDP in close partnership with participating governments. UNDP leads the livelihoods sector and is a key partner in the basic needs, security, and food sector sectors, in close partnership with Turkey, national and local partners.

UNDP's 3RP interventions focus on three major pillars: viz., i) livelihoods, employment and local economic development; ii) municipal service delivery, including waste management; and iii) social cohesion, empowerment and protection.²⁰ UNDP outlined to support the government in addressing the social and economic consequences of the influx of refugees on host communities. Resilience building is central to such support.

- **Livelihoods, employment and local economic development:** The first pillar addresses labour supply and demand through language and vocational skills training, job matching, and support to job creation through Small and Medium Enterprises (SME), industrial zones, business development services, and value chain development.
- **Municipal service delivery, including waste management:** UNDP's municipal support focuses on core infrastructure development for waste, wastewater, and firefighting.
- **Social cohesion, empowerment and protection:** The final pillar aims to develop Syrian and host community women and youth's competencies and an inclusive business environment.

Environment and Climate Change. The climate change and environment outcome prioritizes strengthening national capacities to prevent and respond to environmental degradation and implementing climate change adaptation and mitigation policies. Projects focus on forest management, elimination of POPs, renewable energy, and integration of biodiversity and ecosystems services in

²⁰ UNDP Turkey, "Elevating Homes: UNDP Turkey Crisis and Resilience Response Programme," <http://www.tr.undp.org/content/dam/turkey/UNDP-TR-ELEVATING-HOPES-EN.pdf>

development planning. Support in this area also included promoting tools for integrated disaster management, and climate change mitigation action across sectors.

The country programmes make specific mention of exploiting synergies between programme components in the promotion of environmental technologies through biodiversity-friendly value chains, gender-responsive disaster and climate risk management and improved social and environmental benefits in energy, forestry, transportation in services sectors.

Inclusive and Democratic Governance. Inclusive and democratic governance outcome supports efforts to address structural legal and human rights issues, with an emphasis on gender, participation, and accountability. UNDP provides support to improve access to justice, further local administration reforms, and strengthen institutions, e.g. judicial actors, the Ombudsman, National Human Rights Institution, and management of the eastern borders in line with international standards.

Gender Inclusive Policies and Development Processes. Although the outcome of the participation of women and girls is smaller in terms of resources, the programme aims to address GEWE as a cross-cutting theme across UNDP projects. This included support to national and local gender mainstreaming as well as pilot women’s economic empowerment projects.

Table 1: Country Programme Budget by Outcome

Country Programme Outcome		Budget	Expenditure
		US \$million (Dec. 2018)	
Outcome 1: Inclusive and Sustainable Growth	By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.	\$111.3	\$57.5 (37% refugee response)
Outcome 2: Environment and Climate Change	By 2020, improved implementation of more effective policies and practices on the sustainable environment, climate change, biodiversity by national, local authorities and stakeholders including resilience of the system/communities to disasters	\$16.8	\$7.4
Outcome 3: Inclusive and Democratic Governance	By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender-sensitive governance systems, with the full participation of civil society, including the most vulnerable.	\$28.2	\$24.6
Outcome 4: Participation of women and girls	Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020.	\$9 (35% refugee response)	\$0.7 (36% refugee response)
Other		\$0	\$0.2
Total		\$158.2	\$90.3

Source: Programme budget and expenditure are from UNDP Atlas System, as of 27 December 2018.

4. SCOPE OF THE EVALUATION

The ICPE will assess the current programme cycle for 2016-2020 and will cover projects under the four outcomes (see Table 1). The evaluation will include the entirety of UNDP's activities in the country and therefore covers interventions funded by all sources, including government, donor funds, allocations from UNDP's core resources, and UNDP regional and global programmes. Given the programme focus of UNDP at the local level the evaluation there will be visits to the programme locations. In addition, the evaluation may include 'non-project' activities in which UNDP has been involved. The evaluation recognizes that some of these 'non-project' activities, such as advocacy or convening development actors, may be crucial in informing public policies or enhancing development contribution. Efforts will be made to capture the role and contribution of the UN Volunteers Programme's (UNV) joint work with UNDP.

The evaluation will consider contextual factors such as the Syrian refugee crisis, government strategies to accelerate the European Union accession process, and UN reforms.

Separately, the IEO will evaluate UNDP support to the Syria refugee crisis and 3RP implementation. Considering Turkey has the largest Syrian refugee population, components of this ICPE pertaining to UNDP's support to the refugee crisis and host communities will inform the 3RP evaluation as well.

5. METHODOLOGY

Framework for assessing UNDP's contribution. As discussed in the previous section, UNDP has outlined 4 outcomes and 14 outputs in the country programme and intended to promote human-based approaches and gender equality. UNDP aimed to bring resilience approaches and integrated solution to national development processes.

The evaluation theory of change (presented schematically in Figure 1) builds on the country programme commitments, including more specific ones outlined in project documents. It seeks to provide a framework for assessing UNDP programme support given the development context in Turkey (what did UNDP do), programme approach (were UNDP programmes appropriate for achieving national results), contribution process (how did the contribution occur), and the significance of the contribution (what is the contribution — did UNDP accomplish its intended objectives). The linkages outlined in the Theory of Change are intended to identify the level of contribution that is commensurate with the scope of UNDP's programme, and the significance of such a contribution for the development outcomes identified in the country programme and various projects.

The evaluation will assess the significance of UNDP's contribution to the development outcomes identified in the country programme and various projects. The evaluation notes that UNDP development outcomes are broad, and the outputs do not add up to contribute to the outcomes in a substantive way. The theory of change, therefore, does not propose to link UNDP's contribution directly to outcomes but instead looks at the contributions to policy processes and practices. Although iterative, the evaluation makes a distinction between intermediary outcomes and overall outcomes, indicating the level of contribution. Such a categorization, however, will be useful for the evaluation to set expectations commensurate with the scope of its support.

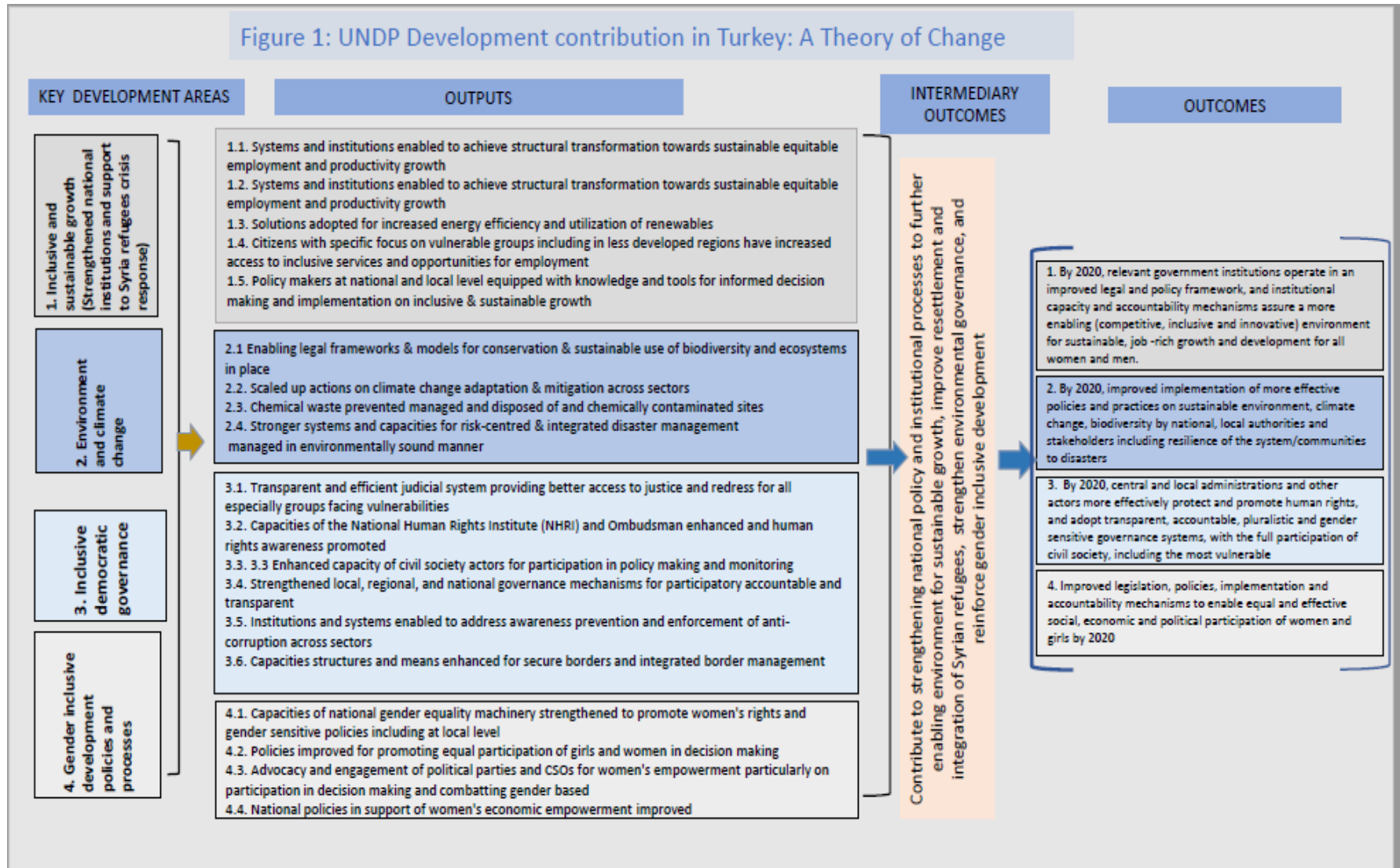
The theory of change outputs are a range of specific activities/actions UNDP has identified that are necessary for achieving immediate outcomes. UNDP activities combined with other ongoing activities

pursued by the government and other development actors are likely to manifest in immediate outcomes. This entails establishing some of the necessary conditions pursuant to intermediary outcomes and overall outcomes. The intermediary outcomes indicate the policy and institutional processes necessary for achieving outcomes outlined by UNDP; and leaves the possibility to establish different dimensions of contribution to the outcome, wherever it takes place.

The evaluation recognizes that the level of visibility of UNDP programmes in terms of contribution to processes and outcomes depends largely on their relative importance and positioning vis a vis other national and other development actors. Some UNDP programme activities may complement an array of activities of different actors at the country level, which also presents a challenge to identifying causal linkages regarding contribution.

Given the range of actors at the country level and the predominant role of the government, UNDP's contribution to the outcomes will take into consideration the level of efforts and the space available for development contribution.

Figure 1: UNDP Development contribution in Turkey: A Theory of Change



Key Evaluation Questions. The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The ICPE will address the following three key evaluation questions and related sub-questions. These questions will also guide the presentation of the evaluation findings in the report. Table 2 presents key questions, sub-questions, and what is judged.

1. What did the UNDP country programme intend to achieve during the period under review?

This will include an assessment of UNDP programme choices in Turkey. Considering the upper middle-income status of Turkey and an OECD member, the evaluation will assess if the programme choices of UNDP is appropriate for the development context of the country, for strengthening local governance, resilient development, and providing niche development support. Specific attention will be also paid to UNDP's support to the Syrian refugee crisis.

2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?

The evaluation will assess the extent to which UNDP contributed to the intended objectives outlined in the UNDP Country Programme — the outcomes achieved, and contribution to development processes. This will include positive and negative, direct and indirect and unintended outcomes.

3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results? Where the programme approach and processes used by UNDP appropriate for achieving intended objectives?

Factors that can explain UNDP's performance and positioning in Turkey will be identified. This includes specific factors that influenced, positively or negatively, UNDP's performance and eventually, the sustainability of programme outcomes in the country. UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be assessed.

The utilization of resources to deliver results (including managerial practices), the extent to which UNDP fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in programme design and implementation are some of the aspects that will be assessed under this question.

Table 2: Key questions, sub-questions, and what is judged

KEY QUESTIONS	SUB-QUESTIONS	WHAT IS JUDGED?
<p>1. What are the contextual issues that determined UNDP programme choices?</p>	<p>a) In each of the areas assessed:</p> <ul style="list-style-type: none"> • What are the relevant contextual issues? • What is government response? • Which are the key issues that needed attention and gaps yet to be filled? • Who are the key development actors? • Level of engagement of UNDP? 	<ul style="list-style-type: none"> • Key challenges and gaps in the areas of UNDPs engagement • Level of UNDP engagement
<p>2. What did the UNDP country programme intend to achieve during the period under review?</p>	<p>b) Did UNDP's role in assisting Turkey's development agenda include areas which have strategic relevance for sustainable development?</p> <p>c) Did UNDP respond to the evolving country situation and national priorities by adapting its role and approaches in each of the areas of support? How responsive has UNDP (and the corporate tools) been in responding to national priorities?</p> <p>d) How critical are the areas of UNDP support for achieving national development outcomes?</p> <ul style="list-style-type: none"> • Did the programme choices of UNDP activities build on its comparative strengths? • How did UNDP position itself in supporting the Syrian refugee response? • Did UNDP's position enable it to further an inclusive governance agenda, particularly at the local level? • Did UNDP's development choices improve the humanitarian and development nexus and resilient approaches in inclusive growth and response to Syrian refugee crisis? • Did UNDPs programme choices emphasize inclusiveness, equity, and gender equality? • Did UNDP's programme choices improve cooperation with development actors in Turkey? <p>e) Was UNDP's programme appropriate to Turkey's efforts to address the Syrian refugee crisis and development challenges confronted by host community?</p>	<ul style="list-style-type: none"> • The extent to which UNDP programme choices enabled a meaningful role and contribution to development outcomes in Turkey in each of the areas of engagement. • The extent to which UNDP's positioning enabled inclusive development process • The extent to which UNDP's positioning enabled gender-inclusive development • The extent to which UNDP's programme choices contributed to a resilient and sustainable response to the Syrian refugee crisis. <ul style="list-style-type: none"> ○ The extent to which UNDP programme choices enabled the creation of an enabling environment for the refugee settlement ○ The extent to which UNDP's positioning enabled increasing complementarities and reducing gaps in livelihood support (improved coordination between UN agencies) ○ The extent to which UNDP programme choices enabled addressing host community development challenges

KEY QUESTIONS	SUB-QUESTIONS	WHAT IS JUDGED?
<p>3. Did the UNDP country programme achieve intended objectives for the period under review?</p>	<p>f) What is UNDP's contribution to development outcomes and processes in the areas of inclusive and sustainable growth and employment? Did UNDP achieve intended objectives in this area?</p> <p>g) Did UNDP interventions strengthen policies and institutional capacities and related processes?</p> <p>h) What is UNDP's contribution to addressing the Syrian refugee crisis (programme support, convening role, advocacy, fund mobilisation, and enabling partnerships)?</p> <p>i) Did UNDP promote resilient approaches in Syrian refugee response? What was the contribution of UNDP to enabling humanitarian and development linkages?</p> <p>j) What was the contribution of UNDP to strengthening environmental governance processes? Did UNDP achieve intended objectives in this area?</p> <p>k) What was the contribution of UNDP to strengthening transparent and accountable and pluralistic governance processes? Did UNDP achieve intended objectives in this area?</p> <p>l) What was the contribution of UNDP to gender-inclusive development processes?</p> <ul style="list-style-type: none"> • Did UNDP effectively respond to national priorities in promoting gender equality in development? • Did UNDP programme support pay adequate attention to gender equality and women's empowerment? <p>m) Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and population?</p> <p>n) Are there unintended results (positive/negative) of UNDP interventions?</p> <p>o) Was there a balancing of support to national and local development processes and linking the two?</p>	<ul style="list-style-type: none"> • The extent to which the objectives of the country programme were achieved given their relative importance to national efforts. ○ The contribution of UNDP to national development outcomes and processes in each of the 4 areas of support. ○ The contribution of UNDP to Syrian refugee response in accelerating resettlement and integration ○ The extent to which UNDP programme choices enabled support to further humanitarian-development nexus / innovative processes for improved economic opportunities for refugee and host communities • The contribution of UNDP to strengthening national policy and institutional capacities. • The contribution of UNDP to furthering gender equality and women's empowerment in development processes. • Specific outcomes in strengthening development processes in vulnerable territories • The contribution of UNDP to strengthening inclusive national policy processes.
<p>4. What factors enabled UNDP's contribution and the sustainability of programme results?</p>	<p>p) What are the factors that enhanced/constrained the contribution of UNDP programmes (for example, context, UNDP's technical capacities, UNDP niche, partnerships, programming, and operations)?</p> <p>q) Are UNDP's programme approach and processes (such as integrated programming, sustainable development, resilience, inclusiveness)</p>	<ul style="list-style-type: none"> • Contextual and programming factors that facilitated or constrained UNDP's contribution to development outcomes and processes.

KEY QUESTIONS	SUB-QUESTIONS	WHAT IS JUDGED?
	<p>appropriate for achieving intended objectives? Did they enable sustainable achievement of outcomes?</p> <p>r) Was there any identified synergy between UNDP interventions that promoted sustainable development/ sustainable environment/ inclusive governance/ sustainable programme models/ sustainable resettlement of refugees/ gender inclusive development? If the synergies are lacking, what are factors that undermined programme synergies?</p> <p>s) Did UNDP programmes provide viable models that had that had the potential for scaling? What are the factors that facilitated adoption / scaling up of UNDP's initiatives? Did UNDP explore options for scaling up micro-interventions?</p> <p>t) What are the factors that enabled consolidation of local level outcomes of UNDP support?</p> <p>u) What are the areas where UNDP had an advantage over other development actors (policy support, local /national level support, institutional strengthening/ technical support/specific development areas)? Was this advantage used to increase UNDP's contribution?</p> <p>v) Are UNDP's programme approach and processes (such as integrated programming, sustainable development, resilience, inclusiveness) appropriate for achieving intended objectives? Did they enable sustainable achievement of outcomes?</p> <p>w) Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes?</p> <p>x) To what extent were UN agency partnerships forged to enable a coherent programme response?</p> <p>y) Did UNDP use its global networks to bring about opportunities for knowledge exchanges?</p> <p>z) Did UNDP find the right programme niche that had the potential to add value to Turkey's development processes?</p>	<ul style="list-style-type: none"> Contextual and programming factors that facilitated or constrained UNDP's contribution to Syrian refugee response

6. DATA COLLECTION

Evaluability Assessment. An assessment was carried for each outcome to ascertain the available evaluative analysis, identify data constraints, and to determine the data collection needs. The country office has conducted 10 evaluations (8 projects and 2 outcome evaluations) during the programme cycle, with 14 additional evaluations planned (see Annex). The available project evaluations assessed the following programme areas: entrepreneurship development (1 evaluation), rural development (1 evaluation), environment and energy (5 project evaluations), women's empowerment (1 evaluation). The outcome evaluations assessed inclusive growth and development and environmental governance outcomes.

With respect to indicators, the CPD, UNDP Results-Oriented Annual Report (ROAR) and the corporate planning system associated with it provides baselines, indicators, targets, as well as annual data on the status of the indicators.

While there are sufficient number of project and outcome evaluations, the quality of these evaluations remains uneven. While these evaluations will be used as building blocks, there will be validation and additional evidence collection during the conduct of the ICPE.

Data Collection Methods. The evaluation will use multiple methods, primary as well as secondary sources, to assess UNDP performance. This evaluation will make use of a wide range of evaluative evidence, gathered from UNDP policy and programme documents, independent and quality-assessed decentralized evaluations conducted by UNDP Turkey (to the extent they used given the low-quality scores of some of the evaluations) and partners, UNDAF and country programme reviews and other performance report, UNDP Results Oriented Annual Reports (ROARs) and background documents on the national context. The evaluation will include a multi-stakeholder consultation process, including a range of key development actors. There will be interviews with government representatives, civil society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and communities. Focus groups will be used to consult communities as appropriate.

A pre-mission questionnaire will be administered and expected to be completed at least two weeks prior to the arrival of the evaluation team in Ankara for the data collection mission. The IEO and the Country Office will post the background and programme-related documents on an ICPE SharePoint website.

The data collection will include visits to some of the following UNDP programme locations: Adana, Antakya, Ardahan, Artvin, Edirne, Eskişehir, Gaziantep, Hassa, Hakkari, Hatay, İzmir, Karaman, Kars, Kahramanmaraş, Kilis, Konya, Mardin, Manisa, Mersin, Muğla, Osmaniye, Samsun, Şanlıurfa, and Van. The criteria the evaluation used for selecting projects for field visits include:

- Programme coverage (projects covering the various components and cross-cutting areas);
- Locations with more than one area of programme support;
- The scale of the programme (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Projects at a different level of implementation (covering both completed and active projects);
- The degree of accomplishment (will cover both successful and less successful projects).

All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to organize the available evidence by key evaluation questions. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP's gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all UNDP programmes and operations in Turkey. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Stakeholder Involvement. A participatory and transparent process will be followed in all stages of the evaluation process to engage programme stakeholders and other development actors in the country. During the initial phase, a stakeholder analysis will be conducted to identify relevant UNDP partners and other development agencies that may not have worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the data collection and to examine any potential partnerships that could further improve UNDP's contribution to the country.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Turkey country office, the Regional Bureau for Europe and Central Asia and the Government of Turkey. The IEO lead evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

Turkey UNDP Country Office (CO): The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and assistance for the project site visits). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, CO staff will not participate. The country office will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Europe and Central Asia (RBEC): The UNDP Regional Bureau for Europe and Central Asia will support the evaluation through information sharing and participate in discussing emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder workshop, as appropriate, with the country office.

- **Consultants:** IEO will recruit three consultants who will support data collection and analysis in the areas of climate change and environment; inclusive and democratic governance; and Syria crisis response and resilience. In coordination with the LE, the consultants will conduct preliminary desk review, data collection in the field, prepare outcome analysis in their assigned areas, contribute to sections of the report as needed and review the final ICPE report. All team members will pay specific attention to issues related to reducing inequality and gender equality and women’s empowerment in their respective areas of assessment.
- **Research Assistant (RA):** A research assistant based in the IEO will support the background research.

The roles of the different members of the evaluation team is summarised in Table 3.

Table 3: Data collection responsibilities by outcome

Outcome analysis	
Components of the assessment	Data collection/ analysis/ report drafting
Outcome 1: Inclusive and Sustainable Growth (including support to Syria refugee response)	LE and Consultant A
Outcome 2: Environmental governance	Consultant B (largely meta-synthesis of evaluations with limited field visits)
Outcome 3: Inclusive and Democratic Governance	Consultant C
Outcome 4: Gender inclusive development	LE
Gender mainstreaming and women’s empowerment	All team members in their respective area of assessment
Strategic positioning issues	LE and All team members in their respective area of assessment
Integrated approach	All team members
Operations and management issues	All team members in their respective area of assessment
Analysis and drafting of the evaluation report	
Overall analysis	LE
Drafting of the ICPE report	LE with specific inputs from team members

8. EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process²¹, summarized below:

Phase 1: Preparatory work. The IEO prepares the TOR, evaluation design and recruits external evaluation team members, comprising international and/or national development professionals. The IEO will carry out the preliminary document review, supported by CO staff who will provide the necessary documents including programme and financial information.

Phase 2: Desk analysis. Further in-depth data collection is conducted, by administering an advance questionnaire and interviews (via phone, Skype etc.) with key stakeholders, including CO staff. The team

²¹ The evaluation will be conducted according to the [ICPE Process Manual](#) and the [ICPE Methodology Manual](#)

will develop an evaluation matrix containing detailed questions, data collection methods, and means of verification. Evaluation team members conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection.

Phase 3: Field data collection. The evaluation team will undertake an in-country mission (11-21 March) to collect evaluation data, using the approach outlined in Section 5, according to the responsibilities outlined in Section 6. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will formally debrief the key preliminary findings to the CO.

Phase 4: Analysis, report writing, quality review and debrief. Based on the data collection and outcome reports, the LE will analyse and synthesise key findings and conclusions. The IEO and the International Evaluation Advisory Panel will conduct a peer review of the ICPE report zero draft. After zero draft quality assurance, the first draft report will be shared with the country office and the UNDP RBEC for comments and factual corrections. The LE will integrate their responses into a second draft to be reviewed by government partners. Any necessary additional corrections will be made and the UNDP Turkey CO will prepare the ICPE management response, under the oversight of the regional bureau. The evaluation results will then be presented to key national stakeholders at a final debrief. Participants will discuss ways forward with a view to creating greater national ownership in taking forward ICPE recommendations and strengthening national accountability of UNDP. The IEO will finalise the evaluation report, taking the stakeholder discussion into account.

Phase 5: Publication and dissemination. The ICPE report and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board by the time of approving a new country programme document. The IEO will distribute the ICPE within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Turkey CO and the Government of Turkey will disseminate the report to national stakeholders. The report and the management response will be published on the UNDP website²² as well as in the Evaluation Resource Centre (ERC). UNDP RBEC will be responsible for monitoring and overseeing the implementation of follow-up actions, documented on the ERC.²³

9. TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process, for submission of a new country programme to June 2020 Executive Board Session, are presented in Table 4.

Table 4: Timeframe for the ICPE process for submission of a new CPD to June 2020 Executive Board Session

Phase	Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work	TOR – approval by the Independent Evaluation Office	Lead Evaluator (LE)	January 2019
	Selection of other evaluation team members	LE	February 2019

²² web.undp.org/evaluation

²³ erc.undp.org

Phase 2: Desk analysis	Preliminary analysis of available data and context analysis	Evaluation team	Late Feb-Early March 2019
Phase 3: Data Collection	Data collection mission in the country	Evaluation team	11-29 March 2019
Phase 4: Analysis, report writing, quality review and debrief	Outcome analysis reports	Evaluation team	Last week April 2019
	Overall analysis and synthesis	LE	Last week of June 2019
	Zero draft for clearance by IEO and EAP	LE	Mid-July 2019
	First draft ICPE for country office and regional bureau review	CO and RBEC	Early August 2019
	Second draft ICPE shared with Government	CO and government	First week September 2019
	Draft management response	CO and RBEC	End September 2019
	Final debriefing with national stakeholders	CO and LE	End September 2019
Phase 5: Production and Follow-up	Editing and formatting	IEO	September 2019
	Final report and Evaluation Brief	IEO	September 2019
	Dissemination of the final report	IEO and CO	October 2019

Figure 2: UNDP country programme outcomes and outputs

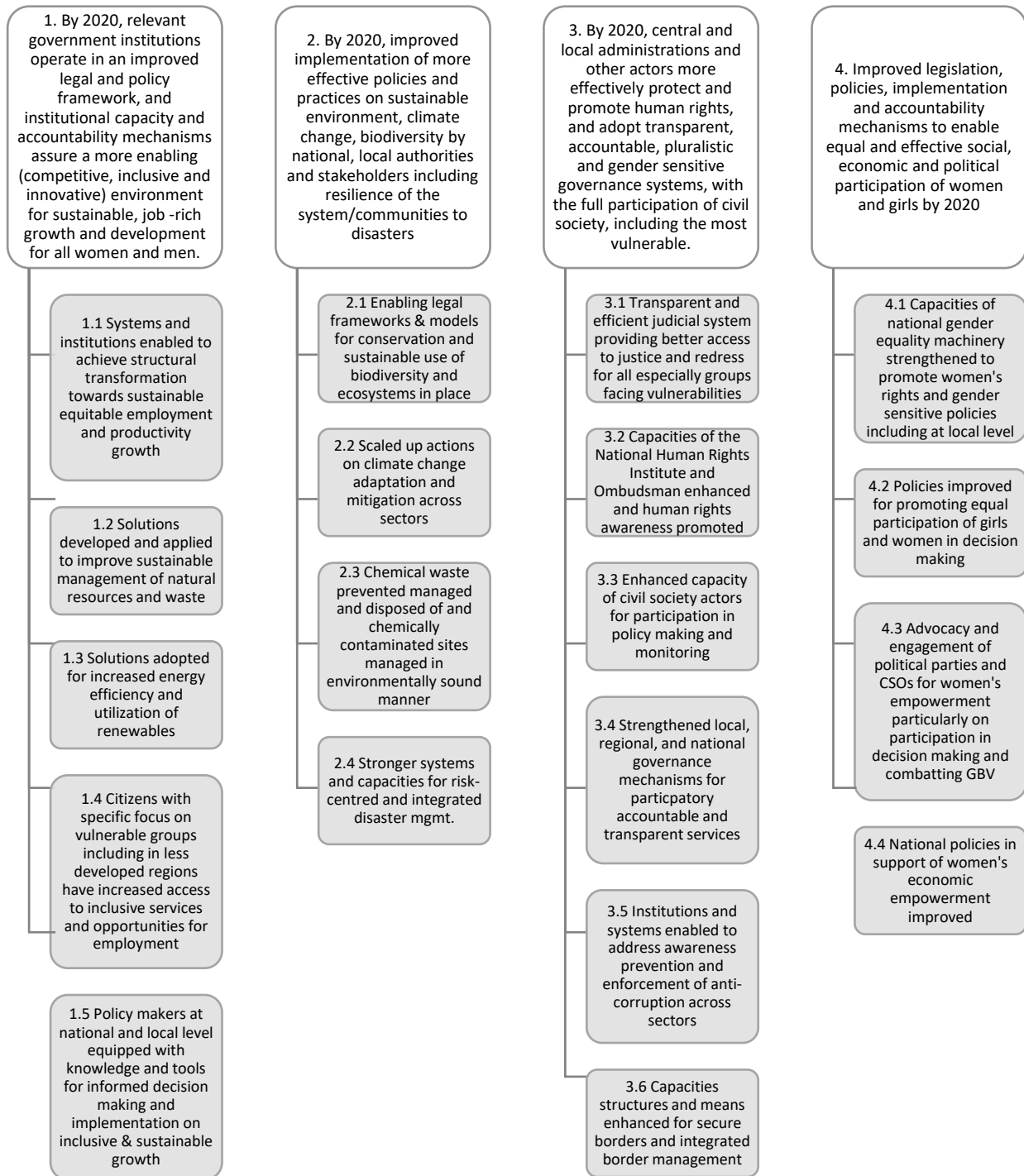
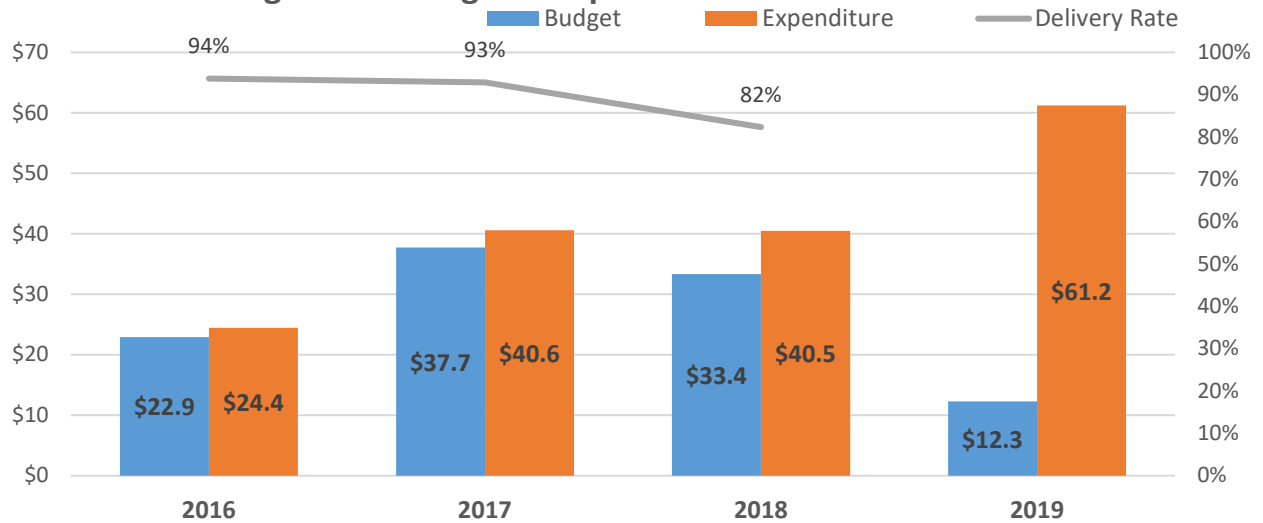


Table 5: Project and outcome evaluations conducted by the country office

Outcome	Completed Evaluations	Planned Evaluations
Inclusive & Sustainable Growth	<ol style="list-style-type: none"> 1. AKADP impact assessment (Nov. 2017) 2. Improving Energy Efficiency in Industry in Turkey final evaluation (June 2017) 3. Organic Agriculture Cluster Development Project final evaluation (June 2018) 4. Utilizing Renewable Energy and Increasing Energy Efficiency in SE Anatolia – Phase 2 final evaluation (Jan. 2017) 	<ol style="list-style-type: none"> 1. Outcome evaluation (Dec. 2018) 2. Resource Efficiency in Agriculture & Agro-based Ind. GAP midterm evaluation (June 2019) 3. Watershed Development in Goksu Taseli Watershed Dev. (June 2019) 4. Turkey Resilience Project in Response to Syria Crisis final evaluation (Jan. 2020) 5. Promoting Energy Efficient Motors in SMEs midterm evaluation (Feb 2020)
Environmental Governance	<ol style="list-style-type: none"> 1. Integrated Approach Forests in Turkey midterm evaluation (Feb. 2018) 2. POPs Legacy Elimination and Release Reduction midterm review (June 2018) 3. EA First biennial Report to UNFCCC final review 	<ol style="list-style-type: none"> 1. Outcome evaluation (Dec. 2018) 2. Sustainable Energy Financing Mechanism for Solar PV midterm evaluation (April 2019) 3. Integrated Approach Forests in Turkey final evaluation (Feb. 2020) 4. Sustainable Energy Financing Mechanism for Solar PV final evaluation (April 2020) 5. POPs Legacy Elimination and Release Reduction final evaluation (Dec. 2020)
Governance	<ol style="list-style-type: none"> 1. Clearance of Landmines in the Eastern Border Phase I – performance review (Dec. 2017) 	<ol style="list-style-type: none"> 1. Outcome evaluation (Jan. 2019) 2. Border Surveillance Greece Turkey (Dec. 2018)
Gender	<ol style="list-style-type: none"> 1. Innovations for Women’s Empowerment Phase 2 – final evaluation (Jan 2017) 	<ol style="list-style-type: none"> 1. Gender evaluation of key programmes (March 2019)
Other		UNDCS Midterm Evaluation (March 2019)

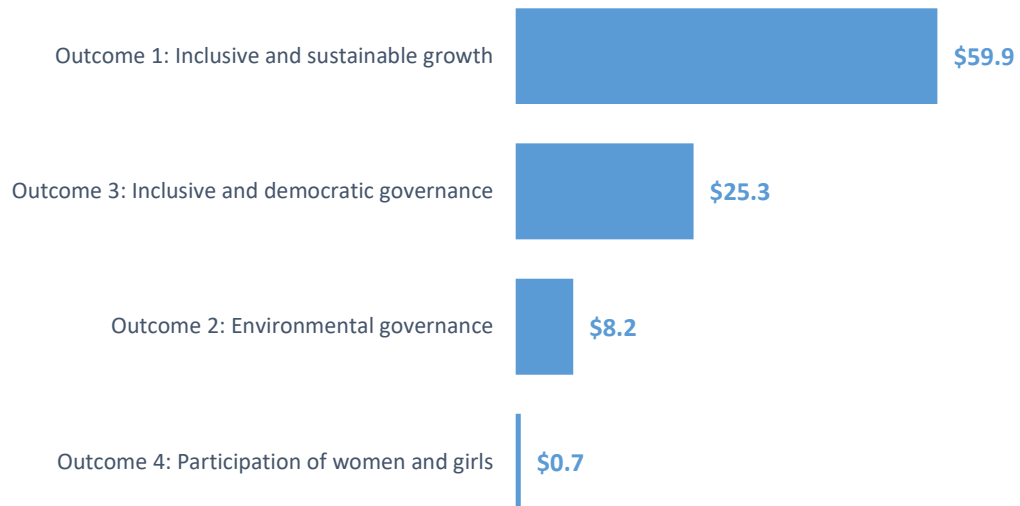
ANNEX 2. UNDP'S FINANCIAL PORTFOLIO

Evolution of Programme Budget & Expenditure



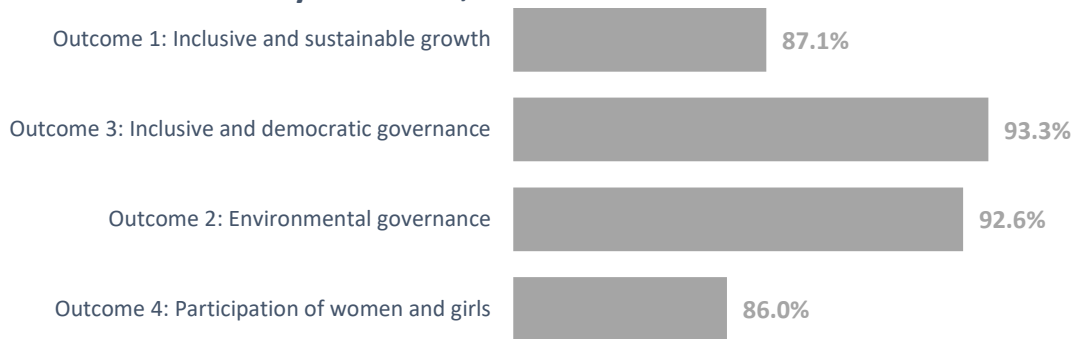
Expenditure by Outcome, 2016-2018

Millions

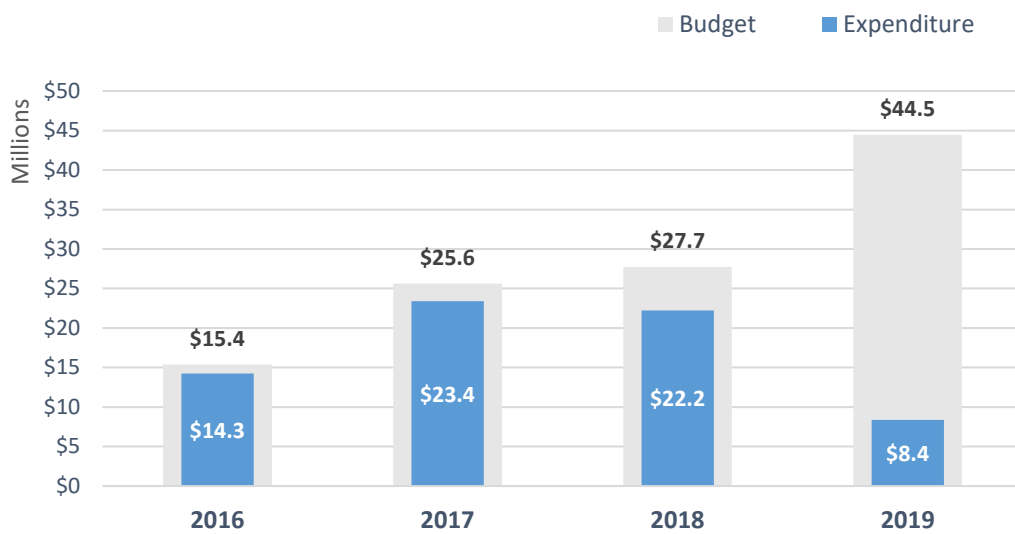


Source: Atlas/PowerBI, 5 June 2019, filtered for programme category finances.

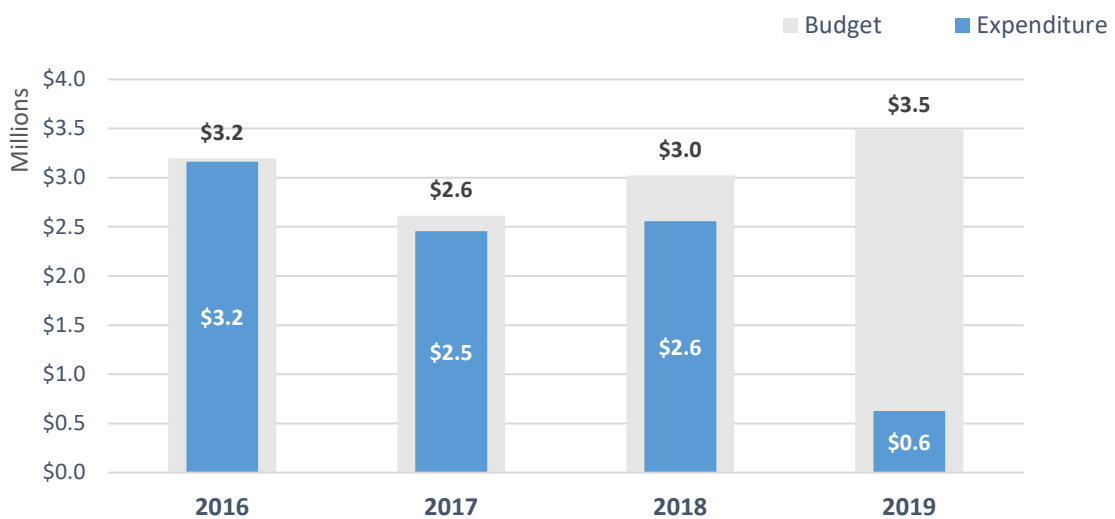
Execution Rate by Outcome, 2016-2018



Outcome 1: Inclusive and sustainable growth (36 projects)

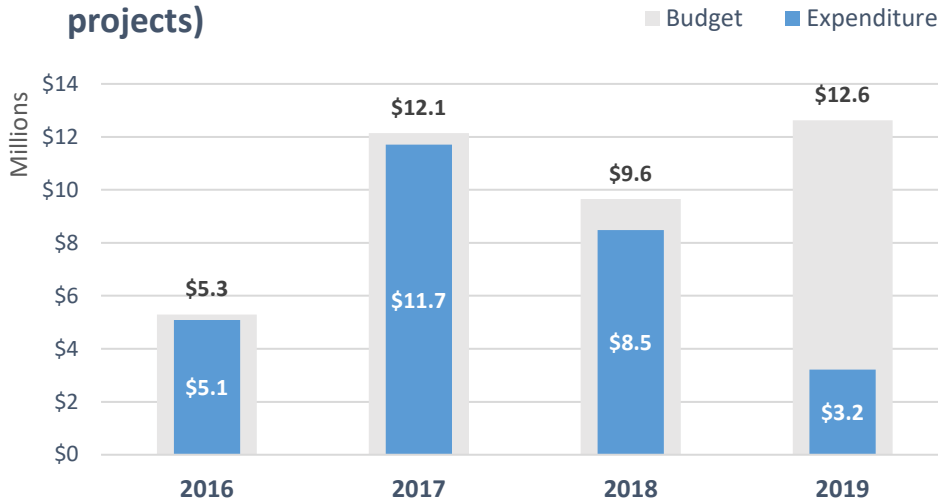


Outcome 2: Environmental governance (14 projects)

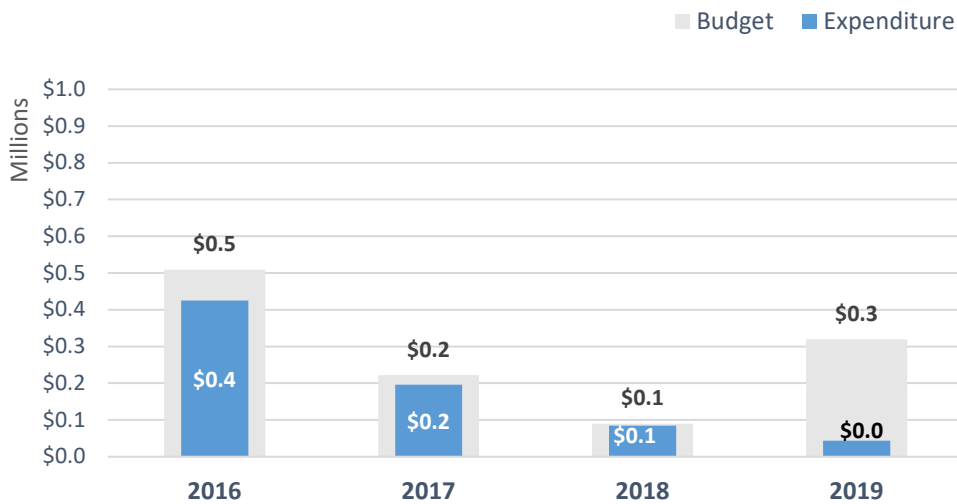


Source: Atlas/PowerBI, 5 June 2019, filtered for programme category financials. Project count excludes projects with no budget or expenditure from 2016 to 2019.

Outcome 3: Inclusive and democratic governance (13 projects)

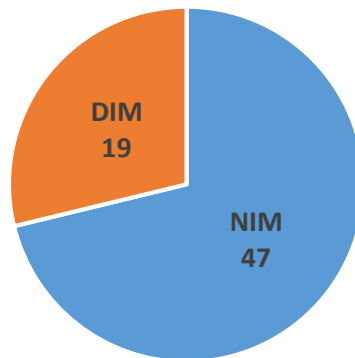


Outcome 4: Participation of women and girls (4 projects)

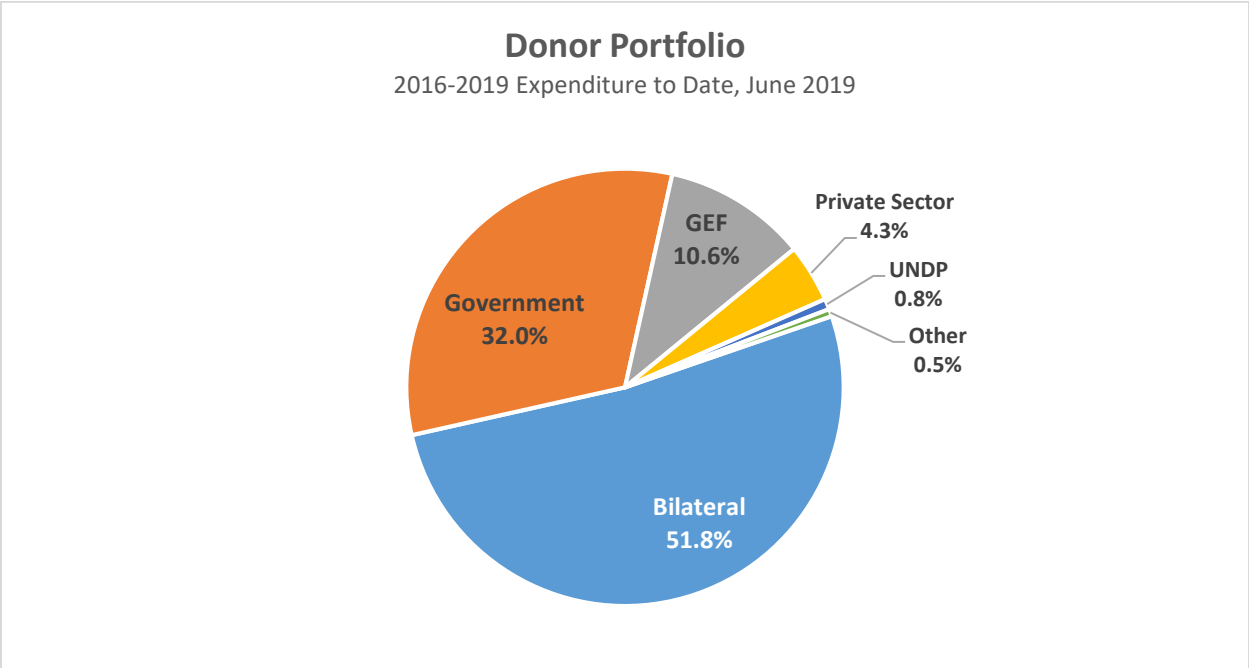
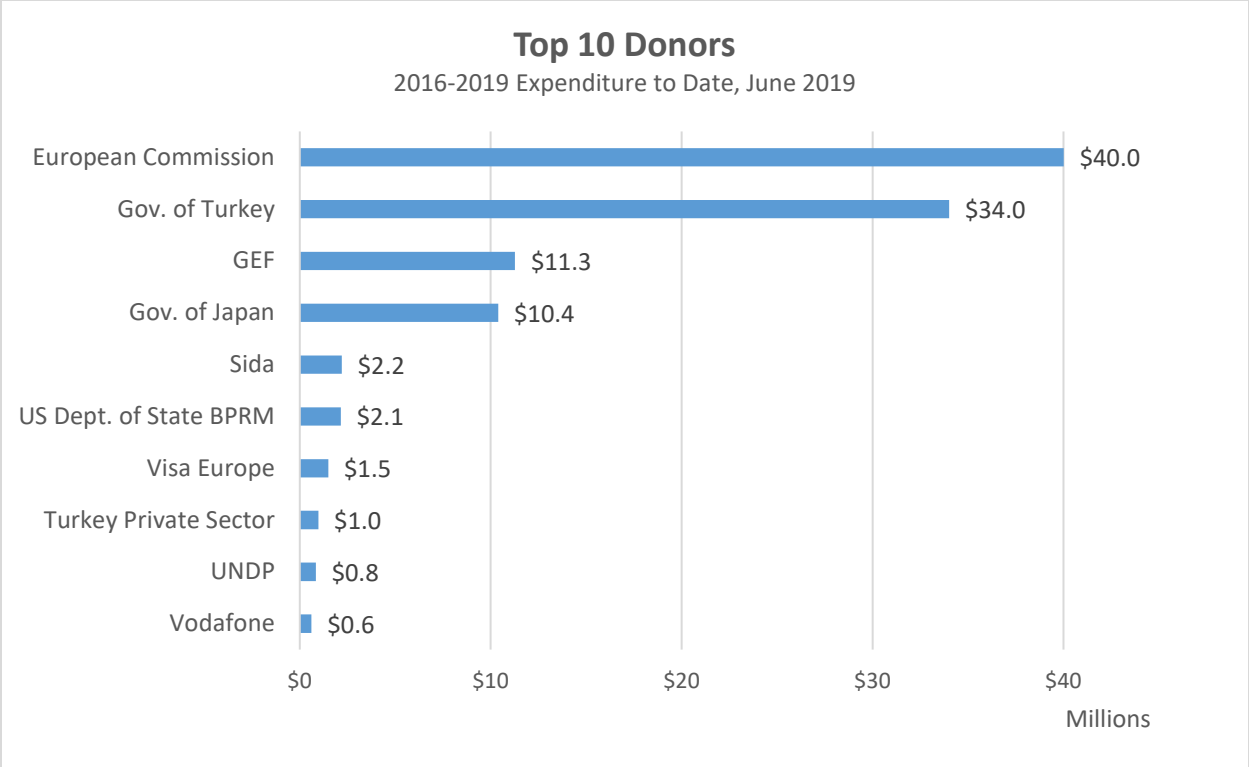


Implementation Modality

Number of Projects



Source: Atlas/PowerBI, 5 June 2019, filtered for programme category financials. Project count excludes projects with no budget or expenditure from 2016 to 2019.

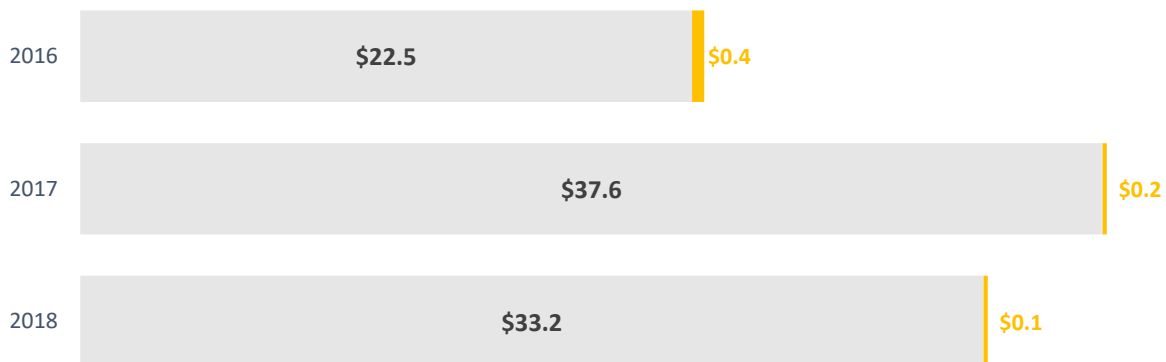


Source: Atlas/PowerBI, 5 June 2019. Filtered for programme expenditure. "Government" includes funding by IFAD managed by Turkey for the Ardahan Kars Artvin Development Project (AKADP) and Rural Development in Goksu Taseli projects (see expenditure by fund category graphs on page 33 for breakout).

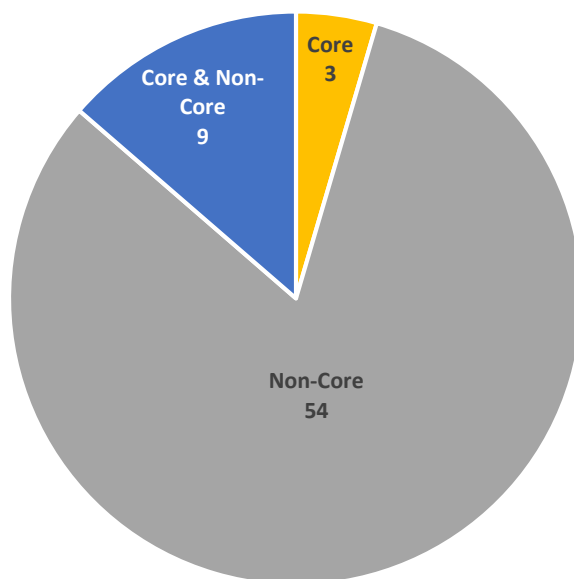
Programme Expenditure by Source

Millions

■ Non-Core ■ Core



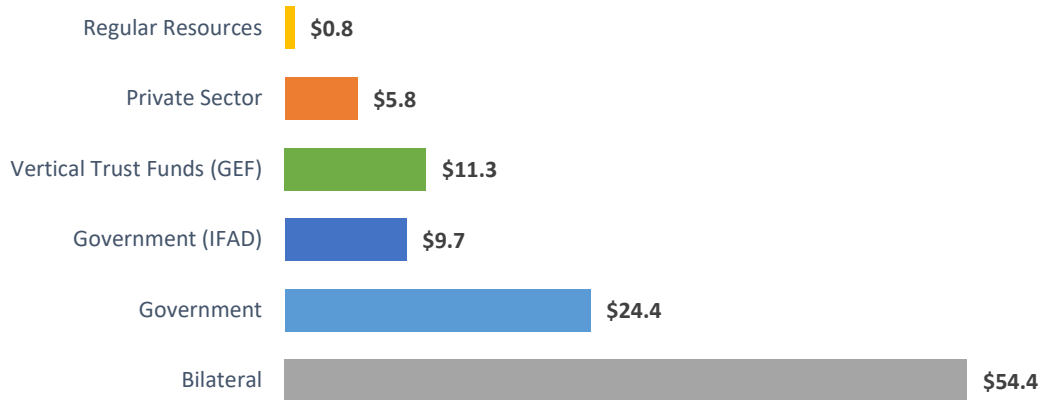
Number of Core/Non-Core Projects



Source: Atlas/PowerBI, 5 June 2019. Filtered for projects with positive budget. “Core” projects are funded completely by core funding, “core and non-core” projects receive both core and non-core funds and “non-core” projects are funded by non-core funds. “Core” projects include the National Human Development Report Turkey 2015, Engagement Facility Project for UNDP Turkey, and Development Advisory Services.

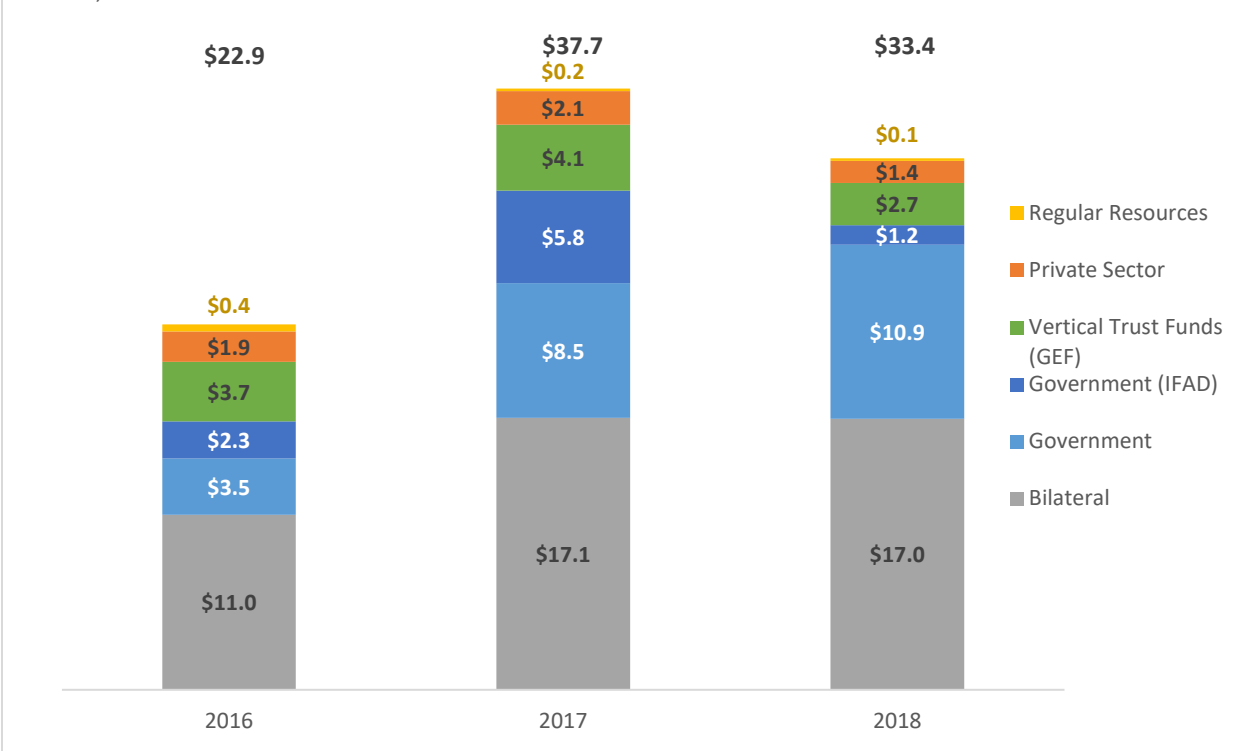
Total Expenditure by Fund Category, 2016-2018

Millions, June 2019

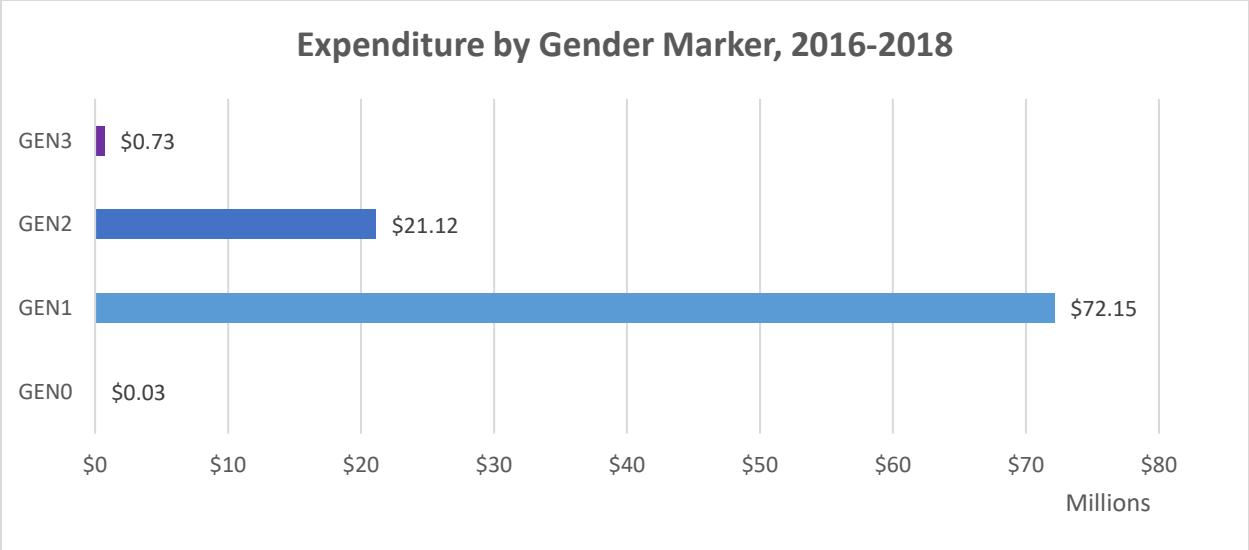
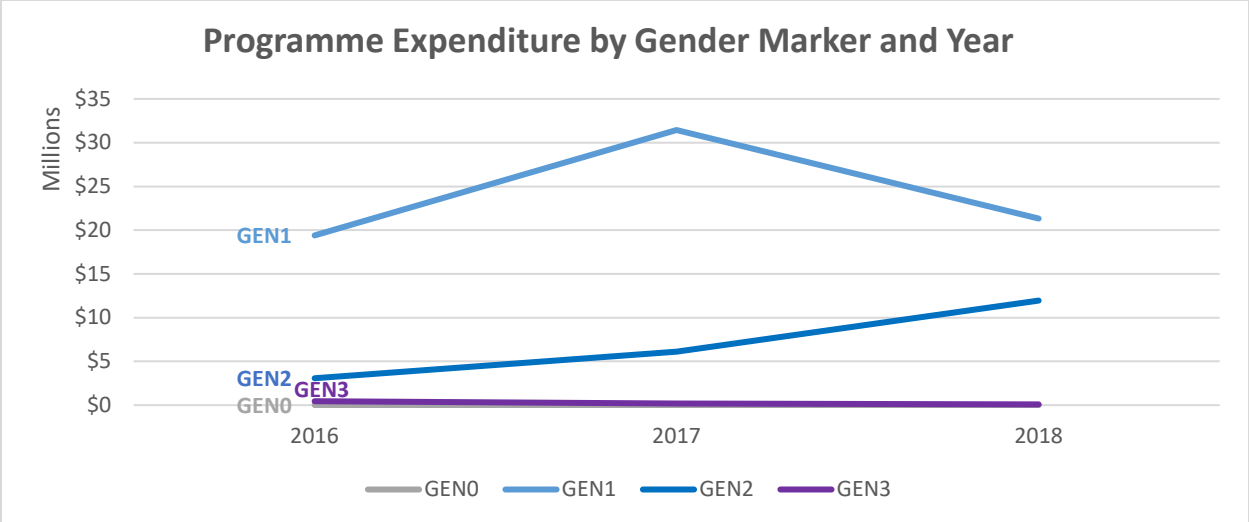


Total Expenditure by Fund Category and Year

Millions, June 2019

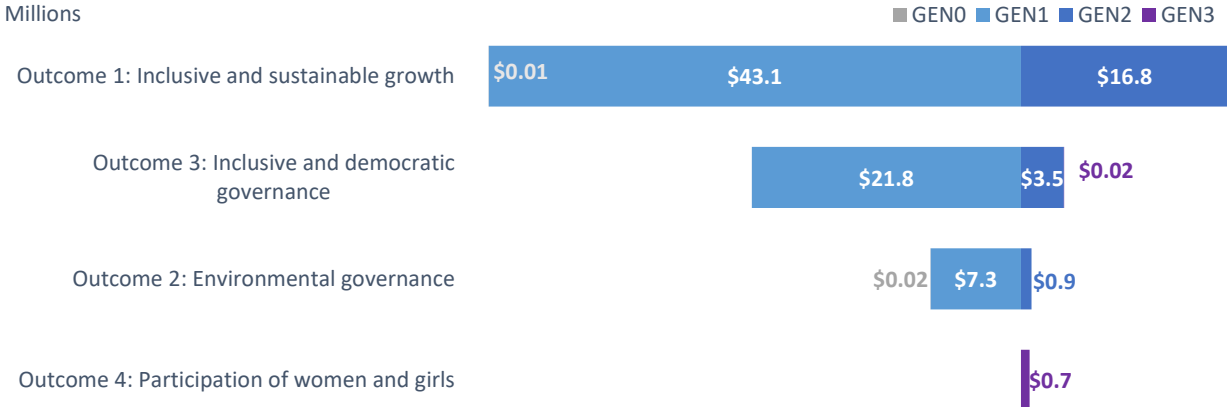


Source: Atlas/PowerBI, 5 June 2019. Filtered for programme expenditure. “Government (IFAD)” includes funding by IFAD managed by Turkey for the Ardahan Kars Artvin Development Project (AKADP) and Rural Development in Goksu Taseli projects, which represent 78% and 83% of project expenditure respectively, with the remainder funded directly by the Government of Turkey, with some TRAC co-funding for AKADP (\$104 thousand in budget, representing just under 1% of the \$12.1 million budget for 2016-2019).

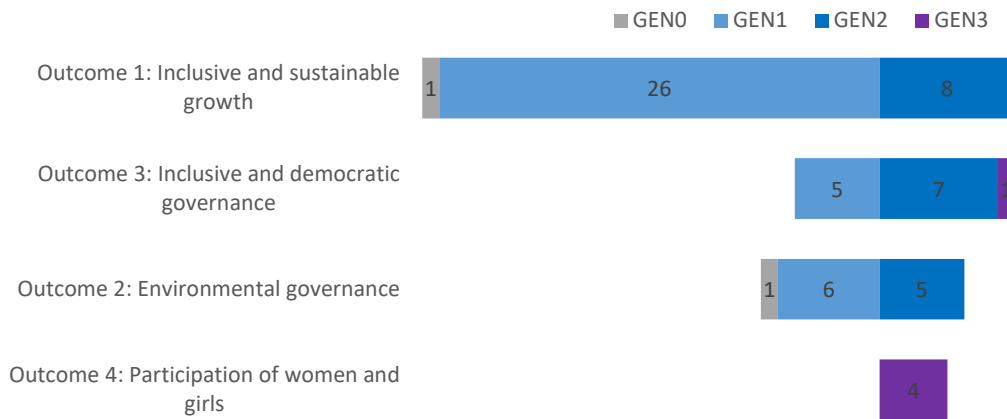


Source: Atlas/PowerBI, 5 June 2019.

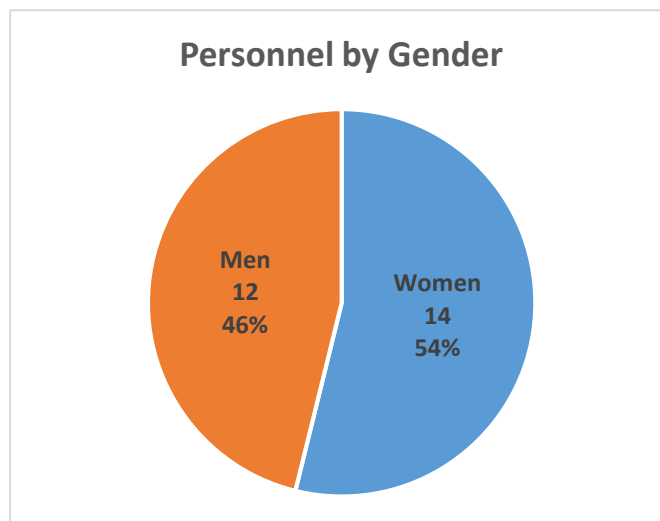
Expenditure by Gender Marker and Outcome, 2016-2018



Number of Projects by Gender Marker and Outcome Millions



Source: Atlas/PowerBI, 5 June 2019. Project count filtered for projects with positive programme expenditure. GEN0 projects include a project preparation grant for a forestry project and funding for the Istanbul Center for Private Sector Development. GEN3 projects include Turkey's Engineer Girls, Innovations for Women's Empowerment, a livelihoods project for Syrian women, and a BPPS women's empowerment project, and Gender Mainstreaming for Cukurova (governance).



Source: UNDP Intranet, 26 July 2019. Note: Staff list does not include service contract holder

ANNEX 3. PERSONS CONSULTED UNDP TURKEY

Açıkgöz, Bülent, Portfolio Manager, Public Sector Policies and Services

Alacaci, Seher, Assistant Resident Representative (Programme)

Bayrakçeken Tüzel, Gökçe, Gender Advisor

Cavus, Ozlem, Livelihoods Sector Coordinator

Doğan, Hansın, Programme Manager

Dündar, Burce, Portfolio Manager, Syria Crisis Response Programme

Esengin, Ozlem, M&E Advisor

Karaarslan, Arzu, Field Coordinator

Özbağdatlı, Nuri, Portfolio Manager, Climate Change and Environment Portfolio

Poston, Allan, Project Manager, Demining at the Eastern Borders of Turkey Project

Rodoplu, Pelin, Portfolio Manager, Inclusive Sustainable Growth

Specker, Leontine, Senior Resilience Advisor

Tomasi, Claudio, Country Director

Toraman, Ibrahim, Field Coordinator, Syrian Crisis and Resilience Response Programme

Ulukan Fettahoglu, Esra, Results Based Management Programme Associate

Üskent, Sezin, Portfolio Manager, Inclusive and Democratic Governance

Uygun, Evrim Esen, Resource Efficiency Expert, Integrated Resource Efficiency in Agriculture and Agro Industries in Southeast Anatolia

Yalcin, Usame, Assistant Resident Representative (Operations)

Government of Turkey

Akay, Hazal, Directorate General of Migration Management, Ministry of Interior

Akgül, Mustafa Kemal, Head of Department, Directorate General of Industry and Productivity, Ministry of Industry and Technology

Akiñ, Ođuzhan, Directorate General of Environmental Management, Head of Department, Zero Waste, Ministry of Environment and Urbanisation

Akman, Didem, Team Leader/ City Planner, Ministry of Culture and Tourism

Akyılmaz, Burhan, Secretary General, Ipekyolu Development Agency

Arslan, Emine, Head of Unit, Monitoring and Evaluation Unit, Karacadađ Development Agency

Arslan, Süleyman, Chairman, National Human Rights and Equality Institution of Turkey

Artukođlu, Bursev Dođan, Prior Chemicals Management Unit, Ministry of Environment and Urbanisation

Aşım, Murat, Head of Department, Ministry of National Education

Ateş, Güniz, Acting Head of EU and Foreign Relations Department, Ombudsman Institution

Ateş, Halit, Deputy Director, Provincial Directorate of National Education, Ministry of National Education

Avcı, Mustafa, EU Expert, Department of Border Management, External Affairs and Projects, Directorate General of Provincial Administrations, Ministry of Interior

Aydin, Burcu Miraç Diraor, Strategy and Budget Expert, Presidency of the Republic of Turkey, Strategy and Budget Office

Aydin, İlhami, Department of Forest Fire Management, General Directorate of Forestry, Ministry of Forestry and Water Affairs

Baran, Ayhan, Head of Department, Dept. for International Organizations, Directorate General for EU and Foreign Relations, Ministry of Food, Agriculture and Livestock

Baş, Director, Department of Project and Financing, Union of Municipalities of Turkey

Bey, Ramazan, National Human Rights and Equality Institution of Turkey

Çelik, Gülseren, Head of Department, Deputy Directorate General for Multilateral Economic Affairs, Ministry of Foreign Affairs

Çolak, Muhammed, Deputy General Manager, General Directorate of Nature Conservation and National Parks, Ministry of Forestry and Water Affairs

Daşkin, Ahmet, Environment and Urbanisation Expert, Dept. Of Chemicals Management, General Directorate of Environmental Management, Ministry of Environment and Urbanisation

Düzgün, Bilal, Ministry of Energy and Natural Resources

Ecer, Mehrali, General Directorate of EU and Foreign Affairs, Ministry of Environment and Urbanisation

Ekici, Ufuk, Minister/Director, Directorate for Information Technologies, Ministry of Foreign Affairs

Ekren, Mesut, Turkish Mine Action Center, Ministry of National Defense

Ertürk, Ahmet, Head of Foreign Affairs Department, Gaziantep Metropolitan Municipality

Ertürk, Dilek, National Human Rights and Equality Institution of Turkey

Gelener, Sercan, Head of Environmental Protection and Control Department, Şanlıurfa Metropolitan Municipality

Hacımahmutoğlu, Hande, Head of Department, DG for Social and Public Investment, Presidency of the Republic of Turkey, Strategy and Budget Office

Karabulut, Sadiye Bilgiç, Directorate General of Environmental Management, Head of Department, Waste Treatment, Ministry of Environment and Urbanisation

Karahocagil, Sadrettin, President, GAP Regional Development Administration (RDA), Southeastern Anatolia Project, Ministry of Development

Karataş, Ramazan, Acting Head of Office, Turkish Land Forces

Keleş, Gülfem Kırac, Unit Manager for External Relations, Union of Municipalities of Turkey

Kırac, Emel, Head of Environmental Protection and Control Department, Gaziantep Metropolitan Municipality

Kocaman, Bora, Secretary General, ADASO

Konak, Turan, Directorate General, Local Authorities, Ministry of Environment and Urbanisation

Maral, Hasan, Secretary General, Karacadağ Development Agency

Meriç, B. Teoman, Head of Department, General Directorate of Nature Conservation and National Parks, Ministry of Forestry and Water Affairs

Metin, Ersoy, Ministry of Energy and Natural Resources

Kılınc, Orhan, Head of Department, Ministry of Industry and Technology

Ozasik, Mustafa, Head of Department (Monitoring Capacity), Ministry of Family and Social Policies

Özdemir, Muhittin, Head of the Department of Victims' Rights, Ministry of Justice

Özdoğan, Güler, Deputy Head of Department, General Directorate on the Status of Women, Ministry of Family and Social Policies

Özkara, Yücel, Directorate General of Industry and Productivity, Ministry of Industry and Technology

Oztürk, Recep, Provincial Director, Ministry of National Education, Provincial Directorate

Ribel, Ertan Acting Secretary General, Çukurova Development Agency

Saldırım, Mustafa, Deputy General Secretary, Judge, Court of Cassation

Şenalp, Zahide, Project Director, Ministry of Health

Simsek, Ahmet, Head of Department, Ministry of Industry and Technology

Solak, Orhan, Head of Department, Climate Change, Ministry of Environment and Urbanisation

Torun, Murat, Coordinator, Investment Support Office, Çukurova Development Agency

Tunç, Uğur, Acting Head of Department of External Affairs and Projects, Turkish Employment Agency (ISKUR)

Turan, Mustafa Osman, Minister Plenipotentiary, Deputy Directorate General for Multilateral Economic Affairs

Türker, Metin, Deputy Director General, General Directorate of Agrarian Reform, Ministry of Agriculture and Forestry

Uysal, İrfan, Head of Marine Protected Areas Division, General Directorate of Nature Conservation & National Parks, Department of Environmentally Sensitive Areas, Ministry of Forestry and Water Affairs

Yamaner, Beril, Team Leader/ City Planner, Ministry of Culture and Tourism

Yılmaz, Şeref, Head of Department, Dept. of Chemicals Management, General Directorate of Environmental Management, Ministry of Environment and Urbanisation

Zeynelgil, Kemal, Major, Turkish Mine Action Center, Ministry of National Defense

Zibel, Ertan, Unit Head, Planning and Programming Unit, Çukurova Development Agency

Atahan, B. Utku, Head of Department, Deputy General for Immigration, Asylum and Visa, Ministry of Foreign Affairs

Development Partners and Donors

Aboulhosn, Mazen, Emergency Coordinator, IOM

Arslan, H. Mahmut, Programme Policy Officer, WFP

Biondi, Silvia, Head of Programme, WFP

Broca, Sumiter S., Senior Policy Officer, Sub-Regional Officer, Sub-Regional Office for Central Asia, FAO

Budai, Alessandro, EU Trust Fund Officer, Facility for Refugees in Turkey, Delegation of the European Union to Turkey

Clua Vandellos, Emma, Head of Section, Facility for Refugees in Turkey, Delegation of the European Union

to Turkey

Del Carpio, Ximena Vanessa, Program Leader, Social Inclusion – Turkey, World Bank

Demuth, Andrea, German Corporation for International Cooperation GmbH (GIZ)

Gatti, Simona, Minister – Counsellor, Delegation of the European Union to Turkey

Gutierrez Hidalgo, Angel, Head of Section, First Counsellor, Economic and Social Development, Delegation of the European Union to Turkey

Kahyaoğlu, Gamze, Associate Banker, Policy and Government Relations, European Bank for Reconstruction and Development (EBRD)

Karlstrom, Kerstin, Senior Inter-Agency Coordinator, UNHCR

Özhan, Hüseyin, Deputy Head of Turkey, Ankara Resident Office, European Bank for Reconstruction and Development (EBRD)

Saner, Ebru, Programme Policy Officer, WFP

Savaş, Gonca, Basic Needs Coordination Officer, WFP

Scialla, Paolo, Deputy Head of Section, Civil Society, Fundamental Rights, Judiciary and Home Affairs Section, Delegation of the European Union to Turkey

Stawe, Malin, Counsellor, Head of Pre-Accession & Humanitarian Assistance, Embassy of Sweden

Sugioka, Mami, Second Secretary, Embassy of Japan

Tek, Özgür, National Programme Officer, Judiciary Reform, Embassy of Sweden

Toksöz, Aysen, Expert, UNIDO

Tümer, Özen Gender Programme Coordinator, European Bank for Reconstruction and Development (EBRD)

Ünal, Fatma Gelir, National Project Coordinator, ILO

Uvez, Mehmet, Senior Inclusion Specialist, European Bank for Reconstruction and Development (EBRD)

Vojáčková-Sollorano, Irena, UN Resident Coordinator

Zicherman, Nona, Deputy Representative, UNICEF

Nafar, Nosratollah, Lead Research Economist, Islamic Development Bank

Ahsanul Kibria, OTL, Education Regional Hub Turkey, Islamic Development Bank

Taskin, Damla, Livelihoods Officer, UNHCR

Zapf, Horst Zapf, Principal Project Manager, KfW

Arslanoglu, Imren, Livelihoods Programme Associate, UNHCR

Taskin, Damla, Livelihoods Officer, UNHCR

Kavakliogul, Reyhan, Lawyer, Protection Unit, Association for Solidarity with Asylum Seekers and Migrants

Gunay, Ismail Ahmet, Al Farah Child and Family Support Centre Programme, Project Coordinator, Association for Solidarity with Asylum Seekers and Migrants

Yilmaztürk, H. Ece, Community Centre Manager, Turkish Red Crescent

Private Sector

Alev Saman, VISA Europe

Aslan, Gamze, International Relations Department, Ilbank

Batu, Arda, Turkonfed

Batur, Belma Kilic, Turk Telecom

Koç, Sevil Server, Director, Corporate Relations, Limak Holding Inc.

Melda Cele, Melda, Tusiad

Taşdemir, Şevket Altuğ, Acting Head of Department, Ilbank

Tugba Unal Yildirim, Vodafone

Ünverdi, Adnan, President of the Board, Gaziantep Chamber of Industry

Yeşil, Hasan, General Coordinator, Yesil Ambalaj

NGO and Civil Society

Aksoy, Sema, Lawyer (Former Head of Ankara Bar Association)

Aktacir, Azmi, Manager, GAP Applied Renewable Energy and Energy Efficiency Centre (GAP YENEV)

Bonatto, Marchello, Co-founder and CEO, RE-CODED

Denli, Muzaffer, Dicle University

Gözener, Merthan, Livelihoods Project Coordinator, Turkish Red Crescent

Özdemir, Gültekin, Dicle University

Özertan, Gökhan, Head of Department, Boğaziçi University

Taş, Nimet, Center Manager, İslambey Multi-Purpose Community Center

Telemcioğlu, Faruk, GÜNDER (International Solar Society Association Turkey Section)

Yalkin, Murat, Director, International Relations and EU Centre, The Union of Turkish Bar Associations

Yilmaztürk, Ece, Turkish Red Crescent

Zeydanlı, Uğur, Head of Board, Nature Conservation Center

Dolaner, Seda, Project Director, SADA Women's Empowerment and Solidarity Centre

Albaroudi, Tamam, Executive Director, Syrian Economic Forum

Alneam, Emad Nasher, Partnerships Manager, Kudra, Social Development Solutions

Sütlü, Ali Fuat, Turkey Programme Director, Concern

Focus group of Syrian women refugees, Turkish Red Crescent

ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation reviewed all available programme/project documents, annual work plans, decentralized evaluations, briefs, and other material related to the programmes/projects under review.

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ANNEX 5. STATUS OF COUNTRY PROGRAMME INDICATORS

As reported by the Country Office in the Corporate Planning System

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
OUTCOME 1: By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms ensure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for all women and men.					
Outcome: Ratio of budgetary incomes to expenditures for the three NUTS 2 regions with the lowest socio-economic development	0.1, 0.2 and 0.2 for TRB2, TRA2 and TRC3 respectively (2013)	Convergence in all these ratios towards 1			
Output: Integrated competitiveness and implementation models in place; Policy framework on productivity growth in place	1 (frameworks sector-specific only, regional framework exist); Yes	5 (total factor productivity framework in place, competitiveness/equitable employment models adopted); Yes	2 The preparations for assessment of limiting factors for the growth performance of Turkish economy started. Methodology for the assessment developed and field work ongoing. A Green Paper to be followed by a White Paper to be ready by end 2017. The Competitiveness Agenda for Southeast Anatolia was reviewed taking into account the Syrian crisis and refugee influx.	4 Current work on policy framework on total factor productivity continued by completion of field 3000 surveys and benchmarking study. Initial step is ready with the synthesis framework. 5 pilot studies are formulated and started to feed into the policy.	Yes Several initiatives providing inputs for this indicator ²⁵ In addition CO contributed 11th NDP preparations

²⁴ "Indicator," "baseline," "target" and "status/progress" were extracted from Corporate Planning System. Indicators are at outcome level (UNDCS) and country programme output level (CP). Outputs refer only to UNDP work in Turkey, including the indicators, baselines and targets.

²⁵ 1. Policy Framework for TFP is completed in 2018 (AID: 95862) 2. First SME Applied Capability Center in Ankara is opened in 2018 (AID:97599) 3. Baseline report on transformation of Organised Industry Zones is completed with two model proposals to Ministry (AID:98690) 4. A roadmap to digital value chain is prepared for textile producers (AID:95862) 5. A capacity development roadmap for composite producers is completed (AID:95862) 6. Several computerized tools are prepared for relevant governmental actors (AID:95862)

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of SME Capability and Innovation Centres established/ rehabilitated	0 (2016)	7		Ongoing work on SME capability centers are adopted as a policy tool by the government and is integrated into 2017 investment plan. As a follow up 2018 investment plan foresees replication of this model in other provinces.	1
Output: Number of scaled-up UNDP-initiated schemes for improved regional/ local economic growth; new systems that promote sustainable production adopted by less developed regions	1 scheme; 2 new systems	5 schemes; 7 new systems	23 schemes scaled-up ²⁶ 356 new systems ²⁷	103 schemes scaled-up ²⁸ 356 new system:s A comprehensive strategic intervention is initiated and the analysis framework is developed to select pilot products to showcase applicable models for resource efficiency. Pilots will be carried out in SEA Region to be replicated at national level.	115 schemes scaled-up ²⁹ 4 new systems ³⁰
Output: Number of waste management facilities in least developed regions supporting the resilience of municipalities and the affected population	2	6		2	3

²⁶ 1 additional scheme on organic agriculture launched and implemented to support regional/local economic growth and 1 additional system: SME Capability Centre introduced as a system supporting sustainable production. Feasibility of SME Capability Centre conducted, with funding secured from the national budget for implementation.

²⁷ One prototype was developed and implemented for the use of renewable energy technology through re-use of agricultural waste in Diyarbakir, Bismil. One model grant scheme on energy efficiency in industry was designed and implemented in Southeast Anatolia with national partnership and another one funded by the British Prosperity Fund to support low carbon industrial planning in Gaziantep. Beneficiary provinces remained at six.

²⁸ Pellet production facility from agricultural waste is completed with annual 5000 tonnes pellet production capacity setting a unique example for the Region. 17 organic agriculture grant programs have been initiated with the collaboration of local and regional partners to improve the production base. Rural development investments continued in 3 provinces reaching out more than 20K people.

²⁹ 1. 5 projects under organic agriculture support program is implemented in 2018 in Gaziantep, Adiyaman and Kilis provinces 2. 7 projects under energy efficiency programs supported EE applications in 7 companies in Gaziantep.

³⁰ 1. One (1) regional assessment framework is developed (under AID: 100581) promoting resource efficiency in agriculture promoting new systems and being planned to be scaled up in 2019 2. One (1) roadmap developed for textile manufacturers to adopt digital value chain systems within TFP Project (AID: 95862)

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of municipalities strengthened with capacities on waste management	2	4	2	2 ³¹	3
Output: Number of kilowatts of energy generated from renewables (solar/ biomass) through UNDP-supported initiatives	60,000 solar; 0 biomass	78,000 solar; 30,000 biomass	91,526 solar	183,526 solar Pilot solar irrigation systems have been adopted and followed in SEA Region	183,526 solar ³² 12,211,432 biomass ³³
Output: Number of models for enhanced energy efficiency and/ or use of renewables adopted by local actors	5	10	9	12 ³⁴	12 Within the scope of regional support programme on EE UNDP has designed and implemented EE projects in South East Anatolia.
Output: Number of additional vulnerable men, women and youth with access to inclusive services and employment opportunities	0	300 women, 200 men, 882 Syrian and HC women, 1,355 Syrian and HC men	73 men and 26 women from Syrian population living in Southeast Anatolia gained employment with UNDP support. In addition, more than 700 women from Syrian and host communities generated additional income through production.	In 2017, 3,695 host community members had access to skills trainings and capacity development programmes	100 women, ³⁵ 220 men ³⁶ , 82 Syrian & host comm. women, 155 Syrian & host comm. Men
Number of additional Syrians under temporary protection with access to employment services including skills trainings (sex disaggregated)	0	3,460 women and 5,190 men	496 Syrian women and 728 Syrian men received vocational training with UNDP support.	2,762 women and 4,143 men	71 women and 134 men

³¹ One new waste transfer station in Viransehir, Sanliurfa and one new waste transfer station in Islahiye, Gaziantep were constructed and got operational. Recycling programme was also implemented in 4 camps with 19,000 trainees (00095749&00095752)

³² 4 Solar Irrigation systems established in South East Anatolia Region as pilots. Project is completed in 2017. The figure is the result of the pilots for 2017.

³³ One pellet production facility is established in 2017 in Diyarbakir as a result of UNDP initiative. Facility became operational in late 2017 and in 2018 10,500,000,000 Kcal (12,211,432 kWh) production is achieved and exceeded from biomass.

³⁴ The annual energy savings (direct + indirect) provided by means of Improving energy efficiency reached to 138,566 toe (tonne of oil equivalent) Through i) Energy Management System (EnMS) programs, ii) Energy audits carried out in industrial plants. In addition to these "direct" savings, the measurable "indirect" savings were achieved through the strengthening energy service companies (ESCOs) and their project development capacity for government support scheme via energy database and portal as well as training facilities in GDRE and OIZs.

³⁵ 100 women placed in jobs via a. 20 women Tourism initiatives (AID; 71720, 71721) b. 60 women in rural development initiatives- pilots (AID:77193, 100583) c. 20 women in regional development initiatives (AID:100581, 72949)

³⁶ 220 men placed in jobs via a. 10 men Tourism initiatives (AID; 71720, 71721) b. 160 men in rural development initiatives- pilots (AID:77193, 100583) c. 50 men in regional development initiatives (AID:100581, 72949)

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of business models, based on sustainable value chains, adopted, including in less developed regions	0 (2016)	7	4 – In Egil a Farmers Cooperative was established and its capacity enhanced with additional production techniques, ensuring better utilization of water resources in agriculture.	8 4 value chain pilot investments in Kilis, Sanlurfa and Hatay have started in 2017 and expected to be operational in early 2018 that will benefit both host communities and Syrians as well as increasing productivity	3 ³⁷
Output: Number of local/regional financial instruments on sustainable and inclusive growth	4 (2016)	4 (2019)			2
Output: Number 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	2	9	2 Preparations for these studies and toolkits continued in 2016, not finalized. Therefore they will be reported in 2017.	4 In integrated resource efficiency project in SEA Region, framework is assessments for strategy development adopted gender perspective and gender mainstreaming principles have been adopted. In sustainable forest management project a special assessment on gender mainstreaming is completed.	7
Output: Number of pilot projects addressing women's empowerment	2 (2016)	12			6 ³⁸

³⁷ 1) Şanlıurfa local starter food production, shock freezing and packaging facility and cold chain delivery network has been established and made operational 2) Greenhouse equipped with seedling & sapling production tools, and automated irrigation and climatization systems has been established in Şanlıurfa 3) Greenhouse equipped with seedling & sapling production tools, and automated irrigation and climatization systems has been established in Kilis. The greenhouse has introduced the business model for production of high yield and certified vegetable seedlings and fruit saplings including the Kilis olive species as inputs to increase productivity in olive/olive oil value chain. Development the capacity of Şanlıurfa Teknopark is expected to be achieved in 2019 since project activities of Resilience Building Project (Japan Phase II) started in the 3rd Quarter of 2018. Additionally, 3 Model Factories are to be established under TRP Job Creation Component in 2019.

³⁸ In 2018; 1. Gender perspective analysis within Integrated Resource Efficiency in Agriculture Development Program, Developed (AID: 100581) 2. A toolkit for sustainable tourism development is prepared with Gender Focus (AID: 71720) 3. Gender Screening capacity development for public officials in implementation of rural development initiatives (AID:100583) 4. Training program(s) benefiting from UNDP toolkit on gender mainstreaming for Ministry of Agriculture and Directorate of Forestry(AID: 77193,100583, 84294)

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of knowledge products targeting capacity improvement of local actors	2 (2016)	12			12
Output: Number of institutions benefitting from UNDP support/ network in South-South and triangular cooperation	1 (TIKA)	5	In 2016, a study tour was organized between local authorities of Jordan and Turkey to share knowledge and experiences regarding the response to the Syrian crisis and population influx. AFAD and Gaziantep municipality was involved.	UNDP Turkey CO has showcased its resilience based development approach in relation to the Syria crisis deployed in partnership with the national/ local partners at the 4th Local Economic Development Forum organized in Cape Verde on 17-20 October 2017 ³⁹ and the Global South South Expo organized in Turkey on 27-30 November 2017. ⁴⁰	3 In 2018, working relations with Fraunhofer Institute of Germany https://www.fraunhofer.de/en.html and German Research Center for Artificial Intelligence https://dfki.berlin/en/ are established within the scope of TFP Project (AID: 95862)
Outcome 2 By 2020, improved implementation of more effective policies and practices on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders including resilience of the system/ communities to disasters					
Outcome and Output: Number of hectares of forest landscapes with integrated forest plans developed and under implementation	0	510,000 (output) 4,700,000 (outcome)	290,584 290,584 ha of forest landscape planned with climate change, biodiversity, fire and pest resilience by the General Directorate of Forestry (GDF) in collaboration with UNDP in 2016.	293,312 293,312 ha of forest planned in an integrated approach as of 2017.	638,923 Target for 2020 has been reached and exceeded in 2018.
Output: Number of specific sustainable forest management (SFM) indicators up-scaled to national level by integration of forestry into agriculture, water, nature conservation sectors	0	6	0 GDF Strategic Development Dept. planned the national study on upscaling SFM criteria and indicators to second half of 2017. Forest	0 The SFM criteria/ indicator planning process has been initiated. 6 working groups were established and workshops started. The	6 Target for 2020 achieved in 2018.

³⁹The major agenda items that UNDP Turkey has contributed are: 1. The drivers of rural development and center-periphery / rural-urban integration: connectivity, communities' participation, environmental sustainability, integrated local production and consumption systems, factors and value mobility vs retention 2. A comprehensive and integrated territorial perspective on SDGs localization: relevance and universal applicability of the territorial cohesion paradigm 3. The role of Private sector in LED in post conflict 4. Sustainable urbanization and local economic development: challenges and opportunities for local and regional governments

⁴⁰ The major agenda items that UNDP Turkey has contributed are 1. The Concept of Resilience and the Humanitarian-Development Nexus Overall policy framework and approach in addressing Syrian refugee crises 2. The policy options in linking the crises with national development agenda resilient regional and local development planning 3. The role of private sector in mitigating the impacts of the crises (economic) 4. The role of the local authorities in mitigating the impacts of the crises (economic, social, environmental and territorial)

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
			and Water Council Meeting, a legislative and technical base for upscaling SFM criteria and indicators will be held in May 2017.	plan will be finalized in 2018.	
Output: Number of hectares with restored ecosystem services in biodiversity sensitive areas	0	79,960	30,000 30,000 ha of forest area with high nature values are mapped and integrated into forest management plans at landscape level where ecosystem services such as water production, climate regulation, and non-wood forest products are restored.	53,218 53,218 ha forest area was integrated into forest management plans in two districts as high value forest areas in 2017.	130,546 Target for 2020 achieved and exceeded in 2018
Output: Number of tools for valuation of ecosystem services adopted	0	2	1 A tool for ecosystem service mapping and a tool for integrating such services into forest management plans at productive landscape are produced through the intervention of PIMS4434-SFM project. Despite the fact that these tools are the essentials for a valuation process, the valuation of ecosystem services process is still in discussion within the governmental officials.	1	1 Forest ecosystem services mapping created as a tool and disseminated into Mediterranean forest landscape. The tool is expected to use for valuation.
Output: Number of sector mitigation mechanisms prepared and reported	1	4	2	2 Carbon focused stock enhancement (i.e. silviculture, afforestation) & mitigation (fire, pest, wood fuel) implementations and a system for monitoring, reporting and validating of carbon benefits are	4

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
				prepared for forestry sector.	
Outcome: Number of tons of greenhouse gas emission reduction	401,925 (2012)	1,289,000			414,963 Renewable energy output from the solar PV, 13,038 tCO ₂ /y carbon mitigation has been realized from solar water heating system
Output: Tons of annual greenhouse gas emissions avoided in forest villages after instalment of photovoltaic systems	0	574,992 (PV system) 5,736 (solar water heating system)	0 Instalment of 4 photovoltaic systems will take place in second half of 2017.	0 The installments are delayed in 2017. They will be built in 2018.	13,038 – solar water heating systems
Outcome and Output: Number of tons of hazardous chemicals and waste, including persistent organic pollutants managed, treated and disposed of in an environmentally sound manner	238 (2015)	3,700 (outcome) 2,590 (output)	278 (output)	A detailed site assessment and operational planning study was performed in order to start disposal of 2700 tonnes of POPs stockpiles (lindane and derivatives) that is the current CPD outcome chemicals and waste, as well as a tendering process was finalized for disposal of 300 tonnes of PCB based equipment that will be executed in 2018.	638 (outcome) 723 (output)
Output: Number of communities in disaster prone/ risk areas with implemented gender responsive and coordinated disaster preparedness plans	0	5	Due to prolonging Syria Crisis, cooperation of UNDP and AFAD develops around Syria crisis response lately. There are efforts towards new initiatives on cooperation around disaster risk reduction and preparedness, which will be materialized in the coming years of the CPD.	0	
Output: National disaster risk reduction platform fully functional in managing and mitigating risks Private sector DRR platform fully functional in	Established, with limited coverage	Disaster risk reduction capacity at local	Due to prolonging Syria Crisis, cooperation of UNDP and AFAD develops around	The new initiatives are pending to be materialized though they has been	No No Private sector platform for

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
managing and mitigating risks		level	Syria crisis response lately.	progress in consultations with AFAD.	DRR, namely CBI Turkey, established officially on 16 November 2018 with TURKONFED. The platform is expected to be fully functional in 2019
Outcome 3: By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable.					
Outcome: Number of new judicial reform strategies to promote and protect the rights of specific groups (women, youth, children) achieved	0	4		1	3
Outcome: Number of public performance documents (strategic plan, performance program, budget, budget instructions and guidelines, templates) at central and local level that reflect gender equality commitments and priorities, and implemented	6 (central level 3, local level 3)	10 (central level 5, local level 5)		7	7
Output: Number of individuals, particularly those facing vulnerabilities, with access to high quality legal aid, disaggregated by sex	30,000 women, 35,000 men	50,000 women, 50,000 men	48,364 women; 45,000 men ⁴¹	50,000 women, 43,364 men ⁴²	58,590 women 39,060 men
Output: Human rights machinery strengthened with complementary mandates and maintaining compliance to international standards; National Human Rights Institute (NHRI) accredited	Mandates intersect; not accredited	Ombudsman and NRHI restructure in line with best practices and	NHRI was restructured covering the mandate of equality/anti-discrimination but not in line with	See footnote ⁴³	

⁴¹ The data shows the 2014-2015 judicial statistics on legal aid. The number is not disaggregated by region.

The 2016-2017 statistics have not been published yet. The information needs confirmation and the actual numbers can be provided in first quarter of 2018, and reflected to 2018 milestone.

⁴² There are severe problems in local Bar Associations to record statistical data regarding the number of individuals applying and receiving legal aid. The data collection is partial, not regular and no disaggregated data is available. In this regard, Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey Phase II project, which will be given start in mid 2019, include activities concerning recording of applications and review of legal-aid assistance provided in 7 pilot bars.

⁴³ Despite the positive developments such as the existence of the Human Rights Inquiry Committee of the Grand National Assembly of Turkey, establishment of Ombudsman Institution (OI) and National Human Rights and Equality Institution (NHREI) (the Institution was restructured to cover the equality issues in May 2016), the existence of multiple institutions for the protection and promotion of human rights in Turkey brings the risk of overlapping of the institutions with their respective mandates. Even though, there is division of tasks which is further clarified following the restructuring of the NHREI, the weaknesses in the capacities of both OI and NHREI constitute challenge.

A greater focus on capacity building for referred institutions, as well as for rights holders and non-government partners is needed to ensure progress in promotion, protection and fulfilment of human rights as well as monitoring the implementation of recommendations from international human rights bodies.

In the scope of the cooperation between OI and UNDP, a capacity assessment study has been conducted and recommendations have been brought for improvement in terms of legislative framework, communications and awareness raising, accessibility, complaints handling, human rights skills and knowledge, civil society partnerships, staff development and training. A

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
		international standards, International Coordinating Committee (ICC) accreditation	international relations, specifically in terms of its representativeness and method of selection of the members. The intersecting mandates of Ombudsman Institution (OI) and NHRI still remains. The new National Human Rights and Equality Institution (NHREI) is still not functioning, as the members were not appointed.		
Output: Effectiveness of the National Preventative Mechanism (NPM) for monitoring of human rights standards in places of detention	NHRI newly assigned as National Preventative Mechanism (NPM) with limited capacity	NHRI restructured at local and national level for its NPM role	The NHRI functioning as NPM is not functional at the moment, despite the enforcement of its new Law.	NHREI's role as NPM is not effectively functioning at the moment, despite the enforcement of its new Law and Regulation. ⁴⁴ To this end, UNDP is in the phase of developing a new initiative with the NHREI to improve the effective functioning of the institution in line with the Paris Principles and establish the trust of the public at large and civil society.	No
Output: Presence of NHRI systems for fast and efficient response to the rights violations of	No specific complaints	Efficient complaints	As the NHRI is still not functional, no specific	The specific complaints handling mechanisms	Since NHREI is newly established institutions and

significant part of the referred recommendations have been either reflected in the First Strategic Plan of the Institution (2017-2021) or started to be implemented. The cooperation also served to raise the awareness of the public on mandate and functioning of the OI as well as enhance the civil society partnership for the promotion and protection of human rights in the country via regional conferences.

The NHREI has been established with extended powers and responsibilities under the Law, however the capacity of the new established institution should be strengthened with strong operational and human resources in order to enable the institution to fulfil its mandate. To this end, UNDP is in the phase of developing a new initiative with the NHREI to improve the effective functioning of the institution in line with the Paris Principles and establish the trust of the public at large and civil society.

⁴⁴ The NHREI has been established with extended powers and responsibilities under the Law, however the Regulation on the Rules and Procedures for the implementation of NHREI Law has been recently issued in November 2017. Therefore, there is need for strengthening the capacity of the NHREI in order to enable the institution to fulfil its mandate, in terms of protection and promotion of human rights and prevention of human rights violations; fight against torture and ill-treatment; investigating complaints and applications, following their course and intervening in order to solve human rights problems.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
individuals at different age and gender	handling system	handling system, with gender and age disaggregated data	complaints handling mechanisms targeting specific groups. However, the OI has a specialized Ombudsperson dealing with the complaints lodged by specific groups of women and children.	targeting specific groups at the NHREI are not still functional. ⁴⁵ The OI has a specialized Ombudsperson dealing with the complaints lodged by specific groups of women, children and youth.	it requires additional time to be fully functional therefore 2021 - 2022 is the realistic timeline for the achievement of this target.
Outcome: Functional mechanisms with budget and staff in place for stakeholder involvement in reporting and implementation of treaty bodies, special procedures, Human Rights Council recommendations and other international commitments Output: Existence of mechanisms for participatory monitoring of implementation of recommendations of international human rights mechanisms	No functional participatory mechanism in place Reform Action Group (Universal Periodic Review), ad-hoc platforms (CEDAW), Violence Monitoring Committee	A functional participatory mechanism in place Platforms for engagement of all relevant actors in monitoring and reporting in place			
Outcome: Recommendations managing from UN human rights mechanisms (treaty bodies, special procedures, Universal Periodic Review 2015, Convention on the Elimination of All Forms of Discrimination Against Women) implemented	0	5		1	2
Output: Number of young men benefiting from online learning and awareness raising systems on human rights based approach	10,000,000	20,000,000	12,000 ⁴⁶	172,000 ⁴⁷	19,600 The on-line trainings are integrated into the service trainings of conscripts at certain levels of compulsory military service. Thereby, the numbers are expected to increase in coming years.

⁴⁵ The specific complaints handling mechanisms at NHREI are not functional since the institution has been restructured with extended powers and responsibilities under the Law, however the Regulation on the Rules and Procedures for the implementation of NHREI Law has been recently issued in November 2017 and the institution does not have a Strategic Plan in place yet.

⁴⁶ Though the Project on Civic Training for Mehmetçik ends, the on-line trainings for conscripts on several issues of human rights are continued by TAF. UNDP continues to collect data and monitor the progress on the number of end-users as well as lessons learned/human stories, to prepare against the new generation Projects in the field.

⁴⁷ In total 160,000 men benefited from rights based trainings on digital inclusion and financial inclusion, provided in the scope of initiatives called "Life is Simpler with Internet", "Harnessing Financial Awareness Among Young Men and Women" and "I Can Manage My Future Now".

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of civil society proposals influencing local/ national decision making, policies and/or programmes	15 proposals; 55 CSOs	30 proposals, 100 CSOs	15 CSOs	15 proposals 55 CSOs take part in decision-making; 49 take part in policy/ process for access to justice and legal assistance	15 proposals 55 CSOs participate in decision-making; 70 participate in access to justice ⁴⁸
Output: Inclusive mechanisms for citizen's engagement (age/ gender sensitive) in planning and service delivery of development agencies	Development agency boards in place	Inclusive composition/ functioning of development agency boards	The gender mainstreaming in regional planning and policy making processes is piloted in Cukurova Development Agency, which has potential to be scaled up to other DAs and at the level of Ministry of Developments to ensure sustainability of the efforts.	The consultations with the MoD for scale up of the work that has been conducted in Cukurova DA are ongoing.	The 2nd Phase of Support to the Improvement of Mechanisms for Governance of Regional Development in Turkey has not been commenced in 2018 since as part of the new Presidential System, MoD was closed and its GD DAs was transferred to MoSIT. There have been new planning guidelines introduced for DAs in 2018 as well. The Project Concept is going to be updated in line with the changes and the emerging needs and presented to GD DAs and potential donors in 2019

⁴⁸ With the commencement of CO support on Local Administration Reform (3rd Phase), two policy papers will be produced on reforming the Local Government Electoral System and Strengthening of Municipal Councils and improvement of Neighborhood Management System until 2020. Both papers will bring out proposals for how to improve existing channels for civil society proposals to be reflected into decision making. In addition, a new participatory local governance model will be developed for new 14 MMs which will again improve participatory decision making at local level until 2020.

In the framework of Local Administration Reform (3rd Phase), the policy paper on reforming the Local Government Electoral System and Strengthening of Municipal Councils and the new participatory local governance model to be developed for new 14 MMs will introduce new approaches and processes for increasing the involvement of civil society organizations in decision making processes. Until the end of 2020, in 4 of the 14 MMs the new model will be piloted.

As part of Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey (SILA Phase I) Project, 6 regional meetings titled "Common Problems, Common Solutions" were held in 6 different cities with the participation of judges, prosecutors, attorneys and representatives of civil society organizations to discuss common problems and develop common solutions at regional level for better functioning legal-aid system and providing an enabling environment for networking and exchange of information and experiences among different justice actors as well as civil society organization representatives. The findings of these consultations were reflected into the preparation of Strategy Paper and Road Map for UTBA. There will be further support for NGOs involvement and coordination between them and local bars in the 2nd phase of the Project during until 2020.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of gender strategies/ action plans budgeted and implemented by local institutions and line ministries	1	15	1	2 ⁴⁹	3 ⁵⁰
Output: Number of local administrations (city councils), including from least developed regions applying open government, transparent and representative participation approach	30	60	35	30 There are 81 city councils functional in 46 cities in Turkey, according to the data of the Union of City Councils of Turkey.	30 As part of Local Administration Reform Phase III Project, the institutionalization of participatory local governance mechanisms in 14 new MMs will be addressed. Participatory local governance mechanisms to be applied in referred MM would include practical tools, and guidance to measure citizen satisfaction on local services and improve participatory decision making at the local level. In addition, targeted trainings and awareness raisings interventions will be developed for local governance structures including the citizen assemblies, NGOs and elected public officials at local level will be realized.

⁴⁹ The National Action Plan for Combating Violence Against Women (2016-2020) has been developed and adopted. The Draft National Strategy and Action Plan on Combatting Early and Forced Marriages (2018-2023) and the Draft National Strategy and Action Plan for Women's Empowerment (2018-2023) have been developed.

⁵⁰ On the basis of its newly commenced projects, CO will initiate a list of project activities in 2019 which will bring out gender strategies/actions to be budgeted and implemented by local administrations, institutions and the Parliament. As part of Improvement of Legal-Aid Practices project (SILA Phase II) Legal Aid support offices will be established in 7 pilot bar associations in 2019-2020 and services will be provided to gender-based violence victims, mostly women. As part of LAR Phase III, a new Participatory Local Governance Model will be developed for 14 MMs and in 4 MMs the model will be piloted where gender Strategies/actions will be given equal priority. Additionally, Public Awareness Raising Strategies will be designed for urban awareness in 10 pilot provinces targeting women and women centers. There will be 10 LPSBs to be established and Local Security Action Plans will be developed in 10 provinces where gender based strategies and women participation in decision making will be utmost priority.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
Output: Number of information technology-based for service delivery models adopted, including within local administration	13 metropolitan municipalities using updated Yerel Bilgi system	27 metropolitan municipalities using updated Yerel Bilgi system 100 LFC professionals benefit from IBM distance learning 790 lawyers benefit from legal aid distance learning		30 metropolitan municipalities	30 metropolitan municipalities ⁵¹
Output: Number of local level civilian oversight mechanisms over internal security forces in place	8	18	8 The number is expected to be increased to initially to 18, by 2019 and to 81 by 2020 as the legislation basis will be established through a UNDP project starting in 2017.	8 The number of Local Prevention and Security Boards is expected to increase initially to 18 by 2020 and eventually to 81, following the possible adoption of the preliminary draft of the legal framework on the institutionalization of the Local Prevention and Security Boards and their dissemination all over the country, planned to be prepared in the scope of the Strengthening the Civilian Oversight of Internal Security Sector Project which will start in the first quarter of 2018.	8 As part of Strengthening the Civilian Oversight of Internal Security Forces Phase III Project, in order to expand the work of LPSBs around Turkey and scale up the experiences and knowledge accumulated during former phases of the Project, 10 LPSBs will be established in pilot provinces/districts. The LPSBs will be given technical support in development of security plans and to ensure sustainable and inclusive platforms for local security governance.
Output: Number of municipalities assessed the risk of corruption	2 (anti-corruption strategy not fully)	5 (anti-corruption strategy updated,	3 AC strategy updated, the	4 adopted measures 1 municipality	1 municipality The pipeline project

⁵¹ All activities regarding to the establishment of the distance learning capacity enhancement will be given start as of July 2019 and pilot trainings will be delivered in 2020 to 100 border professionals in the framework of Border Surveillance capacity between Turkey and the EU-Phase II Project. Throughout the implementation period of Local Administration Reform Phase II project, technical assistance for the update of YEREL BILGI software system will be conducted. All activities regarding to the distance learning training capacity enhancement will be given start as of September 2019. The system is planned to be fully ready for delivery of trainings at the end of 2020 in the framework of Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey Phase II Project.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
	implemented, interagency coordination not fully functional)	three sector-specific strategies implemented, mechanism for interagency coordination fully functional)	local specific approaches to AC to be recommended by a UNDP pilot project in Eskisehir.	The Local Integrity Plan was adopted by the Eskisehir Metropolitan Municipality and integrated in its Strategic Plan. The proposals for scaling up the local integrity assessments/ plans are being discussed with the Metropolitan Municipalities and the Union of Municipalities of Turkey. The plans for scaling it up to other sectors are expected to be initiated in 2018.	concept "Tailor-made Accountability Kits for Local Level Institutions in Turkey" will be further developed by CO in 2019 and to be presented for potential donors. The designed action aims to engage municipalities with citizens and private sector to address anti-corruption via introduction of local integrity systems.
Output: Number of mines removed in Eastern borders of Turkey and National Mine Action Centre (NMAC) functional	0	222,000 (out of 227,558)	9,000	25,658 Capacity of National Mine Action Center has been enhanced to fulfill its mandate for humanitarian demining in line with Ottawa Convention.	38,288 ⁵²
Outcome: Level of implementation of integrated border management (IBM) strategy Output: Number of border professionals trained in of integrated capacities for border management in line with EU/ international norms	Basic IBM infrastructure Institutional infrastructure & coordination for IBM not in line with IBM	Full implementation New body for IBM in place 967 professionals trained	The Risk Analysis Coordination Center for IBM established Independent IBM Unit is still not existent	325 individuals trained ⁵³ An updated risk analysis model for border management in Turkey was developed. An independent IBM Unit, in line with	517 individuals trained ⁵⁴

⁵² As noted in Final Narrative Report of Clearance of Landmines in the Eastern Border Phase I Project, in the period of 29.05.015 and 15.12.2017, 3,570,710 sqm land released and 25,658 mines were destroyed. According to the last SC Meeting presentations and report of Clearance of Landmines (Demining of Eastern Border of Turkey Phase II) on 17 December 2018, 831,550 sqm land released and 12,630 mines were destroyed.

⁵³ 250 professional staff working in the eastern borders of the country were trained on risk analysis based border management and 75 professional staff were trained to be trainers on risk analysis based border management.

⁵⁴ Under the institutional capacity enhancement component of Increasing Border Surveillance Capacity of Borders between Turkey and Greece Project, basic level trainings on IBM and migrants rights were delivered to 517 border professionals. Selected 100 border professionals who received basic level training were also given advanced level trainings. Additional 150 border professionals are planned to receive intensive training on IBM and migrants rights until end of February 2019 under Increasing Border Surveillance Capacity of Borders between Turkey and Greece Project. It is planned that 200 border professionals will be given tailor-made trainings on IBM and migrant rights in 2019 under Border Surveillance Capacity between Turkey and the EU-Phase II Project. Within the framework of this Phase II, there will be 100 border professionals who will be trained through distance learning.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
	principles			EU/international norms is still not existent.	
Outcome 4: Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020					
Outcome: Amount of public funds allocated to institutional mechanisms and capacity development to empower women at national and local level	\$3.5 million – General Directorate of Status of Women (2014)	\$7.5 million			
Outcome and Output: Number of legislation, policies, and special measures promoting equal participation of girls and women in political decision making	0	4 (outcome)		0 No special measures adopted yet	0 As part of LAR Phase III, a policy paper for reforming local electoral system and Strengthening Municipal Councils will be prepared by 2020 introducing mechanisms that promote women's equal participation in decision making.
Outcome: Number of legislation and policies on gender-based violence (GBV) prevention and protection endorsed in line with the Istanbul Convention and Council of Europe Convention on Action Against Trafficking in Human Beings Output: Number of new policies to protect women's rights and prevent GBV, adopted by Ministry of Family and Social Policies	0 (outcome) 3 (output)	4 (outcome) 6 (output)		The National Action Plan for Combating Violence Against Women (2016-2020) has been developed and adopted. The Draft National Strategy and Action Plan on Combating Early and Forced Marriages (2018-2023) and the Draft National Strategy and Action Plan for Women's Empowerment (2018-2023) have been developed.	3 CO provided comments to action plan which is recently released by Ministry Action Plan announced by the GoT on gender empowerment https://www.ailevecalisma.gov.tr/KSGM/PDF/kadinin_guclenmesi_strateji_ve_eylem_plani.pdf
Output: Level of capacity of local authorities for gender sensitive policy making (mechanisms/tools for gender-sensitive policy making at municipalities in place)	Limited gender related capacity in local authorities	Gender analyst assigned at 14 local authorities	The level of gender related capacity is still limited at local level, though aims to be improved via a UNDP	The level of gender related capacity is still limited at local level, though aims to be improved via a UNDP	As part of LAR Phase III, a new local participatory governance model will be developed for 14

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
			and UN Women Joint Programme planned to start in late 2017.	and UN Women Joint Programme planned to start in 2018.	metropolitan municipalities. The model will include tools for gender-sensitive policy making and pilot implementations will take place by 2020.
Output: Number of local units of gender equality machinery that monitor and contribute to implementation of gender sensitive policies	16	30	16	26	In 2018 no direct contribution is achieved in 2019 Local administration reform actions will serve this output
Output: Number of new advocacy initiatives that promote gender equality in decision making	2	5	2	2	3
Output: Number of initiatives for male involvement to combat gender stereotypes and GBV	3	6	3	4	
Output: Number of advocacy initiatives with political parties to equally involve women and men as advocates for women's empowerment and gender equality	2	5	2	0	0
Output: Number of tested models that promote women's labour force participation	0	2	0 Partnership with Limak Foundation established and joint activities commenced to adopt an inclusive business model in leading services industries. ⁵⁵	0 There has been a progress in development of the tool, but not finalized yet.	1 Job placements under TMK for women engineers (AID: 101250) 2. Cooperatives are supported under tourism initiatives (AID; 71721, AID: 71720)
Output: Number of knowledge products contributing to policies for balanced women's workload and employment	0	3	1 The Joint UN report studying the impact of Investments on Care Services to promote Women's Labour force participation launched and disseminated to wide group of audience from	2 One comprehensive assessment on professional occupations on women empowerment is completed to serve policy makers and policy actors. This assessment identified bottlenecks and barriers	2 1. Support to Development of Policy Framework on Improving TFP - White Paper annex on SDGs and Women Empowerment (AID: 95862) 2. Knowledge product for Turkey's Engineer Girls Project (AID:

⁵⁵ A preliminary awareness assessment on gender equality was initiated. Supportive tools to promote women's participation in the sector will further be developed.

Indicator ²⁴	Baseline	Target	Status/Progress		
			2016	2017	2018
			academicians, government agencies and NGOs. Specific follow up sessions were conducted with relevant ministries including the Ministry of Labor and Ministry of Development.	that prevent women to select engineering and participate engineering occupations in the job market in Turkey. It also provides solutions to overcome these challenges.	101205) 3. Integrated Resource Efficiency in Agriculture and Agrobased Industry gender assessment reports (5 different reports on overall field assessments) (AID: 101581)

ANNEX 6. LIST OF PROJECTS FOR IN-DEPTH REVIEW

Project	Output	Start	End	Institution	Donor	Budget ⁵⁶ \$ 000s	Expenditure \$ 000s
Outcome 1 Inclusive and Sustainable Growth: By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job-rich growth and development for						\$111,344	\$57,513
Ardahan Kars Artvin Dev. Project	Ardahan Kars Artvin Dev. Project	2010	2018	Min. of Ag.	Gov. of Turkey (GoT)	\$12,097	\$10,913
Health System Strength. & Support	Health System Strengthening	2016	202	Min. of Health	Min. of Health	\$11,134	\$10,743
Strengthening Social Stability in Southeast Anatolia	Strengthen Social Stability	2016	2018	GAP Regional Dev. Admin. (GAP RDA)	Japan, Unilever	\$10,399	\$10,164
	Strengthened Livelihood Options	2015	2017	GAP RDA	Euro. Comm. (EC)	\$4,795	\$4,852
	Effective Urban Waste Mgmt.	2015	2017	GAP RDA	USA	\$2,406	\$2,126
Support Dev. Of TFP Policy Framework	Support Policy Framework	2015	2018	Min. of Dev.	EC	\$3,837	\$2,878
Applied SME Center (Model Factory)	Applied SME Center (Model Factory)	2015	2018	Min. of Ind. & Tech.	GoT, Ankara Sanayi Odasi, KfW	\$3,444	\$2,298
Turkey Resilience Project in response to the Syria Crisis	Muni. Service Delivery (C2)	2018	2020	Govt. as Exec. & Imp.		\$20,092	\$2,246
	Adult Language Training (C3)	2018	2020			\$11,052	\$354
	Job creation (C1)	2018	2020			\$8,942	\$293
FSP Improving Energy Eff in Industry	FSP Improving Energy	2010	2017	Min. of Energy and Nat. Res.	GEF	\$1,811	\$1,809
Harnessing Financial Awareness Among Young Men & Women	Harnessing Financial Awareness	2009	2018	Habitat Dev. & Gov. Assn.	VISA, private sector	\$1,767	\$1,616
Enhancing Monitoring Capacity of Min. of Family & Social Policy	Enhancing Capacity MoFSP	2015	2018	MoFSP	GoT	\$1,392	\$867
Promoting Energy Efficiency in Buildings	CC FSP EE in Buildings	2010	2017	Min. of Energy & Nat. Res.	GEF	\$906	\$865
Organic Agriculture Cluster Dev.	Organic Agriculture	2009	2018	GAP RDA	GoT	\$849	\$650
Rural Development in Goksu Taseli	Goksu Taseli Watershed Development	2017	2023	Min. of Food Ag. & Livestock	GoT	\$5,539	\$633
Future Lies in Tourism Support Fund-EFES	Future Lies in Tourism Support	2013	2018	Min. of Culture & Tourism	Private sector, Anadolu Efes	\$655	\$531
Resource Efficiency in Agriculture & Agro-based Ind. GAP	Integrated Resource Efficiency	2016	2019	UNDP	GoT	\$613,998	\$455,831
Dreams Academy	Dreams Academy	2008	2017	UNDP	Vodafone	\$430	\$420
Utilizing Renewable Energy & Increasing Energy Efficiency in SE Anatolia - Phase 2	Usage Potential	2012	2017	Govt. Exec. & Imp.	GoT	\$426	\$416
	RE & EE Awareness	2012	2017			\$127	\$120
	RE Model Practices	2012	2017			\$54	\$52
Life's Simpler with Internet	Life's Simpler with Internet	2015	2018	Habitat Dev. & Gov. Assn.	Turk Telecom,	\$678	\$384

⁵⁶ Budget and expenditure are in thousands of US dollars, for 2016-2018. Source: UNDP Atlas System, December 14, 2018.

Project	Output	Start	End	Institution	Donor	Budget ⁵⁶ \$ 000s	Expenditure \$ 000s
					private sector		
Communicating for Develop.	Communicating for Dev.	2016	2018	UNDP	UNDP	\$328	\$295
Developing a Model for Tech. Development in OIZs	Model for OIZs	2016	2018	Min. of Science, Ind. & Tech.	GoT	\$414	\$244
Promoting EE Motors in SMEs	Promoting EE in Motors	2016	2022	Govt. Exec. & Imp.	GEF	\$2,623	\$231
Cap. Dev. for Comm.-Based Tourism	Capacity Development	2013	2018	Ministry of Culture & Tourism	GoT, UNDP	\$445	\$222
Intl. Entrepreneur. Initiative	International Entrepreneur.	2013	2018	Habitat Dev. & Gov. Assn.	Vodafone	\$236	\$194
Employment & Skills Dev. - Syrian Crisis	Employment & Skills Dev.	2016	2020	Govt. Exec. & Imp.	KFW	\$3,216	\$142
Natl. Human Dev. Report 2015	Turkey Human Dev. Report	2014	2017	Min. of Dev.	UNDP	\$161	\$112
I can manage my future now II	I can manage my future now II	2015	2018	UNDP	Experian Ltd. Turkey	\$147	\$109
PPG-Promoting Energy Efficient Motors in SMEs	PPG-EE Motors in SMEs	2015	2017	UNDP	GEF	\$85	\$77
South-South Cooperation	South-South Cooperation	2008	2017	UNDP	GoT, UNDP	\$71	\$71
Engagement Facility Project for UNDP Turkey	Engagement Facility Turkey	2016	2020	UNDP	UNDP	\$65	\$60
Resilience Building via Increased Livelihoods Opportunities	Resilience Building via Increased Livelihoods Opps.	2018	2019		Japan	\$800	\$58
Support to Impl. & Monitoring of UNCRPD	Impl. & Monitoring of UNCRPD	2013	2017	Govt. Exec. & Imp.	Japan	\$37	\$31
Competitiveness Agenda	Competitiveness Agenda	2008	2017	UNDP	EU	\$16	\$13
Istanbul Intl Center for PSD	Istanbul Intl Center for PSD	2011	2018	UNDP	EC Hum. Aid	\$ 39	\$9
Impl. Support to Winter Tourism Corridor	Implementation Support	2009	2017	UNDP	GoT	\$1	\$1
Outcome 2 Environmental Governance: By 2020, improved implementation of more effective policies and practices on the sustainable environment, climate change, biodiversity by national, local authorities and stakeholders including resilience of the system/communities						\$16,881	\$7,438
Integrated Approach Forests	Integrated Approach	2013	2020	Min. of Forest & Water Affairs (MoFWA)	GEF, UNDP	\$4,810	\$3,724
POPs Legacy Elimination & Release Reduction	POPs Elimination	2015	2020	MoFWA	GEF, UNDP	\$6,863	\$2,295
Sustainable Energy Financing Mechanism for Solar PV	Financing Forest Villages	2015	2020	MoFWA	GEF	\$2,797	\$388
Agriculture to Climate Change	Agriculture to Climate Change	2016	2018	UNDP	Coca Cola	\$357	\$345
Turkey's 7th National Comm. & 3rd Biennial Report	Turkey's 7th NC & 3rd BR	2017	2021	Min. of Env. & Urban	GEF	\$580	\$200
EA First Biennial Report to UNFCCC	EA First Biennial Report	2014	2017	Min. of Env. & Urban.	GEF	\$185	\$185
PPG Invasive Alien Species	PPG Invasive Alien	2016	2018	MoFWA	GEF	\$150	\$145
Every Drop Matters	EDM -Proj. Coord. Turkey	2011	2017	UNDP	Coca Cola	\$131	\$124
PPG: SEF Mechanism for SPV in Forest Villages	PPG: SEF Mechanism	2014	2016	UNDP	GEF	\$17	\$17
FSP Invasive Alien Species	FSP Invasive Alien Species	2018	2023	MoFWA	GEF	\$932	\$10
Environment & Social Resilience	Environ. & Social Resilience	2018	2019	UNDP	UNEP	\$54,000	\$.9
Initial National Communication	Enabling Activity	2005	2018	UNDP	GEF	\$.2	\$.2

Project	Output	Start	End	Institution	Donor	Budget ⁵⁶ \$ 000s	Expenditure \$ 000s
Self-assess. exercise & project proposal prep. for INC to UNFCCC	CC: INC	2004	2018	UNDP	GEF	\$2	\$0
Adaptation to Climate Change	Adaptation to C	2007	2012	UNDP	MPTFO	\$1	\$(1,323)
Outcome 3 Inclusive and Democratic Governance: By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender-sensitive governance systems, with the full participation of civil society, including the most vulnerable						\$24,677	\$28,210
Clearance of Landmines in the Eastern Border Phase I	Clearance of Landmines	2015	2017	Govt. Exec. & Imp.	EC	\$11,370	\$11,316
Demining Phase II	Demining Phase II	2016	2018	Govt. Exec. & Imp.	EC, UNDP	\$7,737	\$6,785
2nd Phase MFA E-Consulate	Additional Component	2016	2020	Min. of Foreign Aff.	GoT	\$4,214	\$2,888
Legal Aid Practices	Legal Aid Practices	2015	2018	Union of Turk. Bar Assn.	Sida, Union of Turk. Bar Assn.	\$1,822	\$1,541
IBM in Greek Borders Phase I	IBM in Greek Borders Ph. I	2016	2019	Min. of Interior	EC	\$1,361	\$1,035
Court of Cassation	Transparency & Code of Ethics	2016	2018	UNDP	GoT	\$1,082	\$717
Institutional capacity building -Ombudsman	Capacity Development	2015	2018	Ombudsman	Sida	\$363	\$343
Gender Mainstream. Cukurova RDA	Gender Mainstreaming Cukurova	2015	2017	Govt. Exec. & Imp.	GoT	\$27	\$23
Local Admin. Phase III	Local Admin. Phase III	2017	2020	UNDP	EC	\$100	\$23
Project for Institution. of E-Consulate	Project for Institutionalization	2010	2015	Govt. Exec. & Imp.	GoT	\$22	\$.2
Border Surveillance Greece Turkey	Border Surveillance	2015	2017	Govt. Exec. & Imp.	EC	\$0	\$0
UNJP on Legal Aid and SGBV	UNJP on Legal Aid and SGBV	2017	2019	Govt. Exec. & Imp.	Netherlands	\$110	\$0
Outcome 4 Participation of Women and Girls: Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020						\$929	\$701
Mitigating Impact of Syrian Crisis on SE Anatolia	Syrian Women in GAP Region	2015	2018	GAP RDA	Kuwait	\$327	\$250
Turkey's Engineer Girls	Turkey's Engineer Girls	2016	2020	MoFSP	Limak Fdn.	\$382	\$238
Innovation for Women's Empowerment Phase 2	IWEP	2012	2017	GAP RDA	Sida	\$220	\$213
Other						\$81	\$2
DAS – Develop. Advisory Services	DAS	2004	2025	UNDP	UNDP	\$60	\$2
Mainstream., Accel. & Policy Support	Mainstreaming	2016	2020	UNDP	UNDP	\$21	\$0
UN Common Fund	UN Common Fund	2004	2025	UNDP	GoT	\$0	\$0
Grand Total						\$158,248	\$90,390

Annex 7. Project Timelines

	Focus Area	Project	Status	Start	End	Previous CPD					Current CPD					Next CPD			
						2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Inclusive & Sustainable Growth	Agriculture	Organic Ag. Cluster Development Project	Completed	2009	2018														
		AKADP	Completed	2010	2019														
		Resource Efficiency in Agriculture & Agro-based Ind. GAP	Ongoing	2017	2019														
		Rural Development in Goksu Taseli	Ongoing	2017	2023														
	Competitiveness, Economic Growth & Innovation	Dreams Academy	Completed	2008	2017														
		Competitiveness Agenda	Completed	2008	2016														
		Harnessing Financial Awareness	Completed	2009	2019														
		Intl. Entrepreneur. Initiative	Completed	2013	2018														
		Life's Simpler with Internet	Completed	2015	2020														
		TFP Policy Framework	Completed	2015	2018														
		Applied SME Centre (Model Factory)	Completed	2015	2020														
		I can manage my future now II	Completed	2015	2018														
		Developing a Model for Tech. Development in OIZs	Completed	2016	2020														
	Health System Strength. & Support	Ongoing	2016	2020															
	Energy Efficiency	Improving EE in Industry	Completed	2010	2017														
		Promoting EE in Buildings	Completed	2010	2017														
		Utilizing Renewable Energy & Increasing EE in SE Anatolia - Phase 2	Completed	2012	2017														
		Promoting EE Motors in SMEs	Ongoing	2016	2022														
	Public Sector Policies & Services	South-South Cooperation	Completed	2008	2016														
		Support to Impl. & Monitoring of UNCRPD	Completed	2013	2016														
Natl. Human Dev. Report 2015		Completed	2014	2017															

	Focus Area	Project	Status	Start	End	Previous CPD					Current CPD					Next CPD			
						2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
		Enhancing Monitoring Cap. of Min. of Family & Social Policy	Completed	2015	2019														
	Resilience	Mitigating Impact of Syrian Crisis on SE Anatolia	Completed	2015	2018														
		Strengthening Social Stability in Southeast Anatolia	Completed	2016	2019														
		Employment & Skills Dev. - Syrian Crisis	Ongoing	2016	2020														
		Engagement Facility Project	Ongoing	2016	2020														
		Resilience Building via Increased Livelihoods Opps.	Completed	2018	2019														
		Turkey Resilience Project in response to the Syria Crisis	Ongoing	2018	2020														
	Tourism	Impl. Support to Winter Tourism Corridor	Completed	2009	2016														
		Future Lies in Tourism Support Fund - EFES	Ongoing	2013	2021														
		Cap. Dev. for Comm.-Based Tourism	Ongoing	2013	2019														
Environment	Climate Change	Every Drop Matters	Completed	2011	2016														
		First Biennial Report to UNFCCC	Completed	2014	2017														
		Agriculture to Climate Change	Completed	2016	2018														
		7th NC & 3rd Biennial Report	Ongoing	2017	2021														
	Chemicals	POPs Elimination & Reduction	Ongoing	2015	2020														
	Energy Efficiency	Sustainable Energy Financing Mechanism for Solar PV	Ongoing	2016	2020														
	Natural Resources	Integrated Approach to Forests	Ongoing	2013	2020														
		Invasive Alien Species	Ongoing	2018	2023														
Enhancing and Diversification of Wood Products in Forests		Ongoing	2018	2020															
Governance	Human Rights & Rule of Law	Legal Aid Practices	Ongoing	2015	2019														
		Inst. Cap. Build. of Ombudsman	Completed	2015	2018														
		Court of Cassation	Ongoing	2016	2019														
	Integrated Border	Greek Borders Phase II	Completed	2015	2017														
		Clearance of Landmines in the	Completed	2015	2017														

	Focus Area	Project	Status	Start	End	Previous CPD					Current CPD					Next CPD			
						2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
	Mgmt.	Eastern Border Phase I																	
		IBM in Greek Borders Phase I	Completed	2016	2019														
		Demining Phase II	Ongoing	2016	2019														
	Public Admin. Reform	Gender Mainstreaming Cukurova RDA	Completed	2015	2017														
		2nd Phase MFA E-Consulate	Ongoing	2016	2020														
		Local Admin. Reform Phase III	Ongoing	2017	2020														
Gende	Gender & Women's Equality	IWEP Phase 2	Completed	2012	2017														
		Turkey's Engineer Girls	Ongoing	2016	2020														
		UNJP on Legal Aid and SGBV	Ongoing	2017	2019														

Source: UNDP Intranet project pages, 26 July 2019