

# **Evaluation Report**

## **“The Government of Turkey’s Contribution to UNDP’s Regional Programme for Europe and the CIS for 2014-2019”**

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## Executive Summary

This report presents the main findings of an independent evaluation of the contribution by the Government of Turkey to UNDP's Regional Programme for Europe and the Commonwealth of Independent States (hereinafter referred to as the regional programme) for the period 2014-2019. The evaluation's goal is to assess the results of the Turkish contribution, as well as identify lessons and provide recommendations for the next cycle of cooperation between UNDP and the Government of Turkey. The evaluation's methodology was based on mixed methods and involved the use of common evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned.

While the amount of information generated by this evaluation was significant, the findings presented in this chapter cover only the most essential aspects of the programme. The findings are organized along the four standard dimensions of UNDP evaluations: i) relevance - the extent to which activities were relevant to the priorities and needs of the parties involved; ii) effectiveness - whether activities were effective in achieving the desired and planned results; iii) efficiency - whether the process of achieving results was efficient; iv) sustainability - the extent to which benefits are likely to be sustained.

It should also be emphasized upfront that although the focus of this evaluation is on the Turkish contribution, many of the findings presented in this report pertain to the larger regional programme. The reason for this is that IRH has been quite successful in blending Turkey's contribution with other financial resources and leveraging significant additional funding, which has enabled it to mobilize a programme that is way larger than any single source would have allowed.

### Effectiveness

Given that UNDP's Istanbul Regional Hub (IRH) has used Turkey's financing for the regional programme to leverage significant additional resources and partnerships, the effectiveness of the Turkish contribution is assessed not only in the narrow context of the activities which it has directly supported, but also the broader results which it has enabled.

The Turkish contribution has been channeled in a number of ways. First, it has been instrumental for the establishment of the *Catalytic and Scaling-up Facility* and the *Impact Investment Facility* (IIF). These facilities have provided UNDP country offices (COs) with 'seed' money to support activities that have leveraged resources and partners at the national level through integrated and innovative programming and scaled up of successful initiatives to deliver larger results for a greater number of people in a sustainable way. They have enabled the COs to forge partnerships with development banks and international financial institutions in the implementation of problematic loan-financed projects, exploration of alternative financing, cooperation with the private sector and improvements of efficiency of domestic financing related to SDGs at the

country level. Eleven COs have used the resources of the facility to co-fund promising programmes partnering with IFIs, governments, private sector, and other development partners. The Turkish contribution has been blended with other resources to promote the 2030 Agenda in the region, operationalize the SDGs in individual countries and support the establishment of initiatives such as the Sustainable Development Goals Impact Accelerator initiative (a global platform that serves “systems entrepreneurs” and innovators to achieve impact at scale) and the MAPS Engagement Facility (a regional initiative that supports countries in the implementation of recommendations emerging from MAPS missions).<sup>1</sup>

The Turkish contribution has also supported the delivery of a range of initiatives, most of which have been organized under the so-called umbrella projects, which correspond to the thematic areas (outcomes) identified in UNDP’s regional programme document.<sup>2</sup> In these areas, the Turkish contribution has been blended with other sources of finance to achieve greater impact. In the thematic area of sustainable and inclusive development the Turkish contribution has been used to provide seed money to a sub-regional project promoting more inclusive labour markets in the Western Balkans, which was replicated in other parts of the region, especially in Ukraine, thanks to Euro 2.7 million provided by the Austrian Development Agency. Another example of the strategic use of the Turkish contribution is IRH’s work on social inclusion of the ethnic Roma population, which led to UNDP’s participation in a new EU-funded project on sustainable reintegration of Roma in the Western Balkans of Euro 8.8 million, in partnership with the EU, World Bank and Council of Europe. In the thematic area of governance, a major achievement supported by the Turkish contribution has been the prevention of sexual and gender-based violence and securing the rights of survivors. Activities have supported the adoption of policies that prevent early and forced marriage, human trafficking and other harmful practices and improve tracking and reporting of sexual and gender-based violence. The Turkish contribution has also enabled IRH to engage in strengthening gender equality in decision-making by promoting gender quotas and other legislative provisions in support of women’s political participation, mobilizing women in politics and public institutions at all levels, and supporting coalitions that promote gender equality in national agendas. The Turkish contribution has also supported IRH’s work on HIV/AIDS, which has focused on the improvement of service delivery to households with members living with HIV. In the thematic area of resilience to shocks and crises, funding from the Government of Turkey has supported the development of climate change adaptation initiatives for climate finance, the establishment of a Regional Disaster Risk Reduction (DRR) coordination mechanism, the organization of the annual regional forum of the heads of emergency response agencies in Central Asia, etc.

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<sup>1</sup> MAPS stands for “mainstreaming, acceleration and policy support”. Since 2015 the MAPS approach has provided a framework for SDG implementation support and initiatives in Europe and the CIS.

<sup>2</sup> There have also been additional regional initiatives which do not fall under any of the outcome areas or catalytic facilities mentioned above.

Another important part of IRH's work have been the promotion of development debates and the production of knowledge and research. The development debates include the two flagship events funded directly through the Turkish contribution - the Istanbul Development Dialogues (IDD) and the Istanbul Innovation Days (IID), which have become well-known annual gatherings of partners to explore and accelerate learning about emerging trends and innovative approaches to development and policy making. In addition to these flagship events, IRH has established itself as a thought leader by developing more than 175 knowledge products.

As will be seen throughout this report, the Turkish contribution has generated a stream of activities and achievements that go way beyond the amount of funding that has been provided. This has been achieved thanks to an impressive resource mobilization performance of the IRH.

### Relevance

The evaluation has included an assessment of the relevance of the Turkish contribution from the perspective of beneficiary countries (as recipients of the contribution) and Turkey itself (as the provider of the contribution). The CO's demand for the regional programme and services offered by the IRH has been strong, particularly for the components financed directly by the Turkish contribution, which is not only indicative of the value that COs place on them, but also a reflection of appreciation by the respective countries (government and non-governmental partners), as ultimately CO demands are a reflection of the priorities and needs of their national counterparts. Another indication of the relevance of the regional programme (including the Turkish contribution) to beneficiary countries is its alignment with these countries' priorities. The SDG process has greatly facilitated this alignment by enabling countries to identify and articulate their priorities in a very concrete and structured manner (through national SDG frameworks). Another indicator of the relevance of the regional programme (including the Turkish contribution) is the significant amount of financing and the number of partnerships that it has generated in the targeted countries, but also globally. The focus of the regional programme on helping vulnerable people access their rights is another aspect that makes it quite relevant to beneficiary countries and fully aligned with the "leave no one behind" principle pursued by the UN globally. The programme's strong human rights focus can be seen in a range of activities – support for the implementation of countries' international obligations related to human rights, increasing importance of social inclusion, even in areas such as delivery of public services or adaptation to climate change, supporting vulnerable groups (i.e. women, youth, persons with disabilities, Roma, the poor and disenfranchised, minorities, migrants, etc.,) to access their rights. Also, the strictly "regional" nature of the activities falling under the scope of the regional programme adds another degree of relevance to the work of the IRH. This is a niche which very few organizations are able to fill.

From the Turkish perspective, the partnership with UNDP has enabled Turkey to take an important step in delivering on its commitment to multilateral development and position itself as an active player in the regional and global development agenda. The establishment of the IRH in

Istanbul has contributed to the city's emergence as a UN city and higher interest by other UN agencies to base their regional operations in the city. The contribution has already helped raise Turkey's visibility in the region as a development partner and has helped build an image of Istanbul as a UNDP and UN hub and center of development debates. As the relationship between UNDP and the Government of Turkey progresses, the two parties need to gradually place visibility on a stronger footing and meet the increasing expectations of the Turkish counterparts on this matter by strengthening the tools and approaches through which visibility is achieved. There have also been capacity development benefits for Turkish institutions from their exposure to regional activities and such close cooperation with a large development organization like UNDP. One particular Turkish organization with large potential for benefits from greater cooperation with UNDP is the Turkish Cooperation and Coordination Agency (TİKA). The UNDP Country Office for Turkey is another organization that has received support from the regional programme, although it can benefit more from stronger cooperation with the IRH. Also, experts from the Government of Turkey could benefit more from the regional programme by becoming more actively involved in the delivery of regional programme activities. There have also been corollary economic benefits to the UN presence in Turkey related to the number of people employed by the IRH, visitors attending the various regional and global events organized by IRH, generation of economic activity for Turkish businesses, etc. This evaluation concludes that overall the regional programme, including the Turkish contribution, has been quite relevant both for beneficiary countries and Turkey itself.

### Efficiency

A key feature of the Turkish contribution to UNDP's regional programme has been its flexibility. IRH has had large versatility over the use of funds, with the Turkish side involved primarily in providing strategic direction and oversight, but not in the micro-management of activities. Such flexibility has been crucial because it has enabled IRH to invest seed funding in strategic areas and then build on those investments by partnering with donor organizations and development partners to develop a myriad of programmes and activities. For the 2014-2017 cycle, IRH was able to mobilize significant additional funding, reaching an expenditure level of 140% of what was originally planned. In the 2015-2019 period, the Turkish contribution has constituted only about 17% of IRH's total expenditure. Key new sources of funding leveraged by the IRH, in addition to traditional sources which include vertical funds (such as GEF), have been emerging donor countries and international financial institutions (IFIs), as well as domestic sources in the beneficiary countries. So, overall, IRH has made strategic use of the Turkish contribution, thanks in part to the flexibility it has had in the use of the funds. Given the results, for IRH it is very important that this funding model is maintained going forward.

IRH has worked closely under the "Delivering as One" approach with the number of UN agencies. IRH has forged good cooperation with development partners at the regional level. Opportunities for greater cooperation exist with regards to academic institutions – in the ECIS region, Turkey and beyond. Given the major role that IRH has played in the generation and

dissemination of knowledge – including through the events and debates that it has hosted – IRH is in a unique position to facilitate the interaction of academics and researchers with practitioners in the beneficiary countries.

With regards to the cooperation mechanisms between UNDP and the Government of Turkey, existing structures have worked relatively well. The Turkish is interested in being more involved with the regional programme. This does not imply a role in micro-managing the contribution, but rather being better informed about the programme and also being able to contribute more with expertise, ideas, networking, etc. Such “improved involvement” appears to be feasible within the existing terms and structure of the partnership and this report outlines some options for how that could be achieved. While improvements to the consultative process can be made, it will be important to preserve the flexibility of the Turkish contribution, which has allowed IRH to multiply resources and impact by mobilizing considerable additional financing.

From the perspective of the COs, it is important to have strong coordination between regional and country-level activities and alignment of regional programme priorities with those of the respective countries. COs prefer more ownership of the regional programme (including the Turkish contribution), as more ownership strengthens engagement of national partners and accountability. This need for more ownership from the COs could be accommodated through the enhanced consultative process between UNDP and the Government of Turkey. COs are also appreciative of IRH’s ability to quickly address their demands for assistance and provide support on new themes as required.

### Sustainability

Designing regional projects in ways that ensure stronger integration and sustainability is a challenge for the IRH as budgets are often limited and not commensurate with the substantial results expected by clients and donors. However, depth does not necessarily have to be created only with more money. It can also be achieved through stronger integration of interventions across teams and outcome areas and by avoiding silos. Although resource constraints limit the appetite for strategic and integrated programming approaches, regional programming and support to COs as one package has the potential to strengthen the efficiency, relevance and most importantly sustainability of interventions. Striking the right balance between CO support, regional programming, and alignment with corporate priorities is difficult, but not impossible. There is potential for more strategic and comprehensive programmes, more active interaction of teams and stronger integration of interventions across areas. This includes stronger integration between governance and peacebuilding initiatives, climate change and economic development, etc.

The regional programme has had a major focus on piloting and demonstrating innovative solutions to development problems, with the expectation that if successful they will be replicated and scaled up by national partners. The catalytic facilities in particular (funded through the

Turkish contribution) have been designed to stimulate innovative solutions and leverage additional resources. To achieve this, IRH has had to identify actions which although small have had the potential for scale, not only within one country, but also regionally or even globally. An area where IRH could make improvements is the strengthening of monitoring and tracking of pilots over time – the lessons they generate during the piloting stage and the degree to which they get replicated and scaled up.

Another feature of the regional programme with important implications for sustainability has been its focus on policy formulation. IRH has contributed to the development of policy instruments - laws, regulations, plans and strategies. Beyond the approval/adoption of policy and legislation, a serious challenge for all ECIS countries is the implementation of what gets formulated. Insufficient follow through on policy development is a systemic shortcoming for all governments. Many approved programmes remain on paper without implementation. IRH has taken some good steps in dealing with this challenge by supporting not only policy development, but also the capability of government bodies to implement. However, there is room for further work on supporting partners to focus more on implementation on the ground.

IRH activities have also had a significant focus on information sharing and awareness raising. While many of these activities are useful and serve a clear purpose, the approach taken to deliver them is sometimes simplistic and too standardized. It seems that there are opportunities for taking IRH's work on information sharing and awareness raising to a higher level by focusing more on behavior change and the prevailing social norms.

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Overall, the partnership between UNDP and the Government of Turkey in the context of the ECIS regional programme has produced satisfactory results that are appreciated by all parties. This is also confirmed by the new agreement reached between UNDP and Government of Turkey on the continuation of the previous cost-sharing agreement for a three-year period (2020-2022) under the same terms. UNDP and the Government of Turkey now can use the opportunity that this evaluation has afforded them to take stock of progress and challenges and decide on how to further structure and strengthen the cooperation. This process should obviously involve the COs as well, given the important role they play in the delivery of the regional programme.

In addition to the main findings summarized above, the evaluation also identified some key lessons which are listed below.

### ***Lesson 1: Flexibility of Contribution***

One lesson that may be drawn from the experience of this partnership between UNDP and the Government of Turkey is that the flexible nature of the Turkish contribution has been crucial for UNDP, enabling it to establish and operate the regional hub in Istanbul. Given the reduction of core resources available for the ECIS region due to its middle-income status, the Turkish

contribution has enabled IRH to achieve significant results in resource mobilization. The flexibility of the Turkish funding has given the IRH the discretion to respond quickly to emerging opportunities and partnerships. Without this flexibility, it is unlikely that IRH would have been able to mobilize and deliver the same amount of funding.

### ***Lesson 2: Evolving Nature of the Partnership***

A second lessons that may be drawn from this experience is that new partnerships takes time to evolve and become established. The UNDP-Government of Turkey partnership in the context of the regional programme is a young one. It takes time for each party to get used to the partnership and understand the other party's expectations, modus operandi, rules and regulations, preferences and priorities, etc. In this partnership, this is work in progress, but many important steps have already been taken. Now it is a matter of carrying this work forward by maintaining good communications and coordination. Regular independent reviews like this evaluation are useful because they help strengthen the relationship by taking stock of the situation from the perspective of all parties and bring key matters to the discussion table.

### ***Lesson 3: Key Role of UNDP COs in the Partnership***

A third lesson from this evaluation is that the UNDP country offices which serve as the focal points in the countries where the assistance is delivered matter in this partnership. They not only play a key role in the delivery of projects and activities, but can also provide key insights and ideas on how to improve the quality of results in the targeted countries. The involvement of resident representatives in the umbrella board meetings has provided important inputs to the regional programme. An extension of this process of consultation through other structured means to additional levels of CO staff would further enrich the regional programme.

The following are a set of recommendations that were identified in the course of this evaluation. These recommendations apply to all stakeholders.

### ***Recommendation 1: Flexibility of the Contribution***

The flexibility of the Turkish contribution to the UNDP regional programme for the ECIS region is a key feature that should be maintained going forward. The need of the Turkish side for more involvement should be met within the existing consultative process. The parties should strengthen the consultative mechanisms to ensure that there is adequate sharing of information to meet all parties' needs. In this context, there is room for further improving IRH's reporting to the Government of Turkey on an annual basis, with greater focus on achievements on the ground at the country level and better feedback from the beneficiaries. This process should involve stronger ownership of the regional programme by the UNDP COs to ensure that national counterparts are on board and priorities at the regional and country level are fully aligned.



### ***Recommendation 2: Visibility of the Turkish Contribution***

IRH should further strengthen the tools and approaches through which Turkish visibility is achieved. UNDP COs can play a larger role in this, but so can also Turkish embassies and TİKA offices where they are present. COs have the tools and systems for disseminating information – what they would need from IHR is better labeling of the initiatives (making it clear who has sponsored it), more customized information for dissemination and more specific guidance on how to use it. Turkish embassies should also work more closely with the respective COs and improve Turkey’s visibility by attending UNDP events and even co-leading them. Also, the COs and TİKA can strengthen coordination, co-organize events and participate more often in each other’s activities.

### ***Recommendation 3: Involvement of Turkish Entities***

IRH and the Government of Turkey should explore ways of engaging Turkish expertise more effectively in the regional programme. This, however, should not be achieved at the detriment of the competitive nature of some of the UNDP activities. Also, COs prefer more competitive ways of procuring and obtaining expertise because that gives them access to a larger market. However, there might be opportunities for greater use of expertise from Government of Turkey institutions that might be attractive to UNDP COs and their national counterparts. Options for how to engage this expertise should be explored in a more systematic manner by the parities.

There are also opportunities for greater engagement of TİKA with the activities of the regional programme. TİKA has a primary focus on practical small infrastructure projects at the community level, which is important for producing tangible results for the targeted communities. However, if it chooses to focus more on governance and institutional aspects which strengthen the sustainability and scalability of interventions, it can benefit more from UNDP’s vast experience in this area. There seems to also be opportunities for more cooperation between UNDP COs and Turkish embassies, especially in those locations where there is no TİKA presence. UNDP can support embassies in the delivery of development assistance, especially in LDC countries. These are opportunities that UNDP and the Government of Turkey could explore in a more systematic fashion.

There is also potential for greater involvement of the UNDP Country Office in Turkey in the activities of the regional programme. This does not mean that the regional programme should conceive activities exclusively for the UNDP Country Office in Turkey, but rather that the CO could be a more active participant in IRH’s regional projects and activities. Again, this requires a well-structured discussion between IRH and the Turkey CO to identify potential areas and mechanisms of cooperation.

#### ***Recommendation 4: Strengthening the Depth of Interventions***

In order to assess the potential for more depth in programming, IRH could undertake an assessment of all activities with a view to identifying sections which seem overly fragmented and which would benefit from more integration and stronger linkages. Such an assessment could inform the programming approaches in the future, aiming for more integration of activities and projects. Areas with potential for further integration include governance and peacebuilding initiatives, climate change and economic development, etc. IRH could also identify and implement measures that strengthen the interaction and collaboration of the teams.

#### ***Recommendation 5: Innovations and Scaling-up***

Given the large focus of the regional programme and the Turkish contribution on innovations and catalyzation, IRH should deploy tools and systems that enable it to track pilot initiatives more effectively over time and way beyond the end of a project's lifetime (which is usually too short to allow for a definitive assessment of the success of pilots). As part of the monitoring and evaluation system, IRH should strengthen its planning and monitoring of pilot initiatives and their demonstration effects, so that their replicability and scaling up are monitored and supported more effectively. IRH should focus on documenting more consistently results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up.

#### ***Recommendation 6: Implementation and Behaviour Change***

IRH (and UNDP in general) should strengthen its approach to policy implementation and behavior change, which are crucial challenges for governments in the ECIS region. There is a need to take a more comprehensive and analytical approach on the support provided to partners in the region on these two aspects. The starting point is to take a more systemic look at how this work is currently conducted and how it may be further upgraded both at the level of IRH and at the level of country offices.

## TABLE OF CONTENTS

1. Introduction.....	14
2. Overview of the Regional Programme and Turkish Contribution .....	18
3. Findings.....	27
3.1. Effectiveness .....	27
3.2. Relevance.....	41
3.3. Efficiency .....	49
3.4. Sustainability.....	55
3. Lessons Learned.....	59
5. Conclusions.....	60
6. Recommendations.....	61
Annex I: Evaluation Methodology.....	63
A.1. Evaluation’s Purpose .....	63
A.2. Evaluation’s Scope and Methodology .....	63
A.3. Evaluation’s Limitations.....	68
Annex II: Evaluation’s Terms of Reference .....	70
Annex III: Key Questions Driving the Evaluation.....	79
Annex IV: Questionnaire .....	80
Annex V: List of Interviewed Stakeholders.....	84
Annex VI: Initiatives Supported by the Catalytic Facilities .....	86
Endnotes.....	97

## FIGURES

Figure 1: Programme Years under the Scope of the Evaluation .....	14
Figure 2: Programme Arrangements.....	18
Figure 3: Regional Programme Components.....	20
Figure 4: CO Service Requests in 2016-2017.....	24
Figure 5: IRH Support to Beneficiary Countries .....	24
Figure 6: Ways in which Turkish Contribution has been channeled .....	27
Figure 7: Leveraging of Resources, Knowledge and Skills by IRH.....	28
Figure 8: IRH Service Requests in 2016-2017 by Country Office .....	46
Figure 9: Resource Mobilization and Utilization in 2014-2017 .....	50
Figure 10: IRH Response to CO Requests (2016-2017).....	55
Figure 11: Evaluation Stages .....	64
Figure 12: Method of Triangulation.....	67
Figure 13: Steps in Analysis Process .....	67

## TABLES

Table 1: Regional Programme Expenditure (USD) .....	25
Table 2: Personnel (based in Key Plaza, IRH).....	48
Table 3: Regional Programme Expenditure for 2014-2017.....	50
Table 4: Evaluation Steps .....	65
Table 5: Data Sources .....	66

## BOXES

Box 1: Evaluation Objectives .....	15
Box 2: Summary of the Outcomes of the Regional Programme.....	19
Box 3: IRH Teams .....	22
Box 4: Use of Catalytic Facilities to Support SDGs.....	30
Box 5: MAPS Missions in the ECIS Region .....	31
Box 6: MAPS Engagement Facility.....	32
Box 7: Key Achievements in the Area of Sustainable Development .....	34
Box 8: Key Achievements in the Area of Governance.....	36
Box 9: Key Achievements in the Area of DRR and Conflict Prevention.....	39
Box 10: IRH's Knowledge Products.....	40
Box 11: IRH's Global Reach .....	44
Box 12: Management Arrangements for Regional Projects .....	53

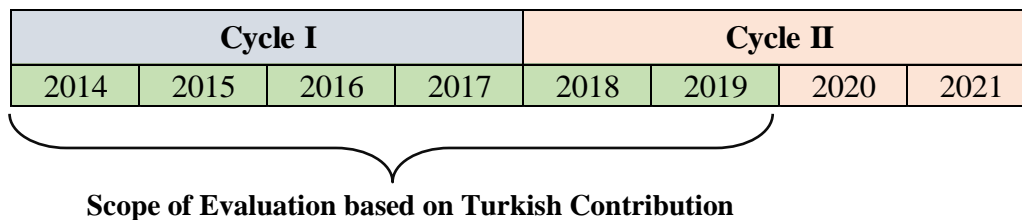
## ACRONYMS AND ABBREVIATIONS

CoE	Council of Europe
DRR	Disaster Risk Reduction
EBRD	European Bank for Reconstruction and Development
ECIS	Europe and the Commonwealth of Independent States
EIF	European Investment Fund
GEF	Global Environment Facility
GVB	Gender-based violence
IDD	Istanbul Development Dialogues
IDRC	International Development Research Centre
IEB	European Investment Bank
IFIs	International financial institutions
IICPSD	Istanbul International Center for Private Sector in Development
IID	Istanbul Innovation Days
IIF	Impact Investment Facility
IRH	Istanbul Regional Hub
IsDB	Islamic Development Bank
LED	Local Economic Development
MAPS	Mainstreaming, acceleration and policy support
OECD	Organization for Economic Cooperation and Development
PwDs	Persons with disabilities
RBEC	Regional Bureau for Europe and the Commonwealth of Independent States
RIA	Rapid Integration Assessment
SALW	Small arms and light weapons
SDG	Sustainable Development Goals
SDGIA	Sustainable Development Goals Impact Accelerator initiative
SEEA	System of Environmental-Economic Accounting
SP	Strategic Plan
TEP	Territorial Employment Packs
TİKA	Turkish Cooperation and Coordination Agency
UNDP	United Nations Development Programme
UNDP COs	UNDP Country Offices
UNFCCC	United Nations Framework Convention on Climate Change
WB	World Bank

## 1. Introduction

This report presents the main findings of an independent evaluation of the contribution by the Government of Turkey<sup>3</sup> to UNDP's Regional Programme for Europe and the Commonwealth of Independent States (hereinafter referred to as the *regional programme*) for the period 2014-2019.<sup>4</sup> The Turkish contribution is provided under a cost-sharing agreement<sup>5</sup> signed between the Government of Turkey and UNDP in 2014.<sup>6</sup> This agreement covers the period 1 January 2014 – 31 December 2019, which straddles two cycles of UNDP's regional programme – the first cycle spanning the period 2014-2017 and the second cycle spanning the period 2018-2021.<sup>7</sup> This is shown in Figure 1 below.

**Figure 1: Programme Years under the Scope of the Evaluation**



The cost-sharing agreement stipulates that an evaluation will be conducted in line with UNDP's Evaluation Policy near the end of the programme period. In line with this provision, UNDP's Istanbul Regional Hub (IRH) commissioned this evaluation which covers the 2014-2019 period (marked in green in the figure above). The remainder of this section of the report will provide a brief description of the methodology used for the evaluation and a short summary of the context in which the regional programme and this evaluation have taken place. The successive chapters will provide an overview of the programme and the main findings, lessons learned and recommendations.

<sup>3</sup> In this report, the term “Turkish contribution” will be used to describe the contribution of the Government of Turkey to UNDP's Regional Programme for Europe and the Commonwealth of Independent States.

<sup>4</sup> UNDP has regional programmes for several regions. Since its inception, UNDP has been extending support to groups of countries at regional and sub-regional levels in addition to its global and country-level operations through regional programmes, which have a clear programme structure with results and resources framework. Regional programmes are aligned with the overall programmatic framework, planned results and timelines of the UNDP Strategic Plan, and are approved by UNDP's Executive Board.

<sup>5</sup> “*Third-Party Cost-Sharing Agreement between the United Nations Development Programme (UNDP) and the Government of the Republic of Turkey*” signed on 20 June 2014.

<sup>6</sup> In addition to the cost-sharing agreement, the Government of Turkey and UNDP have signed an agreement on the relocation of the UNDP Regional Hub from Bratislava to Istanbul. The “*Agreement concerning the establishment of the UNDP Regional Service Centre for Europe and the CIS in Istanbul*” was signed in September 2013. In May 2014, the Government of Turkey provided UNDP (as well as UNICEF and UN Women) with office space at Key Plaza in Istanbul and by June 2014 the relocation was completed. The official inauguration of UNDP's Istanbul Regional Hub took place in April 2015.

<sup>7</sup> It should be noted that both programme cycles are aligned with UNDP's global Strategic Plan both in terms of priorities and timelines.

## 1) Evaluation Methodology

The goal of this evaluation is to assess the results of the Turkish contribution, as well as identify lessons and provide recommendations for the next cycle of cooperation between UNDP and the Government of Turkey. While the evaluation is primarily intended to inform the donor about the results of its contribution, as any evaluation exercise it also presents an opportunity for both UNDP and Turkey to draw lessons from this joint experience and apply them to the ongoing cooperation. More specific objectives that have driven this evaluation are listed in Box 1 below.

### **Box 1: Evaluation Objectives<sup>8</sup>**

The evaluation is driven by the following objectives:

- Provide UNDP and Government of Turkey with an objective assessment of the development contributions that have been achieved with the contribution of the Government of Turkey to the regional programme implementation.
- Capture innovations, sustain and scale-up successful approaches that work in the implementation of the current initiatives and facilitate learning to inform current and future programming and adjust implementation introducing corrective measures if needed.
- Assess the relevance, efficiency, effectiveness and sustainability of the interventions achieved with the work funded through the contribution from the Government of Turkey. Also assess how the intervention strengthened the application of rights-based approaches and mainstreaming gender in development efforts.

The evaluation's methodology was based on mixed methods and involved the use of common tools such as documentary review, interviews, triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. Data collection involved a comprehensive desk review of programme documents and semi-structured interviews with key stakeholders and partners. The evaluation also benefited from the experience of the evaluator with a number of UNDP country offices in the region. It also made use of existing reports, including the independent mid-term evaluation "*UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation*" conducted in 2016 and the report prepared by IRH "*The Government of Turkey's Contribution to UNDP's Regional Programme for Europe and the CIS: Summary of Key Results for 2014-2019*". To better capture the view from the beneficiary countries, the evaluation included four case studies developed on the basis of detailed questionnaires with four UNDP country offices representing for each sub-region (Bosnia and Herzegovina in Western Balkans, Georgia in the South Caucasus and Western CIS, Uzbekistan in Central Asia, as well as Turkey). Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The analysis of information was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability, which are described in

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<sup>8</sup> These evaluation objectives are spelled out in the Terms of Reference developed by IRH.

more detail in Annex III of this report. The only two limitations noted in this evaluation are the need to dedicate more time and resources to this type of multi-country assessment and the need for country visits and in-person interviews in the beneficiary countries.

## 2) Regional Context

The region covered by the regional programme - 17 countries and one territory<sup>9</sup> in Europe and the Commonwealth of Independent States (ECIS) - consists of a diverse group of middle-income countries (MIC) with relatively high levels of human development.<sup>10</sup> While many have inherited broad access to social services, all countries faces challenges in reconciling economic and social progress with environmental sustainability, often aggravated by slow progress in reforming state institutions and igniting the private sector. The three major challenges these countries are striving to overcome are – i) achieving prosperity and well-being for their citizens; ii) improving governance in the state sector; and, iii) preventing and mitigating conflicts and disaster risks.

***Prosperity and Well-being*** - Despite progress in human development, especially education and health, ECIS countries have experienced growing inequalities in incomes and opportunities. Social exclusion, driven by gender, ethnicity, age, location, etc., has prevented large disadvantaged and marginalized groups such as youth, women, people with disabilities, Roma, and ethnic minorities, from sharing in the benefits of economic growth. In some countries, more than half the working-age, particularly youth, are either long-term unemployed or engaged in precarious, informal employment.<sup>11</sup> Several countries report levels of poverty exceeding the global \$3.10 per day threshold. Social protection systems lack the resources and mechanisms to cope with these challenges. Demographic trends point to significant challenges in the horizon – population growth is slowing down below the replacement rate. Further, outward migration flows are some of the highest globally, with many countries experiencing extensive ‘brain drain’ and depletion of human capital. As young people migrate in search of better opportunities, many countries are experiencing depopulation and lack of skills, especially in rural areas. Problems of poverty and marginalization are further exacerbated by environmental degradation and pollution (land degradation, deforestation, loss of biodiversity, low agriculture productivity, pollution by chemicals and emissions, etc.) caused by unbalanced use of natural resources and lack of adaptive systems in response to climate change.

***Governance*** - The countries of the region continue to face daunting governance and rule of law challenges. In some countries institutional reforms have been very slow – with cases of

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<sup>9</sup> The countries covered by the programme are Albania; Armenia; Azerbaijan; Belarus; Bosnia and Herzegovina; Georgia; Kazakhstan; Kyrgyzstan; Kosovo; Moldova; Montenegro; Serbia; North Macedonia, Tajikistan; Turkey; Turkmenistan; Ukraine; and Uzbekistan.

<sup>10</sup> The human development index for 13 programme countries has reached the ‘high’ or ‘very high’ human development category. Kyrgyzstan and Tajikistan had their status changed from Low Income Country to Middle Income Country in 2014 and 2015 respectively.

<sup>11</sup> UNDP regional human development report: Progress at Risk, Inequalities and Human Development in Eastern Europe, Turkey, and Central Asia, 2016.



backtracking in the reform process – and political crisis have been severe, resulting in weak accountability and transparency of state institutions vis-à-vis the citizens. Public administration capacities are low, resulting in lack of implementation of key policies. Civil service is generally politicized and lacks incentives for performance. Independent institutions that hold decision-makers accountable lack power and resources. Citizens lack equitable access to public services. There has been growing interest in innovative approaches to public service delivery that foster transparency, accountability, efficiency and meaningful civic participation and engagement, but progress remains limited. Gender-based discrimination continues to restrict women's economic opportunities. Stigma towards people living with HIV and low coverage of anti-retroviral treatment keep the incidence of HIV in certain countries in the region high. Furthermore, frozen conflicts and tensions are still rife among neighbouring countries, with a number of breakaway territories dotting the region. A number of countries in the region have been affected by increased extremism worldwide and large migration flows.

***Conflict and Disasters*** - In countries affected by conflict, governance concerns are often exacerbated by human insecurity, weak social cohesion, ethnic, religious or other discrimination, and vulnerability to violent extremism. The region is a source, destination, and transit of migration, displacements, and refugee movements, which pose humanitarian and development challenges, as well as opportunities for national economies and local communities. The region faces energy, environment, and climate-related risks, including risks associated with disasters and energy shortages. UNDP has estimated that during the past 30 years natural disasters in the region have inflicted damages in excess of \$70 billion, burdening local economies with significant costs. According to the 2016 UNDP Regional Human Development Report, unsustainable water and land management practices, particularly in the Aral Sea basin, continue to threaten household food and energy security, biodiversity, and other forms of natural capital.

These challenges have presented UNDP, and in particular the regional programme, with opportunities for playing a significant role, especially in promoting social inclusion, encouraging employment, curbing violent extremism, improving the accountability and transparency of state institutions, improving access to rights and basic public services for women and disadvantaged groups, addressing the migrating crises, assisting with disaster preparedness and mitigation, etc.

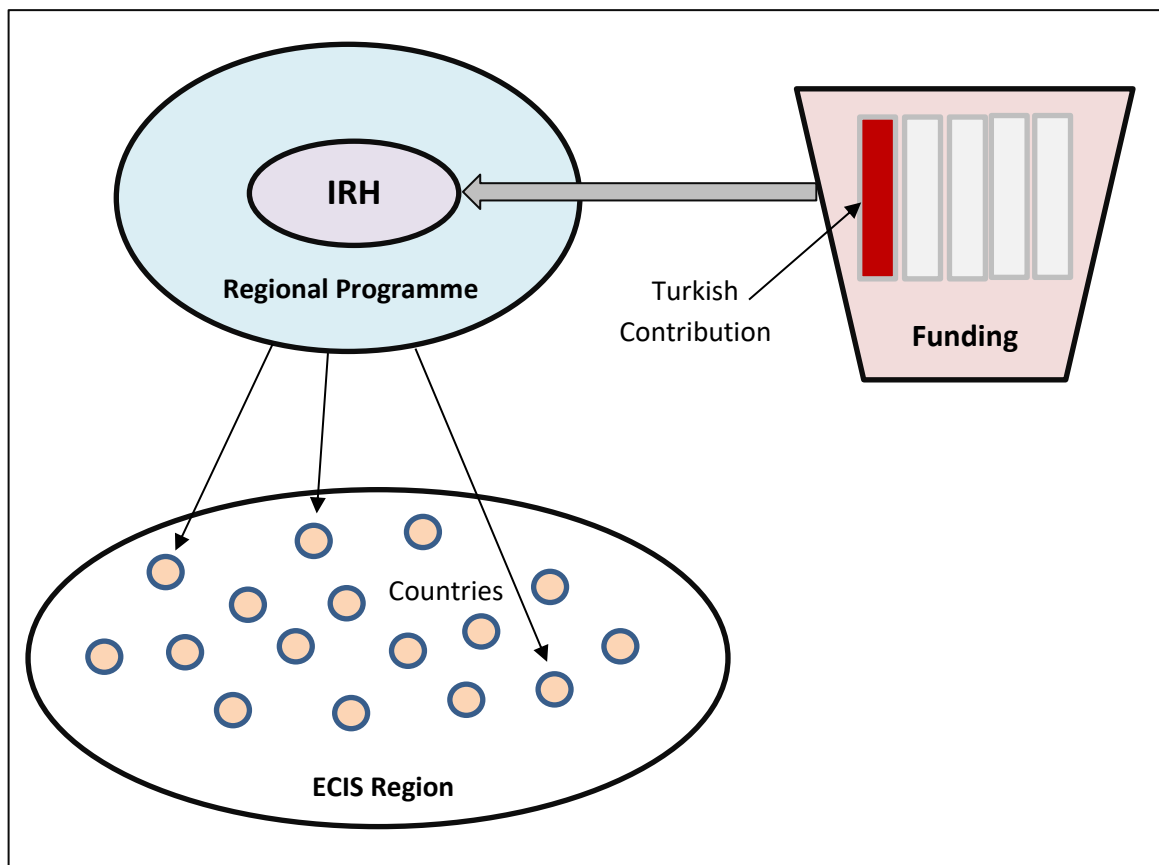
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The rest of the report is organized in the following way. The following (second) chapter provides a brief introductory overview of the regional programme and the Turkish contribution. The third chapter presents the major findings organized along the standard dimensions of relevance, effectiveness, efficiency and sustainability. The fourth chapter identifies key “lessons learned” drawn from the experience of this programme and the fifth chapter summarizes the main conclusions. The last (sixth) chapter provides a set of recommendations for the consideration of UNDP and the Government of Turkey. Additional information supporting the arguments made throughout the document are provided in the annexes attached to this report.

## 2. Overview of the Regional Programme and Turkish Contribution

To better grasp this evaluation's main findings outlined in the following chapter, it is first necessary to understand the way the regional programme is structured, financed and delivered, and the role that the Turkish contribution has played within the regional programme. Figure 2 below provides a broad-brush representation of how the regional programme is organized and delivered. At the center of the programme is the IRH, the UNDP organization responsible for its implementation, using funding various sources, including the Government of Turkey. At the other end of the programme are the 18 beneficiaries from the Europe and the Commonwealth of Independent States (ECIS) region mentioned in the previous section.

**Figure 2: Programme Arrangements**



The remainder of this section will provide a brief summary of these components, followed by a description of the Turkish contribution.

## 1) The Regional Programme

The regional programme has been designed to contribute to specific development outcomes aligned to the outcomes of UNDP's corporate strategic plan. The box below provides a short description of the outcomes that the two cycles of the regional programme have pursued.

### **Box 2: Summary of the Outcomes of the Regional Programme**

In line with UNDP's Strategic Plan (SP) and priorities of the region, the regional programme for the 2014-2017 cycle has four outcomes:

- Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1).
- Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP Outcome 2).
- Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (SP Outcome 5).
- Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles (SP Outcome 7).

The outcomes of the regional programme for the 2018-2021 cycle, following the UNDP Strategic Plan 2018-2021, are:

- Outcome 1: Accelerating structural transformations through more effective governance systems
- Outcome 2: Addressing poverty and inequalities through more inclusive and sustainable development pathways
- Outcome 3: Building resilience to shocks and crises through enhanced prevention and risk-informed development

The regional programme is grounded in five mutually reinforcing 'regionality' principles which define the particular value-added of regional or sub-regional approaches. They include:

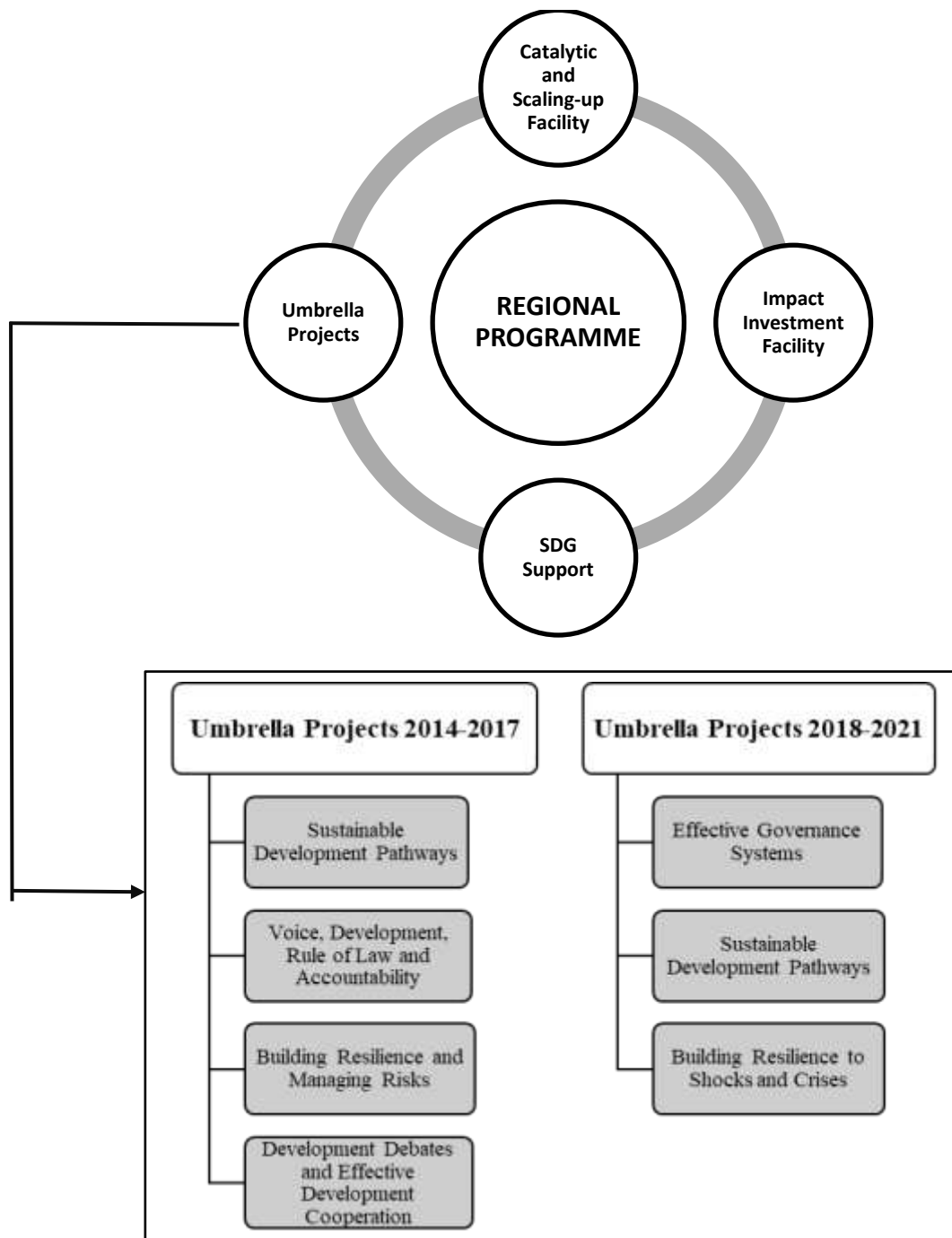
1. Promotion of regional public goods based on strengthened regional cooperation and integration;
2. Management of cross-border externalities and spill overs that are best addressed collaboratively on an inter-country basis;
3. Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives;
4. Promotion of experimentation and innovation that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount;
5. Generation and sharing of knowledge, experience and expertise, so that countries can connect to, and benefit from, relevant experiences from the region and beyond.

The regional programme is organized in so-called "*umbrella projects*", which correspond to the outcomes defined in the programme document. So, as can be seen in Figure 3 below, there have been four umbrella projects for the 2014-2017 cycle<sup>12</sup> and three for the 2018-2021 cycle.<sup>13</sup> The *umbrella projects* have their own budgets, work plans, project boards, reporting, etc.

<sup>12</sup> The four Outcome Umbrella Projects were launched on 1 July 2014.

<sup>13</sup> The fourth umbrella in the 2018-2021 cycle is a cross-cutting one - development debates, innovations, communications and partnerships - contributing to Outcome 2 of the Regional Programme.

**Figure 3: Regional Programme Components**



In addition to the umbrella projects, the regional programme has included a number of additional regional initiatives (most of them not shown in the figure above) which do not strictly fall under any of the individual outcome areas (umbrella projects), but contribute to all of them. The following are the most important.

- ***Catalytic and Scaling-up Facility:*** Benefiting from the Turkish contribution, this facility was designed to provide ‘seed’ money (maximum \$100,000 per country) to: i) support initiatives which catalyze change at the national level by leveraging resources and partners and by applying integrated and innovative solutions; and, ii) support national-level initiatives to be scaled up to deliver larger results for a greater number of people in a sustainable way. The facility operated during 2015 and 2016, and in 2017 was replaced by the *Regional Impact Investment Facility* (Annex VI provides a list of activities supported by the *Catalytic and Scaling-up Facility*).
- ***Regional Impact Investment Facility:*** Following the logic of the Catalytic and Scaling-up Facility, this facility has provided seed funding to UNDP country offices to catalyze initiatives leading up to new funding for development solutions, unlocking domestic financing for the SDG agenda, and attracting development financing from non-government partners. Each country office has had the opportunity to benefit from this funding to ensure that their proposals get the financing required: i) to create internal capacity for developing various programmatic and partnerships opportunities; and, ii) to use some resources as seed in co-funding programmes (Annex VI provides a list of activities supported by the *Regional Impact Investment Facility*).
- ***Support to SDG Implementation:*** Since 2015, the regional programme has been implemented in the context of the 2030 Agenda, providing more integrated cross-sectoral approaches to simultaneously support economic, social and environmental sustainability. The agenda has also required a continued search for and openness to innovative solutions to development challenges and changes in the way development activities are financed, particularly for MIC countries such as those in the ECIS region.<sup>14</sup> In this context, IRH has supported MAPS assessments<sup>15</sup> - an integrated approach adopted by the UN Development Group to structure UN support for the implementation of the SDG agenda at the country level. Between 2015 and 2018, IRH has coordinated a series of UN/UNDP-supported MAPS missions to the countries of the region at the request of partner governments.<sup>16</sup> IRH has also established a MAPS Engagement Facility at the regional level to support the implementation of MAPS recommendations and a Sustainable Development Goals Impact Accelerator

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<sup>14</sup> The Addis Ababa Action Agenda for global development finance emphasizes that, for middle-income countries, official development assistance (ODA) can at best serve to galvanize national financial flows (both international and domestic) needed to fund SDG implementation.

<sup>15</sup> MAPS stands for “mainstreaming, acceleration and policy support”.

<sup>16</sup> Since 2015 the MAPS approach has provided a framework for SDG implementation support and initiatives in Europe and the CIS. In line with global guidelines, the MAPS missions in the region have concentrated on three tasks, namely (i) supporting the mainstreaming of SDGs into national development strategies and frameworks; (ii) identifying so-called accelerators through analysing the linkages between individual SDGs and identifying policy measures which can have multiplier effects on the implementation of several goals or which can address bottlenecks blocking the implementation of interlinked goals; and (iii) identifying areas of policy support which can be provided in a coordinated manner by UN agencies to support SDG implementation.

initiative (SDGIA) as a global platform serving “systems entrepreneurs” and innovators to achieve impact at scale.

- **Other Initiatives:** IRH has implemented a number of other regional initiatives, as well as an increasing number of global projects outside the region.<sup>17</sup> It has also played a key role in organizing international fora, workshops and meetings in Istanbul and the region, including the flagship events “*Istanbul Development Dialogues*” and “*Istanbul Innovation Days*”. IRH has also managed the Turkey-UNDP **Partnership for Development Project** (phases I and II), as an alternative programme to strengthen Turkey’s triangular cooperation in selected LDCs (which falls outside the scope of this evaluation).<sup>18</sup>

The regional programme is implemented by IRH under the oversight of UNDP’s Director of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC). Relocated to Istanbul in 2015,<sup>19</sup> IRH is run by the IRH Manager, under the supervision of the Deputy Regional Director. An Advisory Board, consisting of UNDP resident representatives<sup>20</sup> and RBEC senior management, provides overall guidance to the regional programme and validates its relevance vis-à-vis country and global priorities. Activities are implemented by IRH’s teams of advisors, as well as by UNDP country offices and implementing partners. IRH consists of 11 teams which are described in the box below.

### Box 3: IRH Teams

IRH consists of 11 teams of advisors, as follows:

1. Sustainable Development Team
2. Governance and Peacebuilding Team
3. Energy, Climate Change and Disaster Resilience Team
4. HIV, Health and Development Team
5. Gender Equality Team
6. Knowledge Management and Innovation Team
7. New Partnerships and Emerging Donors Team
8. Global Environmental Finance
9. Communications Team
10. Coordination and Quality Assurance Team
11. Operations Team

The teams play the following roles:

- The *Sustainable Development*, *Governance and Peacebuilding* and *Energy, Climate Change and Disaster Resilience* teams lead the implementation of the respective programme outcome areas

<sup>17</sup> IRH’s Annual Report of the Turkish Contribution for 2018 reported that at that time there were 12 global projects under implementation, constituting 30% of the IRH portfolio (page 10 of the report).

<sup>18</sup> This initiative builds upon the first phase of the project completed in early 2018, implemented in Georgia, Kosovo, Uzbekistan and the Comoros Union.

<sup>19</sup> IRH was relocated to Istanbul in 2015 after the “*Agreement concerning the establishment of the UNDP Regional Service Centre for ECIS in Istanbul*” was signed in September 2013. Following this agreement, Turkey and UNDP also signed a cost-sharing agreement for the implementation of UNDP’s ECIS Regional Programme.

<sup>20</sup> Resident Representatives are UNDP representatives in the respective countries where it has a presence.

outlined above.

- The *HIV, Health and Development Team* is responsible for health-related activities and ensures that links are made between socio-economic and environmental dimensions and health outcomes. This work consists primarily of support to people living with HIV/AIDS, waste management in the health sector and efficient and transparent procurement of medical material.
- The *Gender Equality and Knowledge Management and Innovation* teams work with the other teams to ensure that gender equality and knowledge-sharing practices are incorporated in all IRH activities.
- The *New Partnerships and Emerging Donors Team* fosters partnering with governments, private sector, or multilateral/ bilateral organizations, ensuring greater scale and impact of IRH's work.
- The *Global Environmental Finance Team* provides support for access to global environmental finance in support of the 2030 Agenda for Sustainable Development.
- The *Communications Team* plays an important role in documenting, formulating and disseminating the results of IRH's work.
- The *Coordination and Quality Assurance* and *Operations* teams provide quality assurance and operational support to other IRH teams and UNDP country offices in the region.
- Previously, IRH included a *Senior Advisor*, providing strategic advice to IRH teams and COs.

The multitude of activities carried out by the IRH can be organized into the three categories.

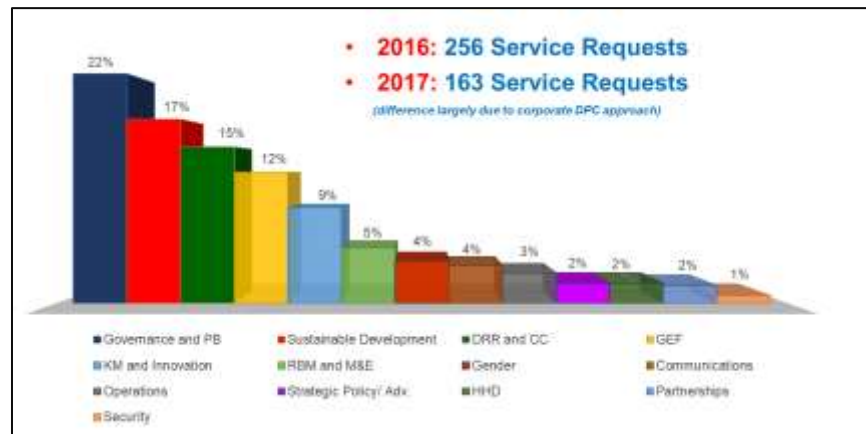
- 1- ***Provision of Services to UNDP COs:*** A major function of the IRH is the provision of advisory services and technical support to UNDP country offices in the region. To provide some perspective on the magnitude of this work, IRH has reported that over the 2014-2017 cycle it had provided over 1,000 advisory services to country offices.<sup>21</sup> Figure 4 below shows that only in 2016-2017 IRH received 419 such requests from COs in all the areas covered by its teams. COs usually request support for the following services:
  - a. *Technical Advice* on a variety of matters and topics, including the design of projects, depending on the needs of the country offices and the respective countries.
  - b. *Resource Mobilization Support* to enable country offices and their national counterparts to raise the necessary resources for priority interventions.
  - c. *Operational Support* on administrative matters and in particular assistance on the management of large procurement processes, based on CO needs.
  - d. *Seed funding* provided to incentivize and test key initiatives, leading to subsequent financing by respective government institutions and other partners.
- 2- ***Delivery of Regional Projects:*** In addition to providing support to respective country offices and countries, IRH leads a number of regional and global projects with country-level components. In contrast to projects led by country offices, these regional or global projects are managed by the IRH. As an example, in the 2014-2017 cycle, IRH managed 28 regional projects (including the four umbrella projects mentioned above).
- 3- ***Development of Knowledge Products:*** These include research published in the form of publications and events organized in Turkey or other countries. As mentioned above, IRH has produced key publications, such as the Regional Human Development Report, and has

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<sup>21</sup> Some of the support services to COs are managed through an automated system (so-called *Support Requests System* or *COSMOS*). Other services are provided on an ad-hoc basis, at the request of the respective CO.

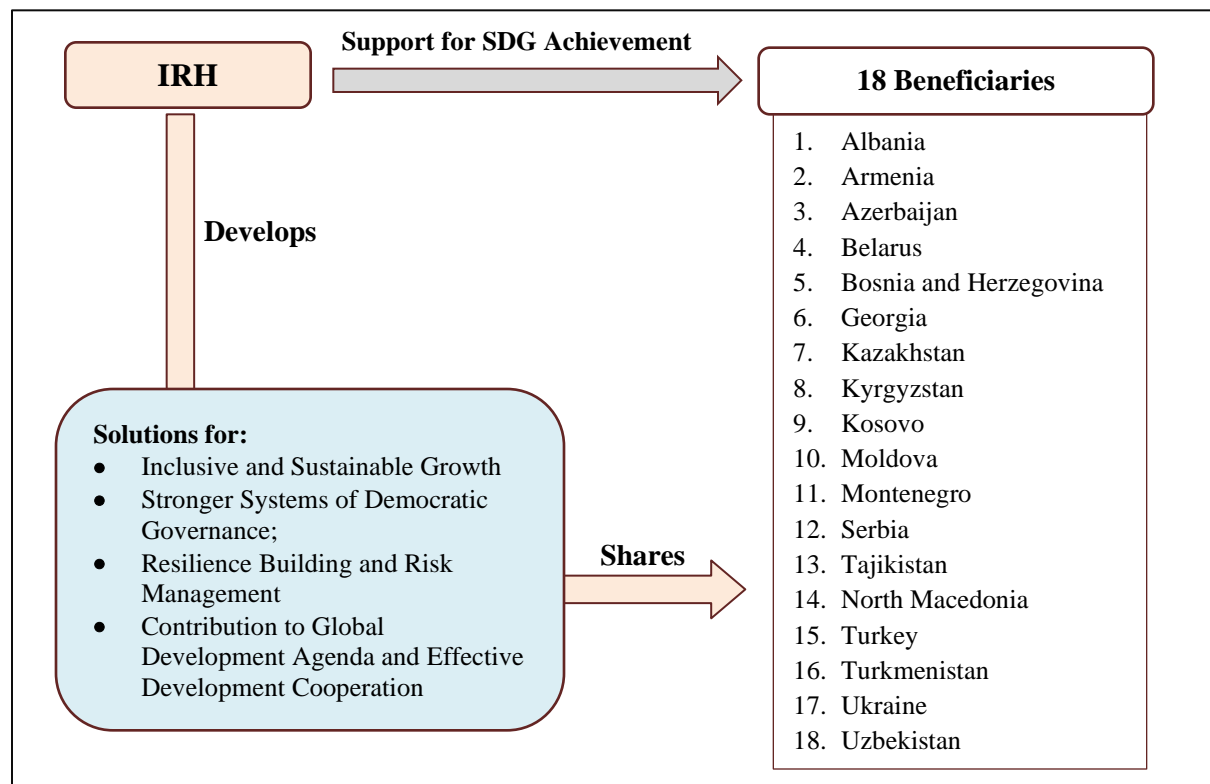
organized a large number of such events, including the flagship “*Istanbul Development Dialogues*” and “*Istanbul Innovation Days*”. Also, for perspective on this area of work, IRH has reported that for the 2014-2017 cycle it had organized about 200 events and produced over 100 knowledge products.

**Figure 4: CO Service Requests in 2016-2017**



At the other end of the regional programme are the countries receiving the support provided by the IRH. As shown in the figure below, the beneficiaries of the regional programme are the 17 countries and one territory in the ECIS region listed below.

**Figure 5: IRH Support to Beneficiary Countries**





IRH has grown into a regional center of knowledge, implementation and policy dialogue, with currently 163 UNDP personnel (staff, consultants and interns), including over 50 Turkish nationals.

As can be seen from Table 1 below, since IRH's relocation to Istanbul, the regional programme expenditure has amounted to about USD 90 million (for the period 2015-2019<sup>22</sup>). The table also shows that about half of the expenditure has occurred under the first outcome area (sustainable development). Further, the total amount of expenditure has been stable, varying between USD 17 and 19 million every year.

**Table 1: Regional Programme Expenditure (USD)**

Regional Programme Expenditure	Outcome 1 <sup>23</sup>	Outcome 2 <sup>24</sup>	Outcome 3	Outcome 4	Total	In percent
2015 Total Expenditure	5,015,345	5,027,953	2,122,999	4,497,264	16,663,561	-
Of which Turkish Contribution	1,275,193	1,103,039	1,191,894	511,539	4,081,664	24%
2016 Total Expenditure	6,488,280	4,810,443	1,415,153	5,171,094	17,884,970	-
Of which Turkish Contribution	673,514	216,025	617,203	554,562	2,061,305	12%
2017 Total Expenditure	10,573,095	3,338,321	1,142,885	3,584,230	18,638,531	-
Of which Turkish Contribution	536,321	63,364	389,857	650,415	1,639,957	9%
2018 Total Expenditure	9,982,093	4,026,367	3,893,346	-	17,901,806	-
Of which Turkish Contribution	576,824	3,197,266	444,275	-	4,218,365	24%
2019 Total <b>Expected</b> Expenditure <sup>25</sup>	9,000,000	6,000,000	4,000,000	-	19,000,000	-
Of which Turkish Contribution	396,000	2,300,000	300,000	-	2,996,000	16%
<b>Total Expenditure</b>	<b>41,058,813</b>	<b>23,203,084</b>	<b>12,574,383</b>	<b>13,252,588</b>	<b>90,088,868</b>	<b>-</b>
<b>Of which Turkish Contribution</b>	<b>3,457,852</b>	<b>6,879,693</b>	<b>2,943,229</b>	<b>1,716,517</b>	<b>14,997,291</b>	<b>17%</b>
<b>In percent</b>	<b>8%</b>	<b>30%</b>	<b>23%</b>	<b>13%</b>	<b>17%</b>	<b>-</b>

It should also be noted that expenditure has been significantly more than what was planned, an indication of strong resource mobilization performance. For example, in the 2014 – 2017 cycle, expenditure was US\$ 72 m, significantly more than the USD 53.6 m that was planned (this has included USD 13.6 m from UNDP own resources).

## 2) Turkish Contribution

The Turkish contribution to the regional programme has consisted of USD 15 million for a five-year period (2015-2019). The Government of Turkey has also provided IRH with office premises and utilities for the period in question. UNDP and Turkey have also agreed on a continuation of

<sup>22</sup> Expenditure for 2019 is expenditure expected by the end of 2019.

<sup>23</sup> Includes work by DRR team on climate change mitigation, etc.

<sup>24</sup> Includes work by gender and health teams.

<sup>25</sup> Expected expenditure by the end of 2019.

the contribution for an additional three-year period (2020-2022), with an annual allocation of USD 2.2 million.<sup>26</sup>

As will be shown throughout in this report, IRH has been very successful in mobilizing additional funds besides the Turkish contribution and UNDP's own resources. For example, the regional programme budget for 2014 – 2017 was USD 53.6 million, including \$13.6 million from UNDP regular core resources, but the IRH managed to mobilize additional funding, making it \$72 million by the end of 2017. Further, the budget for the 2018-2021 cycle<sup>27</sup> is USD 66 million, which includes USD \$4 million of UNDP own resources and the rest coming from bilateral and multilateral donors, vertical and thematic funds, South-South contributions, etc. Major sources of finance mobilized by IRH include the governments of Finland, Slovakia, Czech Republic, Romania, as well as the European Commission, Swiss Development Co-operation, Austrian Development Agency, Russia-UNDP Trust Fund for Development, the Global Environmental Facility, etc.

All these resources have been blended to finance the delivery of regional programme activities. As can be seen from Table 1, over the past five years, the Turkish contribution has constituted about 17% of the total amount of money spent on the regional programme. This contribution has varied by year, from about 10% in 2017 to about 25% in 2015 and 2018.

To assess the effects of the Turkish contribution, it is also important to understand what activities it has supported. The contribution has worked in two ways. At the first level, the funding has enabled the IRH to support specific activities that can be tied more directly to the Turkish contribution. This includes activities under the *Umbrella Projects* and also the *Catalytic and Scaling-up Facility* and partly the *Regional Impact Investment Facility*. But, more broadly, the Turkish contribution has enabled the IRH to mobilize significant additional resources and partnerships and deliver a range of interventions which will be reviewed in broad brushes in the following sections of this report.

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<sup>26</sup> The Turkish side reassured during interviews for this evaluation that the reduction is not any sign of dissatisfaction, but merely a reflection of budgetary constraints experienced by Turkey.

<sup>27</sup> Approved by the UNDP's Executive Board in November 2017.

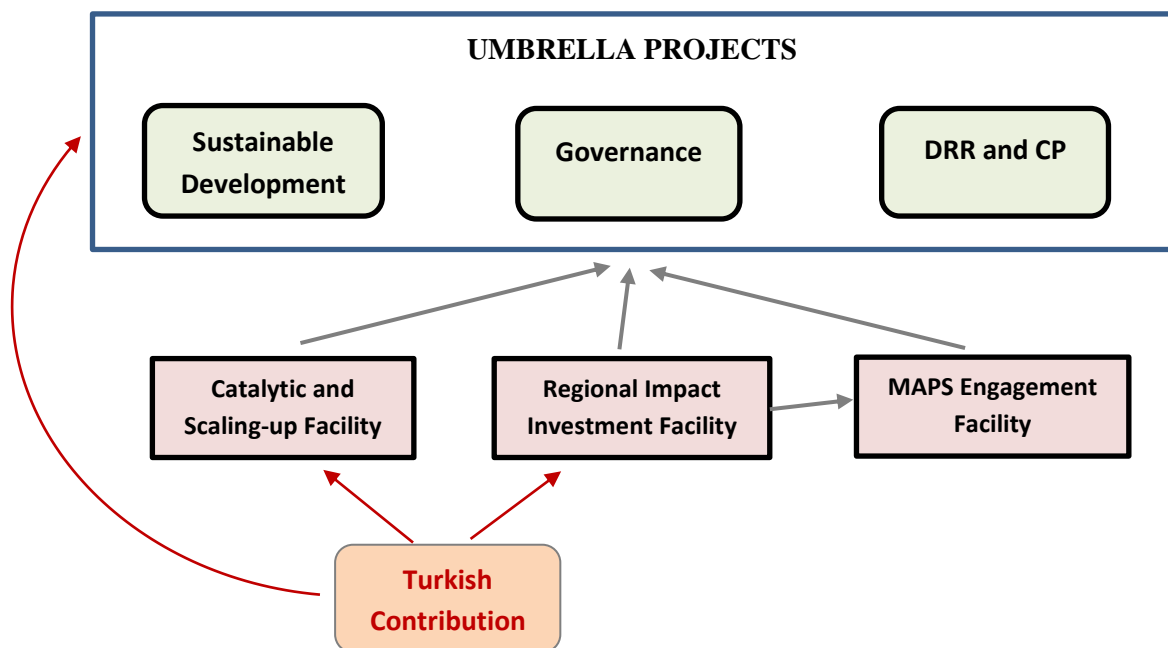
### 3. Findings

While the amount of information generated by this evaluation was significant, the findings presented in this chapter cover only the most essential aspects of the programme. The findings are organized along the four standard dimensions of UNDP evaluations: i) relevance - the extent to which activities were relevant to the priorities and needs of the parties involved; ii) effectiveness - whether activities were effective in achieving the desired and planned results; iii) efficiency - whether the process of achieving results was efficient; iv) sustainability - the extent to which benefits are likely to be sustained.

#### 3.1. Effectiveness

To assess the effectiveness of the Turkish contribution, it is essential to understand what has been achieved with this contribution. Figure 6 shows the ways in which the Turkish contribution has been channeled. First, it has been instrumental for the establishment of the Catalytic and Scaling-up Facility and the Impact Investment Facility (IIF). Also, through the IIF, it has contributed to the operation of the MAPS facility. Further, the contribution has also supported the delivery of specific initiatives under the umbrella projects.

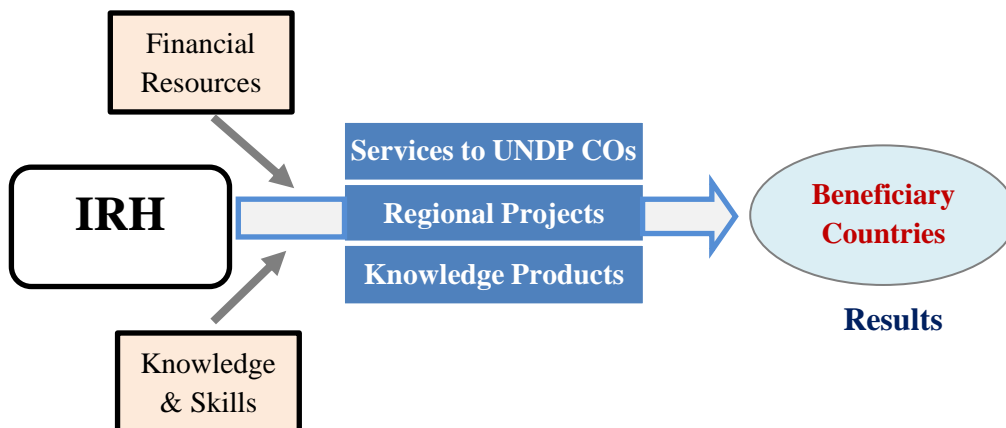
**Figure 6: Ways in which Turkish Contribution has been channeled**



It is also important to emphasize the indirect effects of the Turkish contribution. As has been noted, the IRH has used this contribution to leverage significant additional resources and partnerships (knowledge and skills) that have benefited the region (as shown in Figure 7 below). Moreover, the Turkish contribution has enabled the establishment and functioning of the IRH,

which as a regional public good dedicated to creating and sharing development solutions has an intrinsic value in itself.

**Figure 7: Leveraging of Resources, Knowledge and Skills by IRH**



Hence, the effectiveness of the Turkish contribution should be seen not only in the narrow context of the activities which it has directly supported, but also the broader results which it has enabled. The rest of this section will provide some key insights into the effectiveness of the Turkish contribution, taking into account both the major channels through which it was delivered (catalytic facilities and the umbrella projects) and direct and indirect effects.

#### 1) Catalytic Facilities

**Catalytic and Scaling-up Facility (2015-2016)** – The Turkish contribution has been used to establish the Catalytic and Scaling-up Facility, which has provided UNDP COs with ‘seed’ money to support activities that have leveraged resources and partners at the national level through integrated and innovative programming and scaled up of successful initiatives to deliver larger results for a greater number of people in a sustainable way. Funded entirely by the Turkish contribution, the Facility operated in 2015 and 2016, and was replaced in 2017 by a regional Impact Investment Facility (IIF). During the two years of its operation, the facility provided a total of USD 2.3 million. The maximum amount granted to each country was USD 100,000 and receiving COs had to cost-share at least 30% of the project cost from their own funds. Further, at least 15% of the resources have been allocated for activities aimed at achieving gender equality.<sup>28</sup> The following are some examples of initiatives that benefited from the Turkish funds.

- In 2016, **Kyrgyzstan** used the facility (USD 85,000) to pilot a project on preventing young people from joining violent extremist groups abroad. The project’s supported partners to identify the drivers of violent extremism and on the basis of that assessment provide training for government officials and mentoring for young people. It strengthened the capacities of

<sup>28</sup> This included activities that had as their principal objective addressing women’s specific needs, advancing gender equality, and/or empowering women and girls.

justice and security sector institutions, as well as local authorities, to apply socially inclusive policies, improve the penitentiary system, support reintegration, and build community resilience against the risks violent extremism. The project led to the development of a new State Programme on countering extremism and terrorism, which attracted USD 8 million of funding, and a sub-regional initiative<sup>29</sup> offering employment and entrepreneurship support to at-risk youth,<sup>30</sup> which was funded with about USD 6 million by the Japanese Government.

- In 2015, the *Bosnia and Herzegovina* and *Serbia* COs used the facility (USD 100,000) to support their respective governments in the implementation of international resolutions on protecting civilians and ensuring justice. The project facilitated cooperation between the two countries' prosecution services on resolving war crimes cases and the search for missing persons, as well as improving the skills of individual prosecutors. The project was further scaled up to include Montenegro. This initiative led to a UNDP regional project<sup>31</sup> funded by the UK government (USD 1,8 m).
- In 2016, *Ukraine* received USD 91,800 from the facility to pilot in seven districts the inclusion of vulnerable groups into the labour market, with a particular focus on vulnerable women. The case management approach was piloted in seven employment centers. Within five months of testing, 300 unemployed persons from "hard-to-employ" vulnerable groups had benefited from the new model of integrated social support based on case management. Based on this pilot, the model was scaled up country-wide and new national standards and protocols were introduced for the integration of vulnerable groups into the labour market.
- *Kazakhstan* received funding in 2016 to promote flood management practices that reduce vulnerability to climate-induced water stress and flood hazards in the Almaty region. The initiative provided a number of policy recommendations for the National Disaster Preparedness Action Plan and led to the establishment of a women-led disaster management extension center responsible for the promotion of community mobilization activities related to climate-induced floods.

***Regional Impact Investment Facility (2017-2018)*** – After two rounds of the Catalytic and Scaling-up Facility, IRH established in 2017 the regional Impact Investment Facility (IIF), which incorporated the catalytic facility. To achieve greater impact, IIF pooled USD 1 million from the Turkish contribution with USD 3 million from other sources. IIF has followed the original logic of the catalytic and scaling-up facility - i.e. it has made available seed funding to COs to catalyze development initiatives with potential for attracting additional funding from government and non-governmental sources. Following the same thematic areas of the regional programme, the facility has prioritized partnerships with development banks and international financial

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<sup>29</sup> The initiative's title is "*Strengthening Community Resilience and Regional Cooperation for Prevention of Violent Extremism in Central Asia*".

<sup>30</sup> Employment assistance was combined with formal and informal social support platforms, networks and counselling services, enabling youth networks and individuals to withstand the pull factors of violent extremism, develop and spread 'positive' narratives, utilizing modern communication technologies and face-to-face engagements.

<sup>31</sup> The project's title is "The Regional War Crimes Project".

institutions in the implementation of problematic loan-financed projects, exploration of alternative financing, cooperation with the private sector and improvements of efficiency of domestic financing related to SDGs at the country level. Eleven COs have used the resources of the facility to co-fund promising programmes partnering with IFIs, governments, private sector, and other development partners.<sup>32</sup> The initiatives supported by IIF and their key results are summarized in Annex VI. In addition to the results achieved in the region, the IIF model has achieved recognition beyond the region and has been adopted by UNDP globally as a model for making strategic use of funding resources.

**Support to SDG Implementation** – IRH has used the Turkish contribution to promote the 2030 Agenda in the region and operationalize the SDGs in individual countries. There are three main ways in which the Turkish financing has contributed to this.

- First, IRH has used the catalytic facilities, supported by the Turkish funds, to promote specific SDG activities in the region. Through the *Catalytic and Scaling-up Facility* and the *Impact Investment Facility*, it has provided tailored support to a number of countries to promote and implement the SDGs (the box below provides specific examples of this work).

#### Box 4: Use of Catalytic Facilities to Support SDGs

Using the Catalytic and Scaling-up Facility, IRH has provided tailored support to four UNDP COs for the implementation of SDGs.

- In 2015, UNDP Moldova used the Turkish contribution to support the alignment of the national development strategy with the SDGs; to link sectoral strategies relevant to SDGs to the overall national development strategy; and to nationalize SDG targets and indicators.
- In 2016, UNDP Azerbaijan used the Turkish contribution to strengthen the capacity of statistical bodies to monitor SDG progress, and set up a national information portal on SDGs.
- UNDP Tajikistan used the facility to develop a monitoring and evaluation framework for SDGs, draw up a roadmap for SDG nationalization, implementation and reporting, and pilot localized solutions.
- UNDP Uzbekistan used the contribution to integrate SDGs into the policy dialogue.

In 2017-18, IRH supported selected UNDP COs with the implementation of SDGs through the Impact Investment Facility.

- As a follow-up to the MAPS mission, UNDP Turkmenistan used the IIF support to engage with the Ministry of Finance and Economy on a three-year project to build SDG planning, budgeting and monitoring capacity (with the focus on financing for SDGs). The aim was to increase domestic financing for the SDGs, which is key in Turkmenistan given that the private sector and international assistance are weak.

<sup>32</sup> The following countries have benefitted from the facility: Albania, Azerbaijan, Belarus, Bosnia and Herzegovina, North Macedonia, Kazakhstan, Kyrgyzstan, Moldova, Serbia, Turkmenistan, Ukraine.

- UNDP Moldova used IIF funding to set up a unit to promote Private Sector Engagement for SDGs implementation and catalyze the involvement of the private sector in funding and implementation of SDGs. The unit has involved at least 150 private sector companies to transform development challenges into business opportunities and marketable products for companies.

- Second, IRH has used the Turkish contribution to establish in mid-2018 the *Sustainable Development Goals Impact Accelerator* initiative (SDGIA) as a global platform that serves “systems entrepreneurs” and innovators to achieve impact at scale. Since its creation, SDGIA has been joined by the Bill & Melinda Gates Foundation, Limak Holding,<sup>33</sup> and Eczacibasi Vitra,<sup>34</sup> World Food Programme, etc., making it a truly multi-stakeholder platform.
- Third, IRH has used the contribution to deploy the so-called “*MAPS approach to SDG implementation*” in the region. MAPS (mainstreaming, acceleration and policy support) is a uniform approach adopted by the UN Development Group to structure UN support to the implementation of the SDG agenda at the country level.<sup>35</sup> Since 2015, the MAPS approach has provided a framework for SDG implementation support and initiatives in the ECIS region, and between 2015 and 2018 IRH coordinated a series of UN/UNDP-supported MAPS missions. Box 4 below provides a short description of the focus on MAPS missions in the ECIS region.

#### Box 5: MAPS Missions in the ECIS Region

In line with global guidelines, the MAPS missions in the region concentrated on three tasks:

- i. Supporting the mainstreaming of SDGs into national development strategies and frameworks;
- ii. Identifying so-called accelerators through analyzing the linkages between individual SDGs and identifying policy measures which can have multiplier effects on the implementation of several goals or which can address bottlenecks blocking the implementation of interlinked goals;
- iii. identifying areas of policy support which can be provided in a coordinated manner by UN agencies to support SDG implementation. IRH ensured that gender equality dimensions were addressed in the MAPS reports and any related strategies arising from them.

Building on the experience of the catalytic facilities, UNDP established in 2018-2019 the ***MAPS Engagement Facility*** with blended financing from the Government of Turkey (through the

<sup>33</sup> A Turkish conglomerate with investments in energy, health and transport in developing countries.

<sup>34</sup> A large global producer of sanitation systems with headquarters in Turkey.

<sup>35</sup> The MAPS is a UN common approach to supporting SDG implementation comprising: Mainstreaming of the 2030 Agenda, Acceleration towards the SDGs, and Policy Support drawing on the expertise and programmatic experience of different parts of the UN.

contribution for the regional programme), headquarters and UNDP's Independent Evaluation Office. This facility has supported countries in the implementation of recommendations emerging from MAPS missions. The amount of financial support offered by the facility has been up to USD 30,000 for national-level activities and up to USD 50,000 for regional/multi-country activities. Support has been granted to initiatives implementing MAPS roadmaps, and especially those taking forward recommendations and activities linked to (i) SDG Accelerators; and, (ii) Data for SDG monitoring and reporting. In 2018-2019, about USD 25,000 were allocated to each of the following UNDP COs: Montenegro, Turkmenistan, Ukraine, Kazakhstan, Kosovo, Tajikistan, Uzbekistan, and Belarus, and USD 50,000 for a multi-country project involving Kazakhstan and Turkmenistan (see Box 6 below for a brief description of these initiatives).

### Box 6: MAPS Engagement Facility

In particular, the MAPS Engagement Facility has been used to support:

- (i) **SDG Acceleration Initiatives:** proposals from UNDP Country Offices which can further define integrated acceleration areas in the field of inclusive growth and/or green economy, while also helping to identify synergies and/or trade-offs that may be associated with more integrated approaches. These activities help simplify the concept of accelerators and propose actionable accelerator activities in line with MAPS recommendations.
- (ii) **Data for the SDGs Monitoring and Reporting:** support for improving data and analysis for public policy making and engaging stakeholders for SDG implementation. It is envisaged that work in this area could be in coordination with other UN agencies on building national capacity for data collection, monitoring and evaluation, as well as to develop innovative tools that support SDG monitoring and evaluation at national level.

The following are examples of these activities:

- **Turkmenistan** was supported to carry out an assessment of the nationalized SDG indicators prepared for the country's Voluntary National Review in 2019. A national SDG database was designed and approved by the government.
- **Ukraine:** The mapping of available open data sources and official statistics was carried out in three selected cities and three amalgamated territorial communities, leading to research products on the applicability of National SDGs for local SDG monitoring, and a recommended list of SDG indicators to be used by cities and communities to monitor the achievement of SDGs. Comprehensive technical terms of reference for the development of an SDG governmental Platform were also provided.
- **Kazakhstan:** A capacity assessment of the Economic Research Institute, which is responsible for coordinating work on SDGs, identified the capacity gaps in data collection, SDGs implementation etc., and a Rapid Integration Assessment (RIA) was carried out to assess the extent to which national strategy and policy documents are aligned with SDG targets. Support to the State Statistical Committee for monitoring and reporting on SDGs progress was also provided.
- **Uzbekistan:** On the basis of the identification of the most influential targets (through analysis of the SDG dashboard and complexity/cluster analysis), the International Futures modelling methodology<sup>36</sup> was used to develop scenarios to illustrate how clusters of targets could positively

<sup>36</sup> [International Futures](#) (IF) is a forecasting tool developed by the Frederick S. Pardee Center under the University of Denver, which uses historical data, trends and dynamic relationships to forecast indicators for 186 countries from 2010 to 2100. Consisting of individual sub-modules (economy, governance, finance, demographics, health,



influence long-term development outcomes. In the region, the International Future modeling methodology has also been used to inform MAPS missions in Moldova, Uzbekistan, Turkmenistan and the Kyrgyz Republic.

- **Belarus:** Support was provided to the National Statistical Committee (Besltat) in launching an SDG data monitoring and reporting portal. In addition, capacity building activities were held for the local statistical bodies on the SDG national portal, to improve data collection and disaggregation at the local level. In 2018, Belstat adopted the Roadmap for developing statistics and is currently developing the National Platform for Reporting on SDGs.
- **Kosovo:** Support was provided to the Council for Sustainable Development through the production of several background research papers, including a Context Analysis on SDGs; Status of SDGs in Kosovo; SDG Data Mapping and an RIA of 25 country strategies.
- **Montenegro:** Montenegro's MAPS focused on the identification of points of acceleration by mapping the links between the EU Accession process and the SDGs as an opportunity to identify synergies to implementation of both development agendas. Five actionable interventions with the highest acceleration potential identified.
- **Kazakhstan-Turkmenistan:** UNDP COs in Kazakhstan and Turkmenistan implemented a multi-country project "Partnering for green SDGs" with the aim of addressing the significant gaps in alignment of the environment SDGs in national strategies, which were identified during the RIA of the national development plans. The project also strengthened national statistical capacities of Kazakhstan and Turkmenistan to produce environment statistics in line with the Framework for the Development of Environment Statistics 2013, developed by the UN Statistical Commission. In particular, the project supported the implementation of the System of Environmental-Economic Accounting 2012 accounts (SEEA) in support of monitoring of SDGs in the areas of environmental protection and natural resource and management.

UNDP COs have found the catalytic facilities very useful. In particular, they appreciate the quality of MAPS missions and the support that the MAPS facility has provided them to follow up on the recommendations of the MPAS mission. For many COs, this has been a new area of work in which they have been trying to develop their capacities.

## 2) Umbrella Projects

As has been noted, besides the catalytic facilities, IRH has used the Turkish contribution in the delivery of activities under the umbrella projects. The contribution has been blended with other sources of finance to achieve greater impact. However, certain activities have benefited directly from Turkish funds. The following are some examples along the three thematic areas of the regional programme.

In the *thematic area of sustainable and inclusive development* the Turkish contribution has been used to provide seed money to a sub-regional project promoting more *inclusive labour markets in the Western Balkans*. A contribution of Euro 320,000 was made in 2015 to test practical measures for the employment of vulnerable groups. This initiative was replicated in

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education, gender, agriculture, energy, environment, technology, and infrastructure) that are dynamically connected, the model captures changes between systems.

other parts of the region, especially in Ukraine, thanks to Euro 2.7 million provided by the Austrian Development Agency. It also enabled the IRH to take forward a strategic partnership with the ILO on addressing employment issues in the region.

Another example of the strategic use of the Turkish contribution is IRH's work on ***social inclusion of the ethnic Roma population***. As a first step, in partnership with the EU and the World Bank, UNDP conducted a regional survey on the socio-economic situation of Roma to enable Western Balkans governments to have the data required to monitor the situation of Roma and inform policy-making.<sup>37</sup> The quantitative survey was supplemented with another study of factors motivating Roma migration and obstacles following their return from EU member states. This study informed the design of a project implemented by UNDP Serbia and financed with USD \$85,000 from the Turkish contribution through the 2016 Catalytic and Scaling-up Facility aimed at testing a model for the sustainable reintegration of Roma returnees. This project attracted a contribution of Euro 750,000 from the European Union and contributed to the enhancement of coordination mechanisms at local level and providing returnees with better access to employment, housing and education. Further, the lessons learned and partnerships established through this work have led to UNDP's participation in a new EU-funded project on sustainable reintegration of Roma in the Western Balkans of Euro 8.8 million, (with IRH receiving Euro 2.5 million), in partnership with the EU, World Bank and Council of Europe.<sup>38</sup>

The results of the Turkish contribution have occurred not only in the areas which have benefited from direct investments, but also more broadly through the leveraging of additional funds that the contribution has enabled. So, for the thematic area of ***sustainable and inclusive development*** Box 7 below provides a very broad overview of the main achievements of IRH's work in the 2014-2019 period.

#### **Box 7: Key Achievements in the Area of Sustainable Development<sup>39</sup>**

***Employment and Social Inclusion*** - Social inclusion has been a strong theme of the work of IRH, both in terms of the groups that it has targeted and the approaches that it has followed. The groups that have been targeted have been women,<sup>i</sup> persons with disabilities (PwDs), youth at risk of radicalization, Roma people,<sup>ii</sup> migrants,<sup>iii</sup> displaced populations and returnees and even inmates at correctional institutions.<sup>iv</sup> The main instruments for social inclusion have been labour markets and trade policies, social protection and care policies, social contracting,<sup>v</sup> etc. This work has included policy research on a variety of related topics, public employment services,<sup>vi</sup> training schemes for a variety of skills and groups, support for the establishment of businesses for these groups, and facilitation of cross-border trade in goods and services.<sup>vii</sup>

<sup>37</sup> See the 2017 UNDP publication summarizing the results: 'Roma Returnees to the Western Balkans. No Place for us: neither here, nor there' <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/roma-returnees-to-the-western-balkans.html>

<sup>38</sup> The sub-regional project "Strengthening national and local systems to support the effective socio-economic integration of Roma returnees to the Western Balkans" will be implemented in partnership with the Council of Europe and World Bank. The total project budget is Euro 8.8 million, of which 2.5 million are allocated for the implementation of UNDP-led components and actions.

<sup>39</sup> Some examples of the work that is described in the box are provided in this report's endnotes.

***Management of Natural Resources, Chemicals and Waste*** - Another area of IRH support has been the integration of natural resource management measures into national policies and strategies<sup>viii</sup> and public financial management systems.<sup>ix</sup> IRH has promoted rights-based approaches to natural resources use and management.<sup>x</sup> It has also contributed to the integration of gender perspective in the management of natural resources. Another area of work has been strengthening healthcare waste management through policy measures and piloting of environmentally-friendly disposal techniques.<sup>xi</sup>

***Climate Change Adaptation and Mitigation*** - Climate change mitigation and adaptation has become a major area of work for UNDP in the region, underpinned by many partnerships, and in particular the one with the Global Environment Facility (GEF). In this area, IRH has played an active role with policy advice on matters such as climate policies,<sup>xii</sup> national adaptation plans,<sup>xiii</sup> low-emission development strategies,<sup>xiv</sup> nationally appropriate mitigation actions,<sup>xv</sup> establishment of National Designated Authorities,<sup>xvi</sup> Intended Nationally Determined Contributions,<sup>xvii</sup> Biennial Update Reports to UNFCCC,<sup>xviii</sup> etc. Research linked to policy has been another area of support.<sup>xix</sup> IRH has also promoted the introduction of the gender perspective into the national communications through the “*Gender Responsive Toolkit for National Communications*”. IRH has played an active role in supporting countries in the region to gain access to various climate finance mechanisms.<sup>xx</sup> IRH has also supported the promotion of access to energy, energy efficiency and renewable energy.<sup>xxi</sup>

In the ***thematic area of governance***, a major achievement supported by the Turkish contribution has been the prevention of ***sexual and gender-based violence and securing the rights of survivors***. Activities have supported the adoption of policies that prevent early and forced marriage, human trafficking and other harmful practices and improve tracking and reporting of sexual and gender-based violence. Jointly with UN Women, UNDP established a cooperation platform on gender-based violence (GVB) which has involved judges, ombudsmen. Support was provided to Kazakhstan, Kyrgyzstan and Uzbekistan to run a sub-regional advocacy campaign led by survivors and activists to end violence against women and girls. Jointly with UN Women, UNFPA and UNICEF, IRH organized a regional conference to promote policy dialogue on all forms of violence against women and girls in Central Asia, which involved more than 60 government, parliamentary and civil society representatives. This work has contributed to greater awareness of international community and national partners on the urgency to address this important development issue. As a result, Turkmenistan and Uzbekistan have drawn laws on GBV.

The Turkish contribution has also enabled IRH to engage in strengthening gender equality in decision-making. This has been pursued by promoting gender quotas and other legislative provisions that promote women’s political participation, mobilizing women in politics and public institutions at all levels, and supporting coalitions that promote gender equality in national agendas. For example, IRH organized a conference of parliamentarians for gender equality and

women's empowerment in Moldova in October 2017 which brought together parliamentarians, local elected officials and civil society representatives from 11 ECIS countries<sup>40</sup> to explore solutions to increase women's participation in politics and parliaments responsiveness to gender equality.

As part of the inter-agency team on AIDS, IRH has had a significant focus on HIV/AIDS under the second umbrella project. The Turkish contribution has supported this work, which has focused on the improvement of service delivery to households with members living with HIV. At the policy level, IRH has supported countries in developing strategies that link sustainable financing of national HIV responses to broader social protection systems. It has also assisted countries in accessing funding for HIV programmes.<sup>41</sup> This area has benefited from significant cost sharing by respective governments.<sup>42</sup> Another area of work that has benefited from the Turkish contribution is the promotion of the concept of social contracting of HIV-related services to NGOs. IRH has supported the development of the necessary regulatory framework for social contracting in certain countries.<sup>43</sup> IRH has also supported the development of tools for women and girls affected by HIV in conflict areas – this includes a model for rights-sensitive social support, a crisis response point and an advocacy and community mobilization campaign. Another significant area of health-related work has been support for health procurement. IRH has supported countries to build capacities for efficient procurement of health products. Moldova and Ukraine have benefited from a “Sustainable Health in Procurement” project, which has promoted climate-smart healthcare programming to address the lack of data and information in this area.

For the thematic area of ***governance*** Box 8 below provides a very broad overview of the main achievements of IRH's work in the 2014-2019 period.

#### **Box 8: Key Achievements in the Area of Governance<sup>44</sup>**

In the area of governance, IRH has provided support for gender mainstreaming, local governance, public administration reforms, parliamentary development, youth engagement, violent extremism, migration, data-driven and scalable solutions for inclusive governance, etc.

***Open Data*** – An important area of IRH activities has been the promotion of open data.<sup>xxii</sup> It has supported initiatives such as open data readiness assessments<sup>xxiii</sup> and the establishment of the open data platforms.<sup>xxiv</sup> IRH has launched the Transformative Governance and Finance Facility<sup>xxv</sup> which has supported the region to harness the benefits of big data, new technologies and other innovations.<sup>xxvi</sup> Countries were supported through the Innovation Facility to test out the use of data in urban development, sustainable tourism and public service satisfaction.

<sup>40</sup> Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyz Republic, Moldova, Tajikistan, Turkmenistan, Ukraine, Uzbekistan.

<sup>41</sup> Examples are Belarus, Kazakhstan, the Kyrgyz Republic, Moldova, and Ukraine.

<sup>42</sup> Examples are Armenia, Bosnia and Herzegovina, Kazakhstan, Moldova, Turkmenistan, Ukraine and Uzbekistan.

<sup>43</sup> This has been partly supported through the catalytic facilities. Examples of countries that have received support include Belarus, Bosnia and Herzegovina, Kyrgyz Republic, North Macedonia, Moldova, Montenegro, Serbia, Tajikistan, Ukraine and Uzbekistan.

<sup>44</sup> Some examples of the work that is described in the box are provided in this report's endnotes.

**Public Administration and Service Delivery** - IRH has supported local governance and public administration reforms. It has strengthened local government institutions to ensure access to public services for migrants and displaced persons.<sup>xxvii</sup> In other countries, IRH has supported institutions to combat corruption.<sup>xxviii</sup> IRH has supported the establishment of the regional Astana Civil Service Hub which promotes knowledge management, partnership approaches contributing to modern, effective and fiscally sustainable civil service systems. Support has been provided for the development of the civil service and training for civil servants. IRH has supported the development of an online knowledge sharing platform to enhance transparency in public service delivery for the Western Balkans. Analysis of innovations in public service delivery approaches which identified practices, lessons learnt and emerging approaches to responsive delivery of public services in the region.<sup>xxix</sup> A methodology for transparent allocation of public funds to CSOs was implemented in six countries in the Western Balkans. This work has also included support for evidence-based policymaking for gender equality in public administration by generating data and baseline of current practices in the ECIS.

**Human Rights** - With grants from the Catalytic Facility, IRH has supported countries' follow-up to their "universal periodic reviews" and Treaty Body and Special Procedures recommendations. These grants have contributed to the establishment of national platforms for coordination of UPR reporting and follow-up processes and consultation with CSOs in a number of countries.<sup>xxx</sup> IRH has also provided support for minority rights and anti-discrimination<sup>xxxi</sup> and rights of people with disabilities.<sup>xxxii</sup> The adoption of the National Human Rights Action Plan was supported in Turkmenistan. IRH has also supported assessments of the capacities of national human rights institutions (NHRIs).<sup>xxxiii</sup> The Kyiv Declaration resulting from the 2015 international conference on the role of NHRIs in conflict and post-conflict situations was among the key regional achievements in promoting human rights.

**Rule of Law** – IRH has provided policy advisory services on rule of law and access to justice (especially for marginalized communities).<sup>xxxiv</sup> This has resulted in intensified regional exchange<sup>xxxv</sup> and sub-regional cooperation.<sup>xxxvi</sup> Support has been provided on SGBV in the context of access to justice.<sup>xxxvii</sup>

**HIV** - In the area of HIV prevention, IRH has strengthened capacities of regional rights-related platforms.<sup>xxxviii</sup> It has conducted Legal Environment Assessments on HIV and/or TB, identifying barriers faced by marginalized populations in accessing health services<sup>xxxix</sup> and has been instrumental in ensuring the meaningful engagement of sex workers and sex worker organizations in national dialogues and consultations. IRH has also led interdisciplinary and cross-agency efforts against punitive and discriminatory laws.<sup>xl</sup> Policy advice has been provided on intellectual property and access to essential medicines.<sup>xli</sup> IRH has also supported the establishment of new funding models<sup>xlii</sup> and procurement of medical products.<sup>xliii</sup> A range of knowledge products have been produced,<sup>xliv</sup> including studies on allocative efficiency of HIV-response funds and concrete investment cases on the integration of optimized HIV investments into national financing mechanisms.<sup>xlv</sup>

**Border Management** - IRH has supported the integrated approach to border management in the ECIS. It has supported a range of border management initiatives in different countries,<sup>xlvi</sup> as well

as the elaboration of a Regional Border Management Strategy. In light of new migration challenges, it has reenergized work around migration and border management (and the relationship with the International Centre for Migration Policy Development).

**Security** - Through its flagship SEESAC project, IRH has strengthened the capacities of national partners in addressing the security deficits by focusing on the control and reduction of the proliferation and misuse of small arms and light weapons (SALW) and advancing gender equality in security sector reforms. It has supported partners to address SALW threats, which led to the integration of SALW control policies, improved capabilities to combat illicit proliferation, and increased transparency of arms transfers.<sup>xlvi</sup> It has also contributed to mainstreaming gender in policing<sup>xlvi</sup> and strengthened cooperation on gender mainstreaming in security sector reform in the Western Balkans.<sup>xlvi</sup>

**Women's Participation** - Another major area of IRH activities has been support for the participation of women in decision-making.<sup>1</sup> It has also strengthened engagement and knowledge of parliamentarians, civil society and local elected officials for gender-responsive parliaments (Caucasus and Central Asia), with focus on gender-responsive lawmaking and implementation of laws on sexual and gender-based violence. IRH has further supported a range of knowledge products,<sup>li</sup> as well as the important process of “*Gender Seal*” certification in the region.

In the *thematic area of resilience to shocks and crises*, funding from the Government of Turkey has supported the development of climate change adaptation initiatives for climate finance.

- IRH conducted in 2017 an analysis of gaps in climate-resilient flood risk management in Western Balkans.
- With funding from the catalytic facilities, the Bosnia and Herzegovina CO piloted a Disaster Risk Analysis System information management tool and an integrated approach at increasing resilience of community and households to climate change impact and disasters (especially floods).
- As a result of this work, a new USD 9 million regional project for flood risk management in the Drin River Basin in Western Balkans (Albania, Montenegro, North Macedonia) got the approval of the Adaptation Fund in 2019.<sup>45</sup>

IRH has also supported the establishment of a Regional Disaster Risk Reduction (DRR) coordination mechanism. Starting from 2015, with funding from the Government of Turkey, IRH has supported the annual regional forum of the heads of emergency response agencies in Central Asia, which is the only regional DRR coordination mechanism in ECIS serving as a platform for

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<sup>45</sup> The project will be implemented in 2019-2024 to assist the implementation of an integrated climate-resilient river basin flood risk management approach in order to better manage flood risk at regional, national and local levels and to enhance the resilience of vulnerable communities in the Drin river basin to climate-induced floods. [https://www.adaptation-fund.org/wp-content/uploads/2019/01/6215\\_AF\\_Regional\\_Project-Proposal\\_resubmission\\_06-Feb-2019-clean-version.pdf](https://www.adaptation-fund.org/wp-content/uploads/2019/01/6215_AF_Regional_Project-Proposal_resubmission_06-Feb-2019-clean-version.pdf)

national emergency agencies, the international community and NGOs to share their DRR knowledge and best practices and coordinate regional preparedness and responses.

For the thematic area of *resilience to shocks and crises* Box 9 below provides a very broad overview of the main achievements of IRH's work in the 2014-2019 period.

#### **Box 9: Key Achievements in the Area of DRR and Conflict Prevention<sup>46</sup>**

In this area, IRH has supported countries to improve resilience to shocks and crises by strengthening conflict prevention capacities and reducing disaster risks through innovative technologies and use of financial instruments for disaster resilience.

**Conflict Prevention** - IRH supported peacebuilding through conflict management mechanisms.<sup>lii</sup> It supported a Recovery and Peacebuilding Assessment in Ukraine, leading to the development of a strategy coupled with strengthening of the women mediators. With funding from the Catalytic Facility, IRH developed micro-narratives on conflict, peace and tolerance in the Georgian-Abkhaz context and Countering Violent Extremism in Kosovo, a Youth Facility for Social Cohesion in Kumanovo (North Macedonia), and 'Managing Political Risks to Development' project in Tajikistan. IRH has also supported research, such as community risk survey was conducted in Abkhazia, needs analysis in Kosovo on counter-radicalization and dialogue to support youth in relation to efforts for preventing violent extremism.

**Disaster Risk Reduction** - IRH has contributed to establishing institutions, platforms and preparedness systems. Through the regional initiative ICT4DRR, it supported the development of DRR app for collection of sex-disaggregated data through crowdsourcing to inform disaster preparedness. IRH supported the establishment of risk information management systems with application to post flood recovery processes,<sup>liii</sup> assessment of economic impacts of droughts<sup>liv</sup> and floods<sup>lv</sup>; and a replicable concept for Early Warning. IRH also supported the development of a range of strategies related to DRR<sup>lvi</sup> and strengthening of legal and regulatory frameworks.<sup>lvii</sup> Further, it has supported gender mainstreaming in DRR.<sup>lviii</sup>

Another important part of IRH's work have been the *promotion of development debates and production of knowledge and research*. The development debates include the two flagship events funded directly through the Turkish contribution - the Istanbul Development Dialogues (IDD)<sup>47</sup> and the Istanbul Innovation Days (IID).<sup>48</sup> These events have become well-known annual

<sup>46</sup> Some examples of the work that is described in the box are provided in this report's endnotes.

<sup>47</sup> In 2015 and 2016, the Istanbul Development Dialogues (IDDs) were devoted to inequalities in the region. This reflected the fact that Eastern Europe and Central Asia is made up of middle-income countries in which basic development challenges like income poverty, poor health and nutrition, and access to communal services have been largely resolved. The 2017 IDD focused on risks to sustainable development in Eastern Europe, Turkey, and Central Asia, and on strengthening resilience against those risks. The 2018 IDD focused on partnerships in support of the Sustainable Development Goals (SDGs).

<sup>48</sup> The first Istanbul Innovation Days were held in 2016, but at this point were largely an internal event, intended to take stock of the state of innovation and discuss the way forward. In 2017 the Istanbul Innovation Days were launched as an annual gathering run by UNDP's Istanbul Regional Hub in order to explore and accelerate



gatherings of partners to explore and accelerate learning about emerging trends and innovative approaches to development and policy making. IDD has emerged as a venue for discussing key development challenges facing the region and potential solutions, whereas IID as a R&D forum for rethinking and building a new generation of services that incentivize emerging initiatives and experiments around strategic issues.

UNDP COs appreciate the events organized by the IRH, including the two flagship debates. They would, however, prefer more speakers from their respective countries to these events. Also, the Turkish counterparts are highly appreciative of the two development debates and recognize the visibility that they have given Turkey as a convener of development thinkers and practitioners focused on regional problems. While fully supporting the continuation of these events in the future, they prefer to see greater prominence through higher-level participation (i.e. more ministerial representation, distinguished academics, etc.).

Through these events, but also more than 175 knowledge products developed in the period 2015-2018, IRH has established itself as a thought leader in the region. Box 10 below provides a bit more detail on knowledge products generated by IRH.

#### **Box 10: IRH's Knowledge Products**

A major area of work for the IRH has been the production and dissemination of knowledge relevant to the development challenges facing the region. Knowledge products developed by IRH have been in two forms – research publications and regional events like the IDDs and IIDs mentioned above.

- IRH has conducted a lot of research focused on the region and has published a number of studies. One flagship publication has been the series of regional human development reports which have focused on key priority issues for the region such as inequalities and disaster risk management.<sup>lix</sup> IRH has also provided support for the development of national human development reports in the countries in the region.
- IRH has organized a number of global and regional events in Istanbul. IRH reported that it organized or hosted more than 210 events between 2014-2018, thus helping position Istanbul as a center of development debates.<sup>lx</sup>

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Overall, the Turkish contribution has generated a stream of activities and achievements that go way beyond the amount of funding that has been provided. This has been achieved thanks to an impressive resource mobilization performance of the IRH.

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organizational learning of the emerging trends and approaches to development and policy making. The 2018 IID event was titled #NextGenGov, and focused on emerging global trends impacting governance mechanisms and approaches, and aiming to contextualize their potential implications around the world through collaborative experimentation.



Overall, by carrying out the functions listed in this report, IRH has contributed to:

- Creating and facilitating the dissemination of knowledge throughout the region;
- Forging partnerships in response to the region's development challenges;
- Capturing and spreading development successes and best practices in the region;
- Promoting innovation and scaling-up of innovative sustainable development solutions;
- Connecting the region to a global network of development experts; and,
- Increasing the impact of UNDP's work through effective communications and advocacy.

The complex challenges associated with achieving the 2030 Agenda and the associated imperative to move from funding to financing development place a high premium on: (a) impactful, scalable partnerships across the spectrum of bilateral, multilateral, private-sector and civil society partners; and (b) innovative solutions and integrated ways of working to bring development solutions to scale, expand the resource base and utilize limited resources efficiently. The catalytic and MAPS facilities, in particular, with direct support from the Turkish contribution, have been particularly focused on piloting innovative solutions to development challenges and leveraging additional inputs and funding. They benefited the entirety of the region, advancing their development priorities ranging from employment, innovations, conflict and disaster risk reduction, to the implementation of the SDG agenda.

## 3.2. Relevance

This section provides an assessment of the relevance of the Turkish contribution from the perspective of beneficiary countries (as recipients of the contribution) and Turkey itself (as the provider of the contribution). This is done by examining the motivations of the respective parties and how their expectations have been met by the programme.

### 1) Relevance to Beneficiary Countries

Relevance from the perspective of beneficiary countries is assessed on the basis of key criteria which include demand for the contribution, alignment with the priorities of recipient countries, amount of co-financing and partnerships it has generated, focus on the rights of vulnerable people, and the “*regionality*” value-added of the interventions.

- *Demand for the Contribution*

A first relevance indicator is the demand by beneficiaries for the assistance made available through the Turkish contribution. The review of programme documents and interviews with selected UNDP COs indicate that there has been strong demand for the components of the

regional programme and services offered by the IRH.<sup>49</sup> Demand has been particularly strong for the components financed directly by the Turkish contribution. For example, the catalytic facilities that have been funded with Turkish funds have been made available on a competitive basis and the large number of proposals submitted by UNDP COs is a good indication of the demand for this type of support. Also, the MAPS missions have been on high demand and have been largely appreciated by the COs. The demand for these components is not only indicative of the value that UNDP COs place on them, but also a reflection of appreciation by the respective countries (government and non-governmental partners), as ultimately CO demands are a reflection of the priorities and needs of their national counterparts.

- *Alignment with National Priorities (and SDGs)*

Another indication of the relevance of the regional programme (including the Turkish contribution) to beneficiary countries is its alignment with these countries' priorities. This alignment has been facilitated not only by the demand-driven nature of the support that is provided, but also through the provision of support in line with the beneficiaries' national priorities. The SDG process has greatly facilitated this alignment by enabling countries to identify and articulate their priorities in a very concrete and structured manner (through national SDG frameworks). IRH's support for the development of national SDG platforms – through MAPS missions and other SDG-related activities – has provided a major contribution to the alignment of development assistance, including UNDP's, to national priorities.

- *Co-financing and Partnerships*

Another indicator of the relevance of the regional programme (including the Turkish contribution) is the significant amount of financing and the number of partnerships that it has generated in the targeted countries, but also globally. This will be elaborated further in this report, but it suffices to say that the leveraging of funds has taken place at several levels.

- First, IRH has leveraged the Turkish contribution to raise significant resources from a range of sources, particularly from emerging donors, helping them to develop their capacities as donor countries contributing to the international development agenda, and international financial institutions (IFIs).
- Second, IRH has managed to forge a large number of partnerships not only with donor and financing organizations, but also a range of international and national organizations in all the areas in which it has operated. These partnerships are simply too many to list in this report, but they are well-outlined in IRH's annual reports to the Government of

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<sup>49</sup> IRH's 2018 Annual Report (page 10) reported that in 2018 IRH responded to 541 service requests from COs. Requests were related to Governance and Peacebuilding (20.3%), Sustainable Development (16.7%), Energy, Climate and Disaster Resilience (13.7%), followed by GEF (12.4); RBM, quality assurance, and M&E (9.6%); KM Innovation (8.5%); as well as Gender (4.1%); Operations (3.9%); Communications (2.8 %); HIV, Health and Development (1.8%); and Partnerships (1.3%). In 2017, IRH received 430 service requests from ECIS COs.

Turkey, the regional programme's mid-term evaluation and the final report of the Turkish contribution.

- Another indicator of the relevance of the regional programme is the amount of co-financing generated within beneficiary countries. This includes not only co-financing by UNDP COs, but more importantly co-financing by government institutions. It is particularly noteworthy that co-financing for activities supported by the catalytic facilities has also been provided by local authorities, NGOs and even communities.

- *Focus on the Rights of Vulnerable People*<sup>50</sup>

The focus of the regional programme on helping vulnerable people access their rights is another aspect that makes it quite relevant to beneficiary countries and fully aligned with the “*leave no one behind*” principle pursued by the UN globally. Significant focus has been on *gender equality*, especially in employment and income generation opportunities for women, countering sexual and gender-based violence, participation of women in decision-making, etc. The programme's strong *human rights* focus can be seen in a range of activities – support for the implementation of countries' international obligations related to human rights, increasing importance of social inclusion, even in areas such as delivery of public services or adaptation to climate change, supporting vulnerable groups (i.e. women, youth, persons with disabilities, Roma, the poor and disenfranchised, minorities, migrants, etc.,) to access their rights. The programme has also had a *conflict-sensitive* approach, with focus on the prevention of conflicts and prevention of their effects. This can be seen areas such as control of small arms and light weapons, support for the management of youth radicalization and extremism, conflict prevention activities at the community level, especially in border areas, etc. Overall, the regional programme seems quite well-positioned in these dimensions.

- *Regionality Focus*

Also, the strictly “regional” nature of the activities falling under the scope of the regional programme adds another degree of relevance to the work of the IRH. This is a niche which very few organizations are able to fill. Regional cooperation is important for many reasons, but two reasons are particularly important for the ECIS region. First, building bridges of communication and cooperation is important in a region where cross-border tensions and conflicts are rife (note the number of breakaways territories in this particular region). Second, given the common communist past and similar challenges that most of these countries share, they have a lot to share with and learn from each other. Thus, the regionality principles which underpin the regional programme have an intrinsic value which adds significantly to the relevance of IRH's work. It should also be added that the global nature of some of IRH's activities and its ability to facilitate

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<sup>50</sup> This section relates to the extent to which the regional programme supported by Turkish funds has contributed to “*gender-sensitive, human rights-based and conflict-sensitive approaches*”, as required by the evaluation's Terms of Reference.

the exchange of experience and lessons across regions further adds to its relevance (see Box 11 below for a brief overview of IRH's global activities).

### Box 11: IRH's Global Reach

IRH has also led an increasing number of global projects outside the ECIS region. IRH advisors oversee global projects related to the Arab States and Africa region. The Environment and HHD teams, in particular, are involved in global projects in cross-regional teams with colleagues from the Arab States and Africa hubs. For 2018, IRH reported 12 global projects under implementation in the framework of the Regional Programme, constituting 30% of the entire portfolio. IRH also reported an increasing trend for the management of this type of projects, due to the hub's location and strong capacities. The expanding portfolio has given IRH programmes a coverage of more than 90 countries globally.

## 2) Relevance to Turkey

Turkey's partnership with UNDP under the regional programme has helped Turkey achieve a number of objectives it has set for itself as a multilateral donor and development hub. Therefore, relevance from the perspective of Turkey is assessed on the basis of key criteria which include Turkey's emergence as a multilateral development donor and a UN hub, opportunities for capacity development for Turkey's institutions, regional and global visibility, and economic benefits.

- *Emergence as a Multilateral Development Donor*

UNDP's partnership with the Government of Turkey on the ECIS regional programme has taken place in the context of the evolution of Turkey's development cooperation from bilateral terms to a multilateral setting. To achieve this objective, Turkey has picked UNDP as a partner of choice. While the process of becoming an established development donor is a long-term one, over the last five years the partnership with UNDP has enabled Turkey to take an important step in delivering on its commitment to multilateral development. Further, it has positioned Turkey to play an active role in shaping the regional and global development agenda. This is an experience that Turkey can choose to further develop and capitalize on. It has also enabled Turkey to share its development knowledge and experience with partner countries in the regional and globally. The process of sharing has taken place in various forms – events organized in Turkey attended actively by Turkish counterparts, involvement of Turkish institutions in regional projects, participation of Turkish experts in regional activities, etc.

- *Istanbul as a UN Hub*

Thanks to a number of factors, and not least its geographical position, Istanbul is emerging as a UN city. The regional programme has been one of the factors that has contributed to this. Since its relocation to Istanbul in 2015, IRH has grown into a global center of knowledge and

excellence, thus raising the visibility of the city as a favourable basis for the UN and international agencies. Three UNDP structures are now located in Turkey – IRH, Istanbul International Center for Private Sector in Development (IICPSD) and the UNDP Country Office in Turkey. The first two are based in Istanbul, whereas the country office in Ankara.

The establishment of the IRH<sup>51</sup> has contributed to higher interest and trust of other UN agencies to base their regional operations to Istanbul. Currently, Turkey boasts the presence of the following UN agencies - Regional Office of UN Women, Regional Office of UNFPA, Regional Desk of UN Volunteers, Regional Office of UNICEF, Regional Center of IFAD, UN Office for South-South Cooperation, Regional Office of UN DSS, Regional Office of UN DCO and the UN Technology Bank.<sup>52</sup> Other UN agencies, such as UNOCHA, are in the process of considering moving some of their regional operations to the city.

- *Capacity Development Opportunities*

The cooperation between UNDP and the Government of Turkey bears potential for capacity development benefits for both sides – making it a win-win situation. UNDP has benefited from increased engagement of Turkish representatives of the public and private sector in regional activities and events like the IDD or IIDs. UNDP COs and partner countries have benefited from Turkey's experience with its development process. But there have also been capacity development benefits for Turkish institutions from their exposure to regional activities and such close cooperation with a large development organization like UNDP.

One particular Turkish organization with large potential for benefits from cooperation with UNDP is the Turkish Cooperation and Coordination Agency (TİKA). Since IRH's relocation to Istanbul, there has been some degree of cooperation between TİKA and UNDP, enabling TİKA representatives to participate in UNDP events and conduct joint projects in various countries (i.e. Bosnia and Herzegovina, Kosovo, etc.). However, there are opportunities for taking further advantage of this partnership, which may help TİKA raise the level of its impact in the region and beyond. TİKA has a primary focus on practical small infrastructure projects at the community level, which is important for producing tangible results for the targeted communities. However, if it chooses to focus more on governance and institutional aspects which strengthen the sustainability and scalability of interventions, it can benefit more from UNDP's vast experience in this area. There is also potential for greater cooperation with the Turkish embassies, especially in those locations where there is no TİKA presence. There are already some basic examples of this, and the Turkish side thinks that this could be a potential area of

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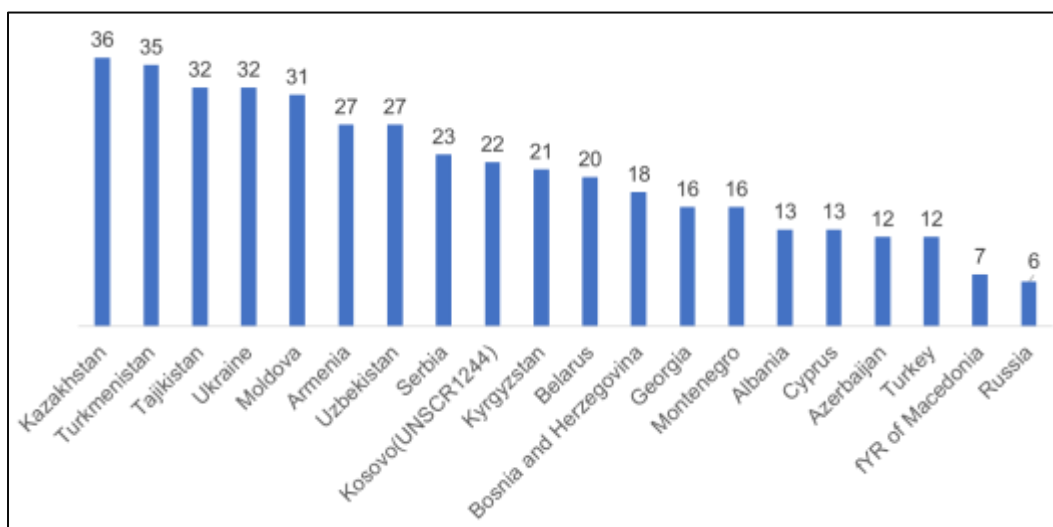
<sup>51</sup> IRH led by the Regional Bureau for Europe the CIS, also consists of different UNDP units Bureau for Policy and Programme Support, Bureau for External Relations and Advocacy, Crisis Bureau, Bureau for Management Services, Office of Audit and Investigations, and other.

<sup>52</sup> UN Technology Bank for the Least Developed Countries was established with the support of the Government of Turkey in Gebze on June 4th, 2018. IRH provided support to its establishment.

greater cooperation. UNDP COs could potentially work with the embassies to deliver Turkey's development assistance.

Another organization that has benefited from the regional programme is the UNDP Country Office in Ankara, which is a national asset that contributes to Turkey's own development. Collaboration between IRH and the UNDP Country Office in Turkey has been active in a number of areas. For example, IRH has assisted the Turkey UNDP CO in the establishment of the SDG Impact Accelerator, the response to the Syrian Crisis, private sector engagement in development, the development of the strategic framework of UN on Access to Justice for Refugees, the assessment and road map for Islamic Finance, etc. While recognizing these results, counterparts in the Government of Turkey want to see greater involvement of the UNDP Country Office in Turkey in the activities of the regional programme. For them this does not necessarily mean that the regional programme should conceive activities exclusively for the UNDP Country Office in Turkey, but rather that the CO should be a more active participant in IRH's regional projects and activities. The UNDP Country Office in Turkey too sees potential for greater support from IRH, especially in the areas of partnerships with IFIs and private sector and SDG financing. This potential for stronger engagement of the IRH with the UNDP Country Office in Turkey is also borne out by data on IRH services to UNDP COs for the period 2016-2017 (see Figure 8 below). Data shows that service requests from the Turkey Country Office in the period in question were at the lower end of the spectrum, compared with other COs in the ECIS region.

**Figure 8: IRH Service Requests in 2016-2017 by Country Office**



With regards to regional projects and facilities, the mode of engagement is a complicated matter because some of them (such as the catalytic facilities) are competitive in nature, meaning that the COs have to apply and compete for funds. But for certain projects there is leeway in the design process and there should be room for a more active engagement of the UNDP Country Office in Turkey. Without getting into the details of this relationship, it is obvious that the IRH and the UNDP Country Office in Turkey can find ways to forge closer collaboration. This will require

the identification by both sides of effective mechanisms of information sharing and collaboration.

Further, Government of Turkey counterparts are keen to have more Turkish experts involved in the regional programme activities – not necessarily contracted and paid by the IRH, but loaned by Turkish institutions on secondment or temporary assignments. In theory, this would be a win-win situation because it would provide UNDP with the requisite expertise free of charge. But in practice, it is not clear to what extent this would be possible because typically government organizations are short of staff and suffer from losses of key experts even if for brief periods. As no meetings were held in the course of this evaluation with Turkish line ministries, it was impossible to verify the feasibility of this idea. However, this can be explored further and more systematically by UNDP and the Government of Turkey.

- *Regional and Global Visibility*

Visibility of the Turkish contribution is one of the important issues that the Turkish counterparts brought up in interviews for this evaluation. Visibility is important for them especially in the countries where its contributions have helped directly. As the relationship progresses, Turkey wants to see more visibility for its contribution. The need for greater visibility is also shared by IRH staff interviewed for this evaluation, who believe that more can be done to increase the visibility of the Turkish contribution. The view that more can be done to promote visibility is also shared by the UNDP COs interviewed for this evaluation.

Certainly, the contribution has already helped raise Turkey's visibility in the region as a development partner. It has also helped build an image of Istanbul as a UNDP and UN hub and center of development debates. IRH's presence in Istanbul has attracted an increasing number of global and regional events, including the Istanbul Development Dialogues (IDD) and Istanbul Innovation Days (IID).<sup>53</sup> The question is how UNDP and the Government of Turkey can take advantage of the existing opportunities for greater visibility.

IRH has already taken a number of steps to improve the visibility of the Turkish contribution. For example, the communications team has prepared visibility guidelines related to the Turkish contribution for the catalytic facilities.<sup>54</sup> However, to place visibility on a stronger footing and meet the increasing expectations of the Turkish counterparts on this matter, IRH should further strengthen the tools and approaches through which Turkish visibility is achieved. UNDP COs can play a larger role in this, but so can also Turkish embassies and TİKA offices where they are present. COs have the tools and systems for disseminating information – what they would need from IHR is better labeling of the initiatives (making it clear who has sponsored it), more customized information for dissemination and more specific guidance on how to use it. Turkish

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<sup>53</sup> Based on IRH estimates, in the period 2014-2018, it has hosted over 210 regional and global events in Istanbul, a significant achievement for such a brief period.

<sup>54</sup> Turkey-UNDP Partnership Framework Agreement Progress Report for 2017 and Priority Areas for Cooperation in 2018, page 7.

embassies should also work more closely with the respective COs and improve Turkey's visibility by attending UNDP events and even co-leading them. Also, TİKA can play a larger role here by strengthening coordination with UNDP COs, co-organizing events with UNDP and participating more often in UNDP events at the country level (where present).

- *Economic Benefits*

There are also corollary economic benefits to the UN presence in Turkey. Without going into details, as this is not the primary objective of this report, IRH's presence in Turkey generates various practical economic benefits for the country. First, there is an increasing number of UNDP and UN staff in Istanbul – mostly based in Key Plaza – with an economic footprint in the economy. As can be seen from the table below, as of November 1<sup>st</sup>, 2019, there were 197 staff based in Key Plaza (163 of whom working for UNDP). Second, a large number of personnel are Turkish nationals (more than 50 in total) – as can be seen from the table below, 34 regular staff are recruited locally, and in addition to that the hub employs a number of Turkish consultants.

**Table 2: Personnel (based in Key Plaza, IRH)<sup>55</sup>**

Agency	Intl' recruited staff	Locally recruited staff	Service Contracts	Seconded/ UNVs	Individual Consultants	Interns	Total
<b>UNDP (including):</b>	<b>82</b>	<b>23</b>	<b>14</b>	<b>12</b>	<b>16</b>	<b>16</b>	<b>163</b>
Regional Bureau for Europe and the CIS (RBEC)	20	16	5	8	12	11	72
Bureau for Policy and Programme Support (BPPS)	42	7	1				50
Bureau for External Relations and Advocacy (BERA)	2						2
Bureau of Management Services (BMS)	6						6
Office of Audit and Investigation (OAI)	5						5
UNDP Global Policy Centre for Private Sector in Development	7		8	4	4	5	28
UNV	1	1					2
UN Women Europe and Central Asia Regional Office	10	8	3	1		4	26
UNICEF Regional Office	4	2					6
UNDSS	1	1					2
IFAD	5	3	1				9
<b>TOTAL (UN and UNDP)</b>	<b>97</b>	<b>34</b>	<b>17</b>	<b>13</b>	<b>16</b>	<b>20</b>	<b>197</b>

<sup>55</sup> As of November 1<sup>st</sup>, 2019.



In addition to personnel, economic benefits are also generated from the visitors attending the various regional and global events organized by IRH in the country. An average of 40 regional/global conferences are organized in Istanbul annually, attracting researchers, academics, policy-makers, etc. There are also local economic benefits resulting from the activities of UN staff based in Turkey. IRH has reported to have provided between 2014-2018 more than 540 services and expert missions out of Istanbul in support of projects implemented in the region, resulting in an annual flight volume of around USD 1 million through Turkish Airlines.

This is an area that the Turkish counterparts seem to want to understand better. IRH has already conducted an assessment of the value-added of the regional programme in Turkey, but the Turkish side would appreciate more analysis and data.

### **3.3. Efficiency**

This evaluation has examined some key dimensions of the efficiency related to the Turkish contribution. First, when examining efficiency in the sense of doing more with less, IRH's leveraging of additional resources through the Turkish contribution is an important factor that requires attention. There are two aspects related to leveraging: i) the degree to which the Turkish contribution has been flexible enough to enable the IRH to leverage additional resources; and, ii) the extent to which IRH has been able to mobilize resources. Another dimension of efficiency is IRH's ability to develop synergies with other ongoing initiatives, thus avoiding overlaps and reinforcing results. Last but not least, the efficiency assessment also examines operational (administrative) parameters such as timeliness of activities, quality of planning and monitoring and evaluation, etc. These dimensions are discussed in the remainder of this section.

#### **1) Flexibility of Turkish Contribution**

A key feature of the Turkish contribution to UNDP's regional programme has been its flexibility. IRH has had large versatility over the use of funds, with the Turkish side involved primarily in providing strategic direction and oversight, but not in the micro-management of activities. Such flexibility has crucial because it has enabled IRH to invest seed funding in strategic areas and then build on those investments by partnering with donor organizations and development partners to develop a myriad of programmes and activities. In light of dwindling core resources for the region (as the countries in the region acquire middle-income status), UNDP has had to rely increasingly on external resources for its activities in the region. As will be discussed in the following section, the results of this funding model have been quite impressive. Also, as Table 1 on page 26 shows, IRH's expenditure in the 2015-2019 period<sup>56</sup> has been about seven times higher than the seed investment provided by the Government of Turkey – a significant leverage rate. Overall, IRH has made strategic use of the Turkish contribution, thanks in part to the

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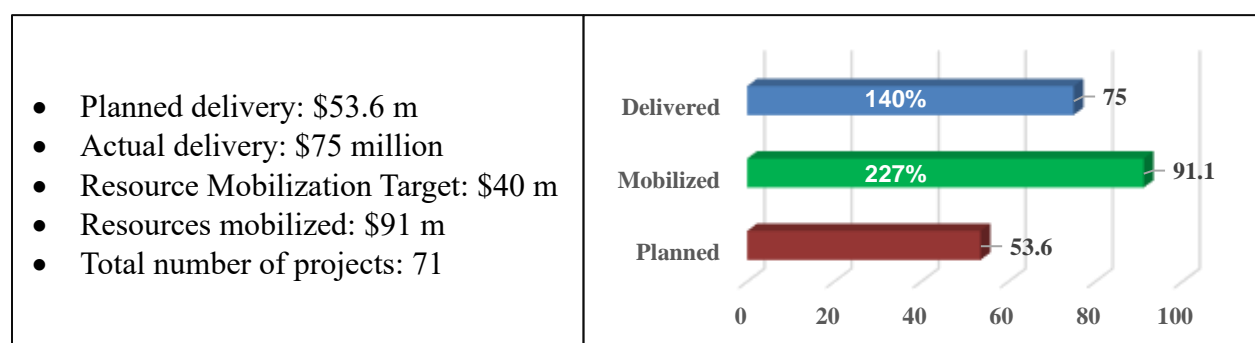
<sup>56</sup> As of October 2019 – the point at which this evaluation took place.

flexibility it has had in the use of the funds. Given the results, for IRH it is very important that this funding model is maintained going forward.

## 2) Leveraging of Additional Resources

IRH has been able to use the Turkish contribution as seed money for the mobilization of significant additional funding, which has enabled it to achieve results that go way beyond what was planned. Evidence shows that IRH has gone far beyond on both the delivery and resource mobilization targets. For example, Figure 9 below shows that the regional programme budget for 2014-2017 was USD 53.6 million, including USD 13.6 million from UNDP regular core resources. Yet, IRH was able to mobilize additional funding, reaching an expenditure level of USD 75 million at the end of the cycle, which represents 140% of what was originally planned. Resource mobilization in the same period reached a total of USD 91 million, which amounts to about 230% of what was planned.

**Figure 9: Resource Mobilization and Utilization in 2014-2017**



IRH's success with resource mobilization can also be seen in the table below which shows total budgeted amounts and total expenditure for the regional programme in the 2014-2017 cycle by programme component. With the exception of outcome area 3 (resilience and risk management), all other programme components have seen higher expenditures than planned at the beginning of the cycle.

**Table 3: Regional Programme Expenditure for 2014-2017**

Focus area	Planned (\$ mln)	Total expenditure	2014	2015	2016	2017
Inclusive and Sustainable Growth	\$ 22.10	\$26,123,994	\$4,355,754	\$4,706,865	\$6,488,280	\$10,573,095
Democratic Governance	\$ 11.00	\$14,037,931	\$1,476,252	\$4,412,915	\$4,810,443	\$3,338,321
Resilience and Risk Management	\$ 9.50	\$5,261,601	\$942,244	\$1,761,319	\$1,415,153	\$1,142,885
Contribution to Development Debates and Effective Development Coop.	\$ 11.00	\$17,861,991	\$4,757,382	\$4,349,285	\$5,171,094	\$3,584,230
Catalytic and Impact Investment Fac.		\$2,581,320		\$1,331,320		\$1,250,000*
Other global projects managed by IRH		\$10,444,470	\$3,918,923	\$4,142,528	\$1,229,851	\$1,153,168
<b>Total</b>	<b>\$ 53.60</b>	<b>\$75,061,307</b>	<b>\$15,450,555</b>	<b>\$20,704,232</b>	<b>\$19,114,821</b>	<b>\$19,791,699</b>

Overall, IRH's resource mobilization results have been impressive and the Turkish contribution has provided seed funding that has made these results possible. This contribution has been particularly important in light of IRH's transition to the so-called "*low-core funding model*", which implies less reliance on its own institutional funds as a result of reduced funding from headquarters linked to the achievement of middle-income status by all countries in the region. To illustrate this, for the 2014 – 2017 cycle the regional programme received USD 13.6 million in regular core resources from the headquarters. By contrast, in the 2018-2021 cycle this figure was reduced to USD 4 million.<sup>57</sup>

Key new sources of funding leveraged by the IRH, in addition to traditional sources which include vertical funds (such as GEF), have been emerging donor countries and international financial institutions (IFIs). By successfully partnering with non-DAC upper-middle-income countries, in particular those willing to play a role in development cooperation by sharing expertise, knowledge, and resources, IRH has positioned itself as a 'go-to' multilateral development partner for new donors in the ECIS region. The most important partnerships forged by IRH in the region are with the governments of Turkey, Czech Republic, Kazakhstan, Romania, the Russian Federation and Slovakia. IRH has also worked very closely with IFIs, fostering major partnerships with European Investment Bank (EIB), European Bank for Reconstruction and Development (EBRD), Council of Europe Development Bank, European Investment Fund (EIF) and the Islamic Development Bank (IsDB). UNDP's role in these partnerships is that of the facilitator of the implementation or monitoring of loan agreements.<sup>58</sup>

IRH has used the Turkish contribution to leverage resources not only from international partners, but also from domestic sources in beneficiary countries. This has been particularly the case with the catalytic facilities which have been supported primarily with Turkish funds. All catalytic initiatives have had an in-build requirement for co-financing by the counterpart. Providers of co-financing have been not only government entities, but also non-governmental organizations and even communities. In this way, the Turkish contribution has resulted in a *double-leveraging* of resources – first at the international level when leveraging donor resources and then again at the national level when leveraging co-financing by local partners.

Overall, the IRH has been very successful in leveraging the Turkish contribution to mobilize significant additional financing, especially new forms of finance. To achieve this, it has had to make careful and well-informed decisions on where to invest the seed funds and how to cultivate partnerships with governments, civil society, and bilateral and multilateral development partners.

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<sup>57</sup> Turkey-UNDP Partnership Framework Agreement: Progress Report for 2018 and Priority Areas for Cooperation in 2019, page 9.

<sup>58</sup> Examples of ground-breaking partnerships with IFIs include cooperation with EIB in Armenia on loan implementation in the area of energy efficiency or another cooperation with EIB in Ukraine in the implementation of a loan for recovery activities in Donbas region. A new MOU with the Council of Europe Development Bank (CEB) made a breakthrough in its partnership in Bosnia and Herzegovina, Montenegro and Serbia. Concrete cooperation with EBRD is pursued in Turkey, Turkmenistan, Uzbekistan and Ukraine. Partnerships with the World Bank and Islamic Development Bank (IDB) were developed in Serbia, Uzbekistan and Kazakhstan.

Stronger ties can be forged with the private sector, especially with regards to financing for development. IRH has made a number of attempts in this regard. It has held consultations with multi-national companies (i.e. H&M, Limak, Visa Europe, Koc Holding,) and has jointly with the Istanbul International Center for Private Sector in Development (IICPSD) organized events targeting engagement with the private sector.<sup>59</sup> It has also sought to ensure the active participation of Turkish/Turkey-based companies in events such as the Istanbul Development Dialogues and Istanbul Innovation Days. IRH has also sought to engage the private sector in Turkey to promote with UNDP's global initiative "*Gender Equality Seal for the Private Sector*". However, the perception of stakeholders interviewed for this evaluation is that the overall engagement of the private sector in the context of the regional programme remains limited. Although private sector engagement in development activities in the region is a challenge of a different order of magnitude, IRH – in close cooperation with IICPSD – can aim for the same success it has had on leveraging funds from emerging donors and IFIs.

### 3) Synergies with Other Partners

Another important aspect of efficiency is the creation of synergies with other development partners and avoidance of duplication. Cooperation can be taken to an altogether higher scale when capitalizing on skills and knowledge residing in existing institutions, rather than reinventing the wheel. This section will briefly review the synergies of the regional programme with the work of other UN agencies and other development partners.

With regards to UN agencies, IRH has worked closely under the "*Delivering as One*" approach with a number of UN agencies - i.e. UNICEF (social assistance, social transfers), UNAIDS (health), ILO (social insurance/employment), UNFPA (gender), UNITAID (procurement in the health sector, carbon footprint reduction of healthcare supply chains), etc. Although this evaluation did not include interviews with partner organizations which would have allowed the examination of this dimension from their perspective, the feedback from COs was that the regional programme is well-coordinated with the regional activities of other UN agencies in the respective areas. Also, the fact that IRH is co-located with the regional offices of a number of UN agencies (i.e. UN Women, UNICEF, DPA) plays an important role in facilitating coordination and collaboration.

With regards to other development partners, IRH has had good cooperation with the European Commission. This has resulted in a number of joint programmes that leverage EU funding, such as Roma-related interventions, environmental monitoring, EU4Climate,<sup>60</sup> Partnerships have also been forged with the Organization for Economic Cooperation and Development (OECD),

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<sup>59</sup> One such event focused on ways to engage with the private sector on development cooperation and was attended by representative from emerging donor countries such as Turkey, Russia, Slovakia, Czech Republic, Montenegro and Romania.

<sup>60</sup> A regional initiative in support of the development and implementation of climate policies in the six countries of the Eastern Partnership - Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine.

Council of Europe (CoE), World Bank (WB) and the International Development Research Centre (IDRC) on innovative matters such as open data and innovative transparency solutions. Also, as mentioned previously, IRH has built key partnerships with key IFIs.

Opportunities for greater cooperation exist with regards to academic institutions – in the ECIS region, Turkey and beyond. Given the major role that IRH has played in the generation and dissemination of knowledge – including through the events and debates that it has hosted – IRH is in a unique position to facilitate the interaction of academics and researchers with practitioners in the beneficiary countries.

#### 4) Governance Arrangements and Operational Efficiencies

Without going into the details of IRH's governance structure (as the focus of the evaluation is primarily on the Turkish contribution), there was concurrence among participants in the interviews for this evaluation that management arrangements applied to the regional programme are adequate (see Box 12 below for a brief description of management arrangements for regional projects).

#### **Box 12: Management Arrangements for Regional Projects**

Management arrangements for all regional projects are the same, following UNDP's oversight policy and governance arrangements prescribed in the project document. The role of the Project Manager is assumed by Advisors or full-time Project Managers depending on the scope, nature and size of the project. Each project is supervised by a Project Board, which meets annually and is chaired either by Deputy Regional Director or by IRH Manager. The board also includes an IRH advisor of the respective thematic portfolio and representatives from relevant UNDP COs. Project Managers report to the IRH Manager and respective Team Leader in the IRH. The Quality Assurance Team provides quality assurance, whereas the Operations Team provides operational support as needed. Project activities are implemented on the basis of Annual Work Plans (this applies also to umbrella projects), which are approved by the project board. Governance arrangements also include an Advisory Board which is responsible for reviewing progress on the implementation of the regional programme and providing strategic advice on strategic matters and initiatives.

Turkish counterparts are involved in the monitoring of activities through the annual consultations. These are meetings that usually take place at the beginning of each year and in which UNDP and the Government of Turkey jointly review progress made by the programme in the previous year and set strategic priorities for the year ahead. The cost-sharing agreement also envisages annual reports on the Turkish contribution which IRH has been preparing every year and submitting to the Government of Turkey. Reporting also includes a comprehensive report for

the five-year contribution period, which at the time of this evaluation was under preparation.<sup>61</sup> The cost-sharing agreement also foresees IRH's submission of annual financial reports to the Turkish side, which the Turkish counterparts had not received yet. This is something that appears to have been resolved while this evaluation report was being written.

In interviews for this evaluation, the Turkish side expressed interest in being more involved with the programme. They do not see this involvement as a role in micro-managing their contribution, but rather being better informed about the programme and also being able to contribute more with expertise, ideas, networking, etc. Based on conversations of the evaluator with both sides, such "improved involvement" appears to be feasible within the existing terms and structure of the partnership. Several things could be done to achieve it. For example, the quality of consultations can be improved by having a clearer understanding of each party's expectations of them. In such a case, the Turkish side may submit in advance requests for specific information or discussion points. Another possibility is to increase the frequency of such consultations – say twice a year. Another option is to increase the level of specificity provided in Annual Reports, focusing more on how the contribution is delivered on the ground and what the beneficiaries think about it. While improvements to the consultative process can be made, it will be important to preserve the flexibility of the Turkish contribution, which has allowed IRH to multiply resources and impact by mobilizing considerable additional financing.

From the perspective of the COs, it is important to have strong coordination between regional and country-level activities and alignment of regional programme priorities with those of the respective countries. COs prefer more ownership of the regional programme (including the Turkish contribution), as more ownership strengthens engagement of national partners and accountability. This need for more ownership from the COs could be accommodated through the enhanced consultative process with the Government of Turkey described above.

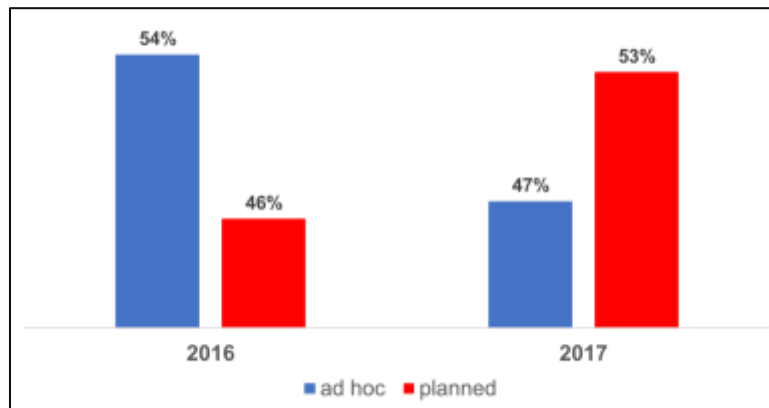
With regards to the timeliness and responsiveness of the regional programme, COs are appreciative of IRH's ability to quickly address their demands for assistance and provide support on new themes as required. There has been a continued improvement by IRH in this area. As Figure 10 below shows, IRH has improved the planning of its support to COs, which has led to more predictability and better quality of support.

The Turkish counterparts are also appreciative of the responsiveness of IRH. However, in the case of high-profile events (such as IDD or IID), they would like to see preparations start much earlier because key participants usually get booked way in advance.

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<sup>61</sup> Based on the agreement that has been already reached, reporting requirements remain the same for the upcoming three-year period.

**Figure 10: IRH Response to CO Requests (2016-2017)**



With regards to operational efficiencies, the administrative costs of running the regional programme appear to be moderate. From a breakdown of total programme expenditure that IRH did for 2017, it was reported that 35% regional programme funds were spent directly in the COs, 62% were spent by IRH on regional projects either at the regional or at country level and 3% was spent on other regions (in global projects). Of the funds spend by IRH on regional projects, only 3% was reported to have been spent on salaries and operations staff, and another 2% for the travel by IRH advisors.

### **3.4. Sustainability**

Sustainable solutions to development problems are transformative when they have depth and scale. These are two key features of sustainability that will be reviewed in the context of the regional programme. Two additional features covered in this section are the implementation of policies and laws supported by the regional programme and the extent of behaviour change resulting from UNDP interventions. All the elements are applicable to the Turkish contribution.

#### **1) Programme Depth**

For all the variety of issues and needs covered by the regional programme, one issue that often came up in the course of this evaluation is whether it is possible for the IRH to create more depth in certain areas through more intensive interventions and sustained engagement. The wide range of issues covered by the IRH in such a large number of countries with different priorities and situations creates a tendency for fragmentation of interventions.

Some interviewees felt that designing regional projects in ways that ensure stronger integration and sustainability is a challenge for the IRH as budgets are often limited and not commensurate with the substantial results expected by clients and donors. However, depth does not necessarily have to be created only with more money. It can also be achieved through stronger integration of interventions across teams and outcome areas and by avoiding silos. Although resource

constraints limit the appetite for strategic and integrated programming approaches, regional programming and support to COs as one package has the potential to strengthen the efficiency, relevance and most importantly sustainability of interventions. Striking the right balance between CO support, regional programming, and alignment with corporate priorities is difficult, but not impossible.

Based on the review of documentation for this evaluation, this is already identified as a challenge within the IRH and certain steps have been taken. For example, the IRH teams have tried to incorporate these different strands into an Area-Based Development approach, which incorporates elements of Local Economic Development (LED), Territorial Employment Packs (TEP), conflict prevention and peacebuilding, as well as governance and decentralization aspects.<sup>62</sup> Further, attempts have been made to create stronger linkages between research (and flagship publications such as the human development reports) and interventions on the ground.

However, there is potential for more strategic and comprehensive programmes, more active interaction of teams and stronger integration of interventions across areas. This includes stronger integration between governance and peacebuilding initiatives, climate change and economic development, etc.

## 2) Innovations and Scaling-up

The regional programme has had a major focus on piloting and demonstrating innovative solutions to development problems, with the expectation that if successful they will be replicated and scaled up by national partners. The catalytic facilities in particular (funded through the Turkish contribution) have been designed to stimulate innovative solutions and leverage additional resources. To achieve this, IRH has had to identify actions which although small have had the potential for scale, not only within one country, but also regionally or even globally. The general idea behind their approach is that UNDP is not in the business of solving specific problems, but helping national stakeholders identify systemic and sustainable solutions to these problems. Support for innovation has become a defining feature of the regional programme, supporting countries with new perspectives, partnerships and sources of financing. This has become particularly important within the context of SDG implementation, as new ways of achieving and operationalizing integrated approaches have to be tested, and new ways of attracting development financing found.

Turkey has provided important contributions in this area through strategic investments that have helped bring innovation to the center of UNDP's work in the region. The main results of the Turkish contribution relate to its use as an incubator for scaling up small, but promising and innovative initiatives, into new donor-financed projects or regional activities. Different

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<sup>62</sup> The mid-term evaluation of the regional programme noted that this work has been affected by the loss of key staff in the process of transition from Bratislava as well as by the fact that the LED was not explicitly featured in the RPD, as mentioned earlier (it is rather implicitly assumed under "building up productive capacities").



modalities were used to achieve these results. As has been already noted, the Turkish contribution was used to establish the Catalytic and Scaling-up Facility which has supported UNDP COs in testing new solutions to particular development problems. But later, it was blended with other resources to set up a bigger facility (Impact Investment Facility), aiming for larger impact. Although the catalytic initiatives have been relatively small in volume, they have provided an enabling mechanism to support the UNDP country offices to accelerate the achievement of development priorities at country level closely linked to global and regional strategic priorities. The catalytic facilities have led to the establishment of innovation labs in countries like Armenia, Georgia, Moldova and North Macedonia. Conceived as vehicles to incubate and pilot innovative approaches to public service delivery, budgeting, and data-driven decision-making, these labs help governments to experiment with new solutions to persistent development problems. Further, the catalytic mechanism piloted by IRH through both of these catalytic funding facilities with the help of the Turkish contribution has been itself scaled up by UNDP globally. More recently, Turkey has also contributed to the establishment of “*SDG Acceleration Labs*”,<sup>63</sup> a global initiative designed to help countries improve their capabilities for analysis and implementation of SDGs.<sup>64</sup> Such labs are being established globally, with a plan of having more than 60 operating worldwide.

An area where IRH could make improvements is the strengthening of monitoring and tracking of pilots over time – the lessons they generate during the piloting stage and the degree to which they get replicated and scaled up. Information about pilots and replication was not easily available or sufficient in the documentation reviewed for this evaluation. More data on this will be useful not only for UNDP, but also for partners and donors.

### 3) Implementation

Another feature of the regional programme with important implications for sustainability has been its focus on policy formulation. IRH has contributed to the development of policy instruments - laws, regulations, plans and strategies. Beyond the approval/adoption of policy and legislation, a serious challenge for all ECIS countries is the implementation of what gets formulated. Insufficient follow through on policy development is a systemic shortcoming for all governments. Many approved programmes remain on paper without implementation.

IRH has taken some good steps in dealing with this challenge. Some interventions have not only supported policy development, but also the capability of government bodies to implement. The focus of some activities has been on human resource and financing aspects which are key (but not the only) prerequisites for implementation. However, there is room for further work on supporting partners to focus more on implementation on the ground. IRH could take a more

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<sup>63</sup> Formerly called *SDG Incubation Centers*.

<sup>64</sup> Turkey has participated alongside 60 other countries in this initiative. The SDG Impact Accelerator concept was presented during the UN General Assembly in September 2018, as well as the November 2018 Bosphorus Summit organized with the leadership of IICPSD.

comprehensive and analytical approach on the support it provides to governments, covering the whole policy spectrum, including implementation aspects. Further, in its analysis of implementation bottlenecks, IRH could consider additional factors that constrain the capability of organizations to implement policy. The implementation challenge is a big question that falls outside the scope of this evaluation, but one which IRH could explore further.

#### 4) Focus on Behaviour Change

IRH activities have had a significant focus on information-sharing and awareness-raising. While many of these activities are useful and serve a clear purpose, the approach taken to deliver them is sometimes simplistic and too standardized. This is a general impression formed during the review of the documentary evidence made available for this evaluation. It seems that there are opportunities for taking IRH's work on information sharing and awareness raising to a higher level. This will help IRH strengthen its impact and image in the target countries.

What can be done in this area? Recognizing that information sharing and awareness raising are done to change people's behavior, it is important, when designing information campaigns and events, to ask what behavior and whose behavior is a specific intervention meant to change. This requires a careful analysis of the types of behavior that are going to be promoted and the agents whose behavior is going to be changed. It is also important to carefully examine the type of information that can change a specific behavior, but also the channel that will be used to carry this information to the target group. The way the information is formulated matters a lot, but who carries the information and how that person is perceived by the target group matters even more. Therefore, it is important to examine whose opinion matters in the eyes of the target group and how that opinion can be packaged and used to change behavior. It is also important to recognize that individuals operate in a social environment and that human behavior is largely influenced by social norms operating at the level of the community. Behavior change requires a good understanding of prevailing social norms and the factors that shape them.

Information sharing and awareness raising is a complex area which requires a lot of thinking and strategizing. The latest research on social psychology provides fascinating insights about this type of work which many development organizations have begun to internalize in their work. IRH has already started integrating behavioural approaches in certain aspects of its work and in the support that it has been providing to COs. It has recently engaged staff and experts with skills in the area of behavioural insights and systems thinking. Some of the work related to innovations has been linked to behavioral aspects. However, the approach that this evaluation noted in a number of IRH activities was more simplistic, focused primarily on carrying a certain message to the target group without reflecting deeply about the process of behavior change and strategizing about the various instruments that can be used to change behavior. This is something that the IRH could consider more strategically and systematically in the context of upcoming projects.

### **3. Lessons Learned**

#### ***Lesson 1: Flexibility of Contribution***

One lesson that may be drawn from the experience of this partnership between UNDP and the Government of Turkey is that the flexible nature of the Turkish contribution has been crucial for UNDP, enabling it to establish and operate the regional hub in Istanbul. Given the reduction of core resources available for the ECIS region due to its middle-income status, the Turkish contribution has enabled IRH to achieve significant results in resource mobilization. The flexibility of the Turkish funding has given the IRH the discretion to respond quickly to emerging opportunities and partnerships. Without this flexibility, it is unlikely that IRH would have been able to mobilize and deliver the same amount of funding.

#### ***Lesson 2: Evolving Nature of the Partnership***

A second lessons that may be drawn from this experience is that new partnerships takes time to evolve and become established. The UNDP-Government of Turkey partnership in the context of the regional programme is a young one. It takes time for each party to get used to the partnership and understand the other party's expectations, modus operandi, rules and regulations, preferences and priorities, etc. In this partnership, this is work in progress, but many important steps have already been taken. Now it is a matter of carrying this work forward by maintaining good communications and coordination. Regular independent reviews like this evaluation are useful because they help strengthen the relationship by taking stock of the situation from the perspective of all parties and bring key matters to the discussion table.

#### ***Lesson 3: Key Role of UNDP COs in the Partnership***

A third lesson from this evaluation is that the UNDP country offices which serve as the focal points in the countries where the assistance is delivered matter in this partnership. They not only play a key role in the delivery of projects and activities, but can also provide key insights and ideas on how to improve the quality of results in the targeted countries. The involvement of resident representatives in the umbrella board meetings has provided important inputs to the regional programme. An extension of this process of consultation through other structured means to additional levels of CO staff would further enrich the regional programme.

## 5. Conclusions

As has been shown throughout this report, the Turkish contribution has been used strategically to promote innovative solutions to development challenges and leverage additional finance. By catalyzing partnerships and leveraging investments, IRH has been able to achieve impressive results that go way beyond what was planned. The contribution has been used to find solutions to key development challenges and bring results to scale. By and large, the Turkish funding has been used as seed investment for larger-scale projects, regional initiatives, additional funding, and new partnerships.

This partnership has also provided Turkey with increased visibility as a provider of development assistance using existing multilateral channels. It has also put the spotlight on Istanbul as a center of development thinking, research and debates. Further, there have been capacity building benefits for all parties involved. Turkey can take better advantage of this opportunity by strengthening the cooperation of TİKA and Turkish embassies with UNDP country offices.

Overall, the partnership between UNDP and the Government of Turkey in the context of the ECIS regional programme has produced satisfactory results that are appreciated by all parties. This is also confirmed by the new agreement reached between UNDP and Government of Turkey on the continuation of the previous cost-sharing agreement for a three-year period (2020-2022) under the same terms.

The question now is how this partnership can be further strengthened and expanded. The opportunities for this seem to be plenty and the willingness of the parties seems to be there too. Both UNDP and the Government of Turkey have ideas for how the partnership can be made more effective and are willing to take the necessary steps to make it happen. Some of the most crucial of these ideas are outlined in this report, along with some practical recommendations (in the following section). Key areas highlighted in this report that will require the attention of the parties are visibility, the consultative process, the potential role that Turkish experts could play, involvement of TİKA and the UNDP Country Office in Turkey, etc.

UNDP and the Government of Turkey now can use the opportunity that this evaluation has afforded them to take stock of progress and challenges and decide on how to further structure and strengthen the cooperation. This process should obviously involve the COs as well, given the important role they play in the delivery of the regional programme.

## 6. Recommendations

The following are a set of recommendations that were identified in the course of this evaluation. These recommendations apply to all stakeholders.

### ***Recommendation 1: Flexibility of the Contribution***

The flexibility of the Turkish contribution to the UNDP regional programme for the ECIS region is a key feature that should be maintained going forward. The need of the Turkish side for more involvement should be met within the existing consultative process. The parties should strengthen the consultative mechanisms to ensure that there is adequate sharing of information to meet all parties' needs. In this context, there is room for further improving IRH's reporting to the Government of Turkey on an annual basis, with greater focus on achievements on the ground at the country level and better feedback from the beneficiaries. This process should involve stronger ownership of the regional programme by the UNDP COs to ensure that national counterparts are on board and priorities at the regional and country level are fully aligned.

### ***Recommendation 2: Visibility of the Turkish Contribution***

IRH should further strengthen the tools and approaches through which Turkish visibility is achieved. UNDP COs can play a larger role in this, but so can also Turkish embassies and TİKA offices where they are present. COs have the tools and systems for disseminating information – what they would need from IHR is better labeling of the initiatives (making it clear who has sponsored it), more customized information for dissemination and more specific guidance on how to use it. Turkish embassies should also work more closely with the respective COs and improve Turkey's visibility by attending UNDP events and even co-leading them. Also, the COs and TİKA can strengthen coordination, co-organize events and participate more often in each other's activities.

### ***Recommendation 3: Involvement of Turkish Entities***

IRH and the Government of Turkey should explore ways of engaging Turkish expertise more effectively in the regional programme. This, however, should not be achieved at the detriment of the competitive nature of some of the UNDP activities. Also, COs prefer more competitive ways of procuring and obtaining expertise because that gives them access to a larger market. However, there might be opportunities for greater use of expertise from Government of Turkey institutions that might be attractive to UNDP COs and their national counterparts. Options for how to engage this expertise should be explored in a more systematic manner by the parties.

There are also opportunities for greater engagement of TİKA with the activities of the regional programme. TİKA has a primary focus on practical small infrastructure projects at the community level, which is important for producing tangible results for the targeted communities. However, if it chooses to focus more on governance and institutional aspects which strengthen

the sustainability and scalability of interventions, it can benefit more from UNDP's vast experience in this area. There seems to also be opportunities for more cooperation between UNDP COs and Turkish embassies, especially in those locations where there is no TİKA presence. UNDP can support embassies in the delivery of development assistance, especially in LDC countries. These are opportunities that UNDP and the Government of Turkey could explore in a more systematic fashion.

There is also potential for greater involvement of the UNDP Country Office in Turkey in the activities of the regional programme. This does not mean that the regional programme should conceive activities exclusively for the UNDP Country Office in Turkey, but rather that the CO could be a more active participant in IRH's regional projects and activities. Again, this requires a well-structured discussion between IRH and the Turkey CO to identify potential areas and mechanisms of cooperation.

#### ***Recommendation 4: Strengthening the Depth of Interventions***

In order to assess the potential for more depth in programming, IRH could undertake an assessment of all activities with a view to identifying sections which seem overly fragmented and which would benefit from more integration and stronger linkages. Such an assessment could inform the programming approaches in the future, aiming for more integration of activities and projects. Areas with potential for further integration include governance and peacebuilding initiatives, climate change and economic development, etc. IRH could also identify and implement measures that strengthen the interaction and collaboration of the teams.

#### ***Recommendation 5: Innovations and Scaling-up***

Given the large focus of the regional programme and the Turkish contribution on innovations and catalyzation, IRH should deploy tools and systems that enable it to track pilot initiatives more effectively over time and way beyond the end of a project's lifetime (which is usually too short to allow for a definitive assessment of the success of pilots). As part of the monitoring and evaluation system, IRH should strengthen its planning and monitoring of pilot initiatives and their demonstration effects, so that their replicability and scaling up are monitored and supported more effectively. IRH should focus on documenting more consistently results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up.

#### ***Recommendation 6: Implementation and Behaviour Change***

IRH (and UNDP in general) should strengthen its approach to policy implementation and behavior change, which are crucial challenges for governments in the ECIS region. There is a need to take a more comprehensive and analytical approach on the support provided to partners in the region on these two aspects. The starting point is to take a more systemic look at how this work is currently conducted and how it may be further upgraded both at the level of IRH and at the level of country offices.

## **Annex I: Evaluation Methodology**

The findings of the evaluation will feed into the design and planning of the subsequent phases of activities in this area.

### **A.1. Evaluation's Purpose**

The objective of this evaluation is to assess performance, identify lessons learned and provide recommendations for the next cooperation period to efficiently leverage the Turkish contribution and maximize the development impact of ongoing and new interventions of the Regional Programme.

While the evaluation's purpose is primarily to inform the Government of Turkey about the results of the cooperation between Turkey and UNDP, as any evaluation exercise, it is also a learning opportunity to improve the quality and effectiveness of the programme interventions funded by the Government of Turkey. Therefore, it may be a valuable input for Government of Turkey and UNDP Regional Bureau for Europe and the CIS in planning and implementing their cooperation.

The objectives of this exercise are to:

- Provide RBEC Management and Government of Turkey with an objective assessment of the development contributions that have been achieved with the contribution of the Government of Turkey to the regional programme implementation.
- Capture innovations, sustain and scale-up successful approaches that work in the implementation of the current initiatives and facilitate learning to inform current and future programming and adjust implementation introducing corrective measures if needed.
- Assess the relevance, efficiency, effectiveness and sustainability of the interventions achieved with the work funded through the contribution from the Government of Turkey. Also, assess how the intervention strengthened the application of rights-based approaches and mainstreaming gender in development efforts.

The evaluation draws lessons from programme implementation so far, as well as key information that is relevant to the Government of Turkey, as the second largest donor (largest bilateral donor) of the Regional Programme, e.g. for assessing the use of its future contributions and communicating on its contribution to UNDP.

### **A.2. Evaluation's Scope and Methodology**

The evaluation was conducted by an independent consultant and covered the results and impacts achieved through the Turkish contribution to the regional programme, covering the period 2014-

2019. This period includes the Regional Programme 2014-2017 and first one and a half years of the Regional Programme 2018-2021. In terms of regional programming, this means the results produced mainly by the Umbrella Projects (4 umbrella projects in RPD (2014-2017) and 3 umbrella projects in RPD (2018-2021) corresponding to respective outcomes in the Regional Programme Documents. The evaluation also included an assessment of regional initiatives, such as Catalytic and Scaling Up Facility and Regional Impact Investment Facility.

Key issues on which the evaluation focused are:

- Programme design and its effectiveness in achieving stated objectives.
- Assessment of key financial aspects, including planned and realized budgets, financing, etc.
- The programme's effectiveness in building the capacity of local institutions and strengthening policy framework to encourage sustainable development.
- Strengths and weaknesses of programme implementation, monitoring and adaptive management and sustainability of programme outcomes including the programme's exit strategy.
- Recommendations, lessons learned, best practices that may be used further in the programme or in future interventions.

The evaluation applied OECD DAC criteria<sup>65</sup> and definitions and followed norms and standards established by the United Nations Evaluation Group. It was guided by the requirements set forth in UNDP's evaluation toolkit, and in particular the "*Handbook on Monitoring and Evaluation for Development Results*".<sup>66</sup>

The methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned. Evaluation activities were organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. The figure below shows the three stages and the main activities under each of them.

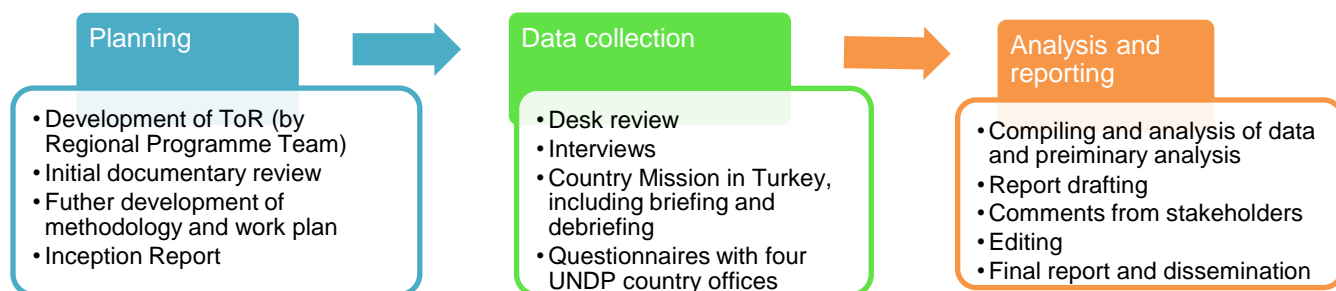
### **Figure 11: Evaluation Stages**

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<sup>65</sup> Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

<sup>66</sup> <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>





The table below further details the main activities that were undertaken by the evaluator under each stage.

**Table 4: Evaluation Steps**

<b>I. Planning</b> <ul style="list-style-type: none"> <li>• Development of the ToR (by the Regional Programme Team)</li> <li>• Start-up teleconference and finalization of work plan</li> <li>• Collection and revision of programme documents</li> <li>• Elaboration and submission of inception report</li> </ul>
<b>II. Data Collection</b> <ul style="list-style-type: none"> <li>• Further collection of programme related documents (home based)</li> <li>• Mission preparation: agenda and logistics</li> <li>• Country Mission (Istanbul and Ankara)</li> <li>• Interviews with key stakeholders</li> <li>• Mission debriefings &amp; mission report summary</li> </ul>
<b>III. Data analysis and reporting</b> <ul style="list-style-type: none"> <li>• In-depth analysis and interpretation of data collected</li> <li>• Follow-up interviews</li> <li>• Develop draft evaluation report</li> <li>• Circulate draft report with programme team and stakeholders</li> <li>• Integrate comments and submit final report</li> </ul>

### Evaluation Planning

The planning and preparation phase included the development of the ToR by the IRH Team and the design of the evaluation framework which is presented in this inception report. The evaluator further refined the guides for interviews with stakeholders.

### Data Collection

The evaluation primarily relied on information generated from reports, through internal systems and tools and will benefit from feedback received from partners/beneficiaries as needed. The data collection process involved a comprehensive desk review of programme documents and

semi-structured interviews with stakeholders and partners (see the table below for a list of data sources).

- **Desk Review** - The evaluator analyzed relevant documents, programme documents and progress reports, as well as country development policies and strategies. Most relevant documents have already been shared with the evaluator by the programme team. Documents from similar and complementary initiatives, as well as reports on the specific context of the programme formed part of the analysis.
- **Semi-structured Interviews** – A key target of the interviews were programme stakeholders. The evaluator conducted interviews with UNDP staff (managers and team leaders, programme/project officers) at the Istanbul Regional Hub and representatives of the Government of Turkey. Open-ended questions were used to enable interviewees to express their views freely and raise the issues they considered most important. A questionnaire was designed to guide the semi-structured interviews and ensure that questions would be investigated consistently across all interviews (a basic version of the questionnaire can be found in Annex IV).
- **Questionnaires with beneficiary UNDP COs** - To better capture the view from the beneficiary countries, the evaluation included four case studies developed on the basis of detailed questionnaires with four UNDP country offices representing for each sub-region (Bosnia and Herzegovina in Western Balkans, Georgia in the South Caucasus and Western CIS, Uzbekistan in Central Asia, as well as the Turkey).

The evaluation benefited from the experience of the evaluator with a number of UNDP country offices in the region. It also made use of existing reports including independent mid-term evaluation “*UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation*” conducted in 2016 as well as relevant findings of the Global Evaluation of the Strategic Plan, Global and Regional Programmes completed in August 2017 by the Independent Evaluation Office.

**Table 5: Data Sources**

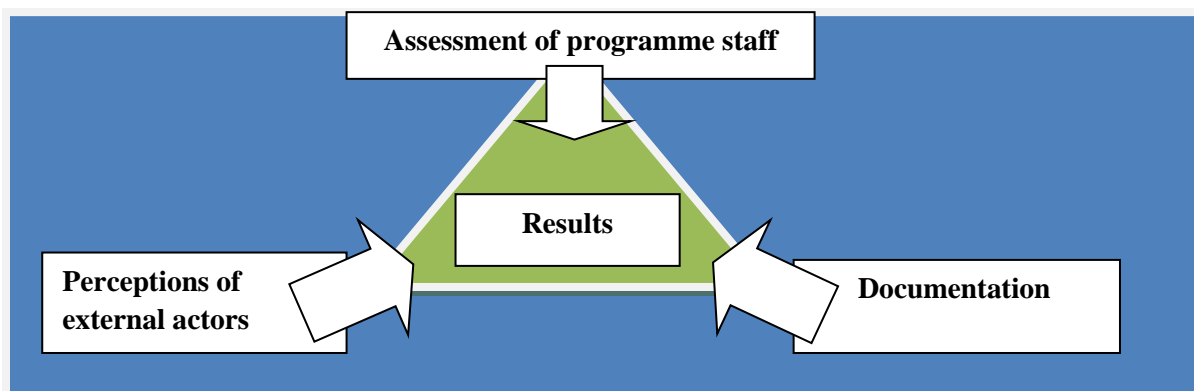
Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	<ul style="list-style-type: none"> <li>• UNDP Programme and Operations Policies and Procedures</li> <li>• UNDP Handbook for Monitoring and Evaluating for Results</li> <li>• GEF Monitoring and Evaluation Policy and Guidelines</li> </ul>
	Programme documentation	<ul style="list-style-type: none"> <li>• UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation</li> <li>• Reports on Turkey-UNDP partnerships</li> <li>• RPD (2014-2017), RPD (2018-2021), Strategic Plan (2014-2017), Strategic Plan (2018-2021); all umbrella Regional Project Documents;</li> <li>• Final Evaluation of the UNDP Strategic Plan, Global</li> </ul>

Evaluation tools	Sources of information	
		Programme and Regional Programmes (2014-2017) <ul style="list-style-type: none"> <li>• Annual Turkey-UNDP Partnership Reports, Annual Consultation Meeting Reports and any other reports as applicable;</li> <li>• Regional knowledge products, knowledge management and innovation initiatives supported by the Turkish contribution.</li> <li>• Various reports produced by the programme.</li> </ul>
	UNDP Country Offices documents/papers	Including relevant policies, laws, strategies, etc.
	Third party reports	including those of independent local research centres, IFIs, etc.
Interviews with programme staff and key programme stakeholders	These included:	<ul style="list-style-type: none"> <li>• Interviews with key programme staff including the programme staff and technical experts.</li> <li>• Interviews with relevant stakeholders including government agencies (i.e. Turkey, beneficiary countries, etc), development partners (i.e. UNFPA, ILO, UN Women, EU, etc.).</li> <li>• Interviews with beneficiaries in the programme locations.</li> </ul>

## Data Analysis

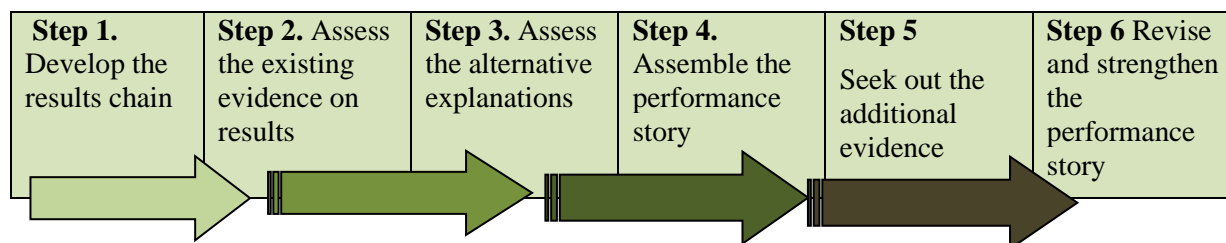
Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in the figure below.

**Figure 12: Method of Triangulation**



The figure below shows the steps that were taken for the analysis.

**Figure 13: Steps in Analysis Process**



The evaluation was conducted on the basis of the standard criteria of relevance, effectiveness, efficiency, and sustainability (see Annex II for a more detailed list of questions that will be used for the analysis of information).

- **Relevance**, covering the assessment of the extent to which outcomes are suited to local and national development priorities and organizational policies, including changes over time;
- **Effectiveness**, covering the assessment of the achievement of the immediate objectives (outputs) and the contribution to attaining the outcomes and the overall objective of the programme; and an examination of the any significant unexpected effects of the programme (either of beneficial or detrimental);
- **Efficiency**, covering the assessment of the quality of programme implementation and adaptive management; adequacy of planning and financial management; the quality of monitoring and evaluation; the contribution of implementing and executing agencies in ensuring efficient implementation;
- **Sustainability**, covering likely ability of the intervention to continue to deliver benefits for an extended period of time after completion.
- **Human Rights**, covering the assessment of the extent to which poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups have benefited from the regional programme interventions funded by the Turkish contribution.
- **Gender equality**, covering the assessment of the extent to which gender equality and the empowerment of women have been addressed in the design, implementation and monitoring of the regional initiatives.

The analysis also covered aspects of programme formulation, including the extent of stakeholder participation during programme formulation; replication approach; design for sustainability; linkages between the programme and other interventions within the sector or in the beneficiary countries; adequacy of management arrangements, etc.

### A.3. Evaluation's Limitations

All possible efforts were made to minimize potential limitations that might emerge in the evaluation process. So far in the process, no major limitations have been encountered. The only two limitations noted in this evaluation are the need to dedicate more time and resources to this type of multi-country assessment and the need for country visits and in-person interviews in the beneficiary countries.



## Annex II: Evaluation's Terms of Reference

### 1. Background and context

UNDP's Regional Hub for Europe and the CIS was relocated to Istanbul in 2015 after the 'Agreement concerning the establishment of the UNDP Regional Service Centre for Europe and the CIS in Istanbul', which was signed in September 2013. Following this agreement, Turkey and UNDP also signed the Third-Party Cost Sharing agreement for implementation of UNDP Regional Programme for Europe and the CIS. Article III of the Agreement states that Regional Center will submit a final report summarizing Programme's projects and impact. Article V on Evaluation also underlines that the partners will jointly agree on the key elements of an evaluation exercise to be conducted in line with UNDP's Evaluation Policy.

In line with this agreement, UNDP Istanbul Regional Hub will commission a regional programme evaluation covering the period between 2014-2019. This period includes the Regional Programme (2014-2017) and first one and a half years of the Regional Programme 2018-2021). The scope of the evaluation will cover the results and impacts achieved with the Turkish contribution and will review progress of both Regional Programmes (2014-2017 and 2018-2021). This evaluation will make use of the existing reports including independent mid-term evaluation 'UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation' conducted in 2016 as well as relevant findings of the Global Evaluation of the Strategic Plan, Global and Regional Programmes completed in August 2017 by the Independent Evaluation Office.

Since its inception, UNDP has been extending support to groups of countries at regional and sub-regional levels in addition to its global and country-level operations through the regional programmes. These regional programmes have a clear programme structure with results and resources framework, and their programme cycle is aligned with the overall programmatic framework and planned results of the Strategic Plan. The Regional Programme Document for Europe and the Commonwealth of Independent States (RPD for ECIS) for 2014-2017 was followed by the Regional Programme for 2018-2021. The Regional Programmes are approved by the Executive Board.

Both of the RPDs build on the successes and lessons learned of the previous RPD. All regional activities are aligned with the overall programmatic framework and planned results of the UNDP Strategic Plan. The RPD also reflects the global sustainable development agenda and leverages United Nations intergovernmental policy processes such as the Millennium Development Goals and the Agenda 2030/Sustainable Development Goals.

The Regional Programme is directly executed by UNDP, with oversight of the programme delegated to the Regional Director of the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC). The Regional Center (hereinafter referred to as the Istanbul Regional Hub) Manager, under the supervision of the Deputy Regional Director, is responsible for ensuring effective management and monitoring of the regional projects. The Advisory Board (consisting of resident representatives and senior

management of central headquarter bureaux) provide overall guidance to the regional programme and help to validate its relevance vis-à-vis country and global activities.<sup>67</sup>

The programme is implemented through regional and subregional projects and initiatives, activities with country-level components. Regional programming strengthens country level coordination by working with UNDP country offices, based on agreed work plans and the participation of advisory teams.

The evaluation of the contribution from the Government of Turkey to the results of the Regional Programmes will primarily rely on information generated from reports, through internal systems and tools and will benefit from feedback received from partners/beneficiaries as needed. The objective of this evaluation will be to assess performance, identify lessons learned and provide recommendations for the next cooperation period to efficiently leverage the Turkish contribution and maximize the development impact of ongoing and new interventions of the Regional Programme.

## **Regional Context**

The region covered by the RBEC regional programme - a total of 17 countries and one territory<sup>68</sup> in Europe and the Commonwealth of Independent States (CIS) - represents a diverse group of countries, including countries seeking EU integration. The region comprises middle-income countries with relatively high levels of human development<sup>69</sup>. While many of the countries of Europe and Central Asia inherited relatively equal distributions of income and broad access to social services, virtually every country in the region is facing challenges in reconciling economic and social progress with environmental sustainability, often aggravated by slow progress in reforming state institutions and private sector development. Problems of inequality and vulnerability are present and growing.

In some countries of the region, up to 50 per cent of the workforce (particularly youth) are either long-term unemployed or engaged in precarious, informal employment<sup>70</sup>. On the one hand, the human development index for 13 programme countries has reached the 'high' or 'very high' human development category. On the other, several countries report levels of poverty exceeding the global \$3.10 per day threshold.

Gender-based discrimination continues to restrict women's economic opportunities. The gender employment gap, estimated at 30 per cent, and the gender pay gap, estimated at over 21 per cent, hinder women's economic empowerment and reduce economic growth potential. At 0.279, the region has the lowest gender inequality index value in the world, but it lags when it comes to women's political representation. Women's employment rates vary by social status, age, and location. For instance, employment rates for Roma people in the Western Balkans are generally less than half of national levels, with particularly low rates for Roma women.

In countries affected by conflict, governance concerns are often exacerbated by human insecurity, weak social cohesion, ethnic, religious or other discrimination, and vulnerability to violent extremism. The

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<sup>67</sup> P.24 of the [Regional Programme Document for Europe and the CIS 2014-2017](#)

<sup>68</sup> Programme countries include: Albania; Armenia; Azerbaijan; Belarus; Bosnia and Herzegovina; Georgia; Kazakhstan; Kyrgyzstan; Moldova; Montenegro; Serbia including Kosovo – United Nations Administered Territory under Security Council Resolution 1244 (1999); North Macedonia, Tajikistan; Turkey; Turkmenistan; Ukraine; and Uzbekistan

<sup>69</sup> Kyrgyzstan and Tajikistan changed the classification from LIC to MIC in 2014 and 2015 respectively.

<sup>70</sup> UNDP regional human development report: Progress at Risk, Inequalities and Human Development in Eastern Europe, Turkey, and Central Asia, 2016

region features considerable source, destination, and transit migration, displacements, and refugee movements, which pose humanitarian and development challenges as well as opportunities for national economies and local communities. Outward migration flows are some of the highest globally, with many countries in the region experiencing extensive ‘brain drain’ and depletion of human capital. Ratios of remittance flows to gross domestic product (GDP) in some countries in the region are among the highest in the world.

The countries of the region continue to face common governance challenges, including in areas such as fiscal decentralization and local governance; rule of law and accountability; access to information; responsive, corruption-free and merit-based public administration systems; and more equitable access to public services. Interest in innovative approaches to public service delivery that foster transparency, accountability, efficiency and meaningful civic participation and engagement is growing across the region.

The region faces energy-, environment-, and climate-related risks, including those associated with disasters and energy shortages. World Bank data indicates that primary energy intensity in the region is more than 20 per cent above the global average for middle-income countries, and is double levels obtained in the European Union. Since fossil fuels comprise more than 80 per cent of the energy balance, and since energy losses in processing or delivery reach as high as 60 per cent, ‘business as usual’ economic growth will result in sharp increases in greenhouse gas emissions. During the past 30 years, natural disasters in the region have inflicted damages in excess of \$70 billion, 9 threatening development prospects. According to the 2016 regional human development report, unsustainable water and land management practices, particularly in the Aral Sea basin, continue to threaten household food and energy security, biodiversity, and other forms of natural capital.

### **Key Programme Areas, Approach and Results**

As mentioned above, the evaluation scope will cover implementation progress within two cycles of Regional Programmes, i.e. 2014-2019. It should also be noted that the current Regional Programme builds on the achievements and lessons of the previous Regional Programme in terms of priorities and approaches.

Below is a short summary of both programme documents:

Following the framework of the Strategic Plan and priorities of the region, RBEC has selected four outcomes at the regional level for the programme cycle 2014-2017<sup>71</sup> and has developed four umbrella programmes corresponding to these four outcomes as follows:

- Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (SP Outcome 1).
- Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (SP Outcome 2).
- Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (SP Outcome 5).

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<sup>71</sup> [Regional Programme Document for Europe and the CIS 2014-2017](#)



- Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles (SP Outcome 7).

The Outcomes of the Regional Programme (2018-2021)<sup>72</sup> following the UNDP Strategic Plan 2018-2021 are as below:

- Outcome 1: Accelerating structural transformations through more effective governance systems
- Outcome 2: Addressing poverty and inequalities through more inclusive and sustainable development pathways
- Outcome 3: Building resilience to shocks and crises through enhanced prevention and risk-informed development

The regional work is also based on five mutually reinforcing ‘regionality’ principles which define the particular value added of regional or subregional approaches to addressing development challenges. They include promotion of regional public goods, management of cross-border externalities and spillovers and advancement of solutions to cross-border and transboundary development challenges, promotion of multi-country experiences and perspectives, and identification of key risks to development, promotion of experimentation and innovation, and generation and sharing of development knowledge, experience and expertise.

In implementing the Regional Programme, the Istanbul Regional Hub (IRH) has been using a range of operational modalities of support, including implementation of global and regional initiatives, facilities and projects, development of knowledge products and the provision of advisory services.

Some of the account of the regional programme results can be found in the reports below:

- 1) ‘UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation’: <https://erc.undp.org/evaluation/evaluations/detail/7150>
- 2) Reports on Turkey-UNDP partnerships: <http://www.eurasia.undp.org/content/rbec/en/home/partnerships/partnership-with-turkey.html>

## **2. Evaluation purpose, scope and objectives / Overall objective of the assignment and duties and responsibilities**

In June 2014, Turkey and UNDP signed the Cost Sharing agreement for implementation of UNDP Regional Program for Europe and the CIS with a duration of five years. The duration of the agreement will end in June 2019. Article III of the Agreement states that Regional Center will submit a final report summarizing Programme’s projects and impact. Article V on Evaluation also underlines that the partners will jointly agree on the key elements of an evaluation exercise to be conducted in line with UNDP’s Evaluation Policy.

In line with this requirement, UNDP Istanbul Regional Hub will commission a regional program evaluation to cover the period 2014-2019. This period includes the Regional Programme (2014-2017) and Regional Programme for (2018-2021) up to date. The scope of the evaluation will cover the results and impacts achieved with the Turkish contribution and will review results of both Regional Programmes (2014-2017 and 2018-2021).

While the evaluation is primarily to inform the donor about the results of the cooperation between Turkey and UNDP, as any evaluation exercise, it will also be a learning opportunity to improve the quality and

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<sup>72</sup> [Regional Programme Document for Europe and the CIS 2018-2021](#)

effectiveness of the programme interventions funded by the Government of Turkey. Therefore it will be a valuable input for Government of Turkey and UNDP Regional Bureau for Europe and the CIS in planning and implementing their cooperation.

As such, this evaluation will mainly cover the aspects of the Regional Programme funded through the contribution from the Government of Turkey. In terms of regional programming, this would mean the results produced mainly by the Umbrella Projects (4 umbrella projects in RPD (2014-2017) and 3 umbrella projects in RPD (2018-2021) corresponding to respective outcomes in the Regional Programme Documents. The review will also include assessment of the regional initiatives, such as Catalytic and Scaling Up Facility, Regional Impact Investment Facility and other initiatives.

The objectives of this exercise are to:

- Provide RBEC Management and Government of Turkey with an objective assessment of the development contributions that have been achieved with the contribution of the Government of Turkey to the regional programme implementation.
- Capture innovations, sustain and scale-up successful approaches that work in the implementation of the current initiatives and facilitate learning to inform current and future programming and adjust implementation introducing corrective measures if needed.
- Assess the relevance, efficiency, effectiveness and sustainability of the interventions achieved with the work funded through the contribution from the Government of Turkey. Also assess how the intervention strengthened the application of rights-based approaches and mainstreaming gender in development efforts.

### **3. Evaluation criteria and key guiding questions**

This evaluation will aim at responding to the questions below for the totality of the period covered by the Turkish contribution for the two segments of the Regional Programme:

#### **Relevance**

- To what extent is UNDP support provided through Turkish contribution relevant to the achievement of the SDGs in the region/Europe and CIS?
- To what extent did the Turkish funds contribute to gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent is UNDP programming with Turkish funds a reflection of strategic considerations, including the role of an emerging donor in a particular development context and its comparative advantage?

#### **Effectiveness**

- What have been the key results and changes attained through the Turkish contribution? Which are the ones with a strong scaling up potential? How has delivery of the Turkish funding contributed to outcome-level progress?
- Have there been any unexpected outcome-level results achieved beyond the planned outcome?

- To what extent has UNDP improved the capacities of national and regional partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

### **Efficiency**

- To what extent were the activities funded by the Turkish contribution delivered on time?
- To what extent were partnership modalities employed for Turkish contribution conducive to the delivery of the regional programme?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent did the governance arrangements and processes ensure efficient use of the Turkish contribution?

### **Sustainability**

- To what extent did UNDP establish mechanisms to ensure the sustainability of the regional programme outputs achieved with Turkish funding?
- To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other regional and national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

### **Human rights**

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the regional programme interventions funded by the Turkish contribution?

### **Gender equality**

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the regional initiatives?
- Is the gender marker data assigned to the relevant outputs representative of reality?

In addition to the evaluation questions above, the Evaluation team will seek lessons learned from programme implementation so far as well as some key information that would be relevant for the

Government of Turkey, as the second largest donor (largest bilateral donor) of the Regional Programme, e.g. for assessing the use of its future contributions and communicating on its contribution to UNDP.

## 4. Methodology

### 4.1. Data collection and analysis

The Evaluation methodology will consist of Desk reviews, discussions with relevant IRH teams as well as beneficiary representatives of the Regional Programme, i.e. selected country office staff/their beneficiaries and other stakeholders as applicable.

- 1- **Desk Reviews:** The evaluation team will collect and review all relevant documentation including but not necessarily limited to the below:
  - a. RPD (2014-2017), RPD (2018-2021), Strategic Plan (2014-2017), Strategic Plan (2018-2021); all umbrella Regional Project Documents;
  - b. UNDP Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm Outcome Evaluation
  - c. Final Evaluation of the UNDP Strategic Plan, Global Programme and Regional Programmes (2014-2017)
  - d. Annual Work plans and progress reports of the activities funded through the Turkish contribution including websites, articles and other relevant reports
  - e. Annual Turkey-UNDP Partnership Reports, Annual Consultation Meeting Reports and any other reports as applicable;
  - f. Regional knowledge products, knowledge management and innovation initiatives supported by the Turkish contribution.
  - g. Other relevant documents that may inform this evaluation.<sup>73</sup>
- 2- **Discussions with the relevant staff:** The evaluation team members will be working and consulting the evaluation exercise with relevant teams on continuous basis. Debriefing meetings with the Management Team of Istanbul Regional Hub will also be carried out to inform on the review and evaluation processes as well as share any preliminary observations as necessary.
- 3- **Stakeholder interviews and focus groups:** The evaluation team will conduct interviews with representative sample of relevant stakeholders, including UNDP staff (managers and team leaders, programme/project officers) at headquarters, Istanbul Regional Hub, and Country Offices, policy makers, beneficiary groups, donors and other development partners. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries. The team will review the proposed questions above **develop evaluation questions** around relevance, effectiveness, efficiency and sustainability and use these questions for different stakeholders to be interviewed. The evaluation team may also offer UNDP any extra tools (e.g. observational visits, group discussions etc. to strengthen the evaluation).

To ensure maximum validity and reliability of data (quality) the evaluation team will ensure triangulation of various data sources.

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<sup>73</sup> The final list of documents will be finalized during the inception stage and throughout the Evaluation exercise.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

#### 4.2. Review and evaluation process

Inception: Once the evaluation team has been selected, he/she will receive an orientation and briefing by respective IRH staff. Evaluation team will first conduct a desk review of relevant materials as per the schedule provided below in Section 9. A set of key UNDP documents and programme information will be provided by various teams of IRH for this purpose.

The evaluation team, will discuss with relevant IRH staff the approach to the evaluation, further continue desk review, conduct consultations with teams and collect more data and documentation pertaining to the regional programme. The team will then prepare and submit the first deliverable - inception report - that will contain the proposed schedule of tasks, final evaluation design, with any additional methodological and process related decisions made during the mission that may not have been addressed in this description and if, applicable, develop any data collection instruments required. The inception report has to be accepted by the IRH Management.

Following this, the Evaluation team will visit Istanbul Regional Hub, perform evaluation and prepare the evaluation report as stipulated in the requirements and present the draft to the IRH. The dates of the mission will be planned to advance to ensure full participation of relevant IRH staff for validation of the results. One week will be provided to the IRH to collect comments from the relevant staff and then one week to the Evaluation Team to finalize the report.

The evaluation team will then complete data collection and analysis for evaluation of the outcomes and reconvene in the Istanbul Regional Hub for one week. The Evaluation Team will present during a debriefing session the results of the evaluation including findings, conclusions and preliminary recommendations and then submit a draft Evaluation report. This first draft will be reviewed by the Istanbul Regional Hub for comments. Based on the comments received within two weeks, the team will revise and finalize the report, while recording any changes made in an audit trail.

#### 5. Evaluation products (deliverables)

- **Evaluation inception report (max 10 pages, excluding annexes).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the Istanbul Regional Hub visit. *This inception report will be prepared in line with the guidance provided on page 22 of the [UNDP Evaluation Guidelines](#).*
- **Draft evaluation report (max.40 pages).** The evaluation team will present the draft report to IRH for validation and preliminary feedback. Relevant teams in the IRH and key stakeholders in the evaluation will review the draft evaluation report and provide an amalgamated set of comments to the evaluation team within 2 weeks, addressing the content required (as agreed in the TOR and inception report) and quality criteria.

**Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report will be retained by the evaluator to show how they have addressed comments.

- **Final evaluation report (max.40 pages)** Covering all aspects of the Terms of Reference, responding all the questions and comments by UNDP IRH. The Evaluation report should be prepared in line with the template provided as Annex 3 in the UNDP Evaluation Guidelines<sup>74</sup>.

**Presentations to stakeholders and/or the evaluation reference group.** A presentation briefing on the evaluation exercise and the main findings.

## 7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## 8. Implementation arrangements

### UNDP Istanbul Regional Hub

The IRH QA and Coordination Team will support the Istanbul Regional Hub Manager in coordinating the overall evaluation exercise and ensuring liaison within the Regional Bureau, the Regional Hub, other Bureaus at headquarters, Country Offices etc. The QA and Coordination Team will also ensure that an appropriate quality assurance mechanism exists during the evaluation. The Senior Programme Coordinator will serve as the Evaluation Manager of this exercise.

The Team Leaders responsible and working for each of the outcome will ensure that the Evaluator is provided with sufficient reference materials and methodological guidance. They will also identify selected regional projects and activities to be reviewed and be consulted on case studies to be used in the analysis. The Team Leaders will also ensure that assigned programme staff extend necessary support to the Evaluator.

### The Evaluation Team

A team will consist of one independent external consultant to carry out the exercise, with the overall responsibility to lead and coordinate the drafting and finalization of the deliverables; The evaluator will undertake data collection and analysis activities and prepare designated parts of the reports.

**Evaluation debriefings.** Immediately following the evaluation, the evaluator will deliver a preliminary debriefing on evaluation findings.

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<sup>74</sup> Template can be found on page 54 - <http://web.undp.org/evaluation/guideline/documents/PDF/section-4.pdf>

### Annex III: Key Questions Driving the Evaluation

Dimension	Key Questions
<b>Relevance</b>	<ul style="list-style-type: none"> <li>• To what extent is UNDP support provided through Turkish contribution relevant to the achievement of the SDGs in the region/Europe and CIS?</li> <li>• To what extent did the Turkish funds contribute to gender-sensitive, human rights-based and conflict-sensitive approaches?</li> <li>• To what extent is UNDP programming with Turkish funds a reflection of strategic considerations, including the role of an emerging donor in a particular development context and its comparative advantage?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>• What have been the key results and changes attained through the Turkish contribution? Which are the ones with a strong scaling up potential? How has delivery of the Turkish funding contributed to outcome-level progress?</li> <li>• Have there been any unexpected outcome-level results achieved beyond the planned outcome?</li> <li>• To what extent has UNDP improved the capacities of national and regional partners to advocate on environmental issues, including climate change issues and disaster risk reduction?</li> <li>• To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?</li> <li>• To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• To what extent were the activities funded by the Turkish contribution delivered on time?</li> <li>• To what extent were partnership modalities employed for Turkish contribution conducive to the delivery of the regional programme?</li> <li>• To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</li> <li>• To what extent did the governance arrangements and processes ensure efficient use of the Turkish contribution?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• To what extent did UNDP establish mechanisms to ensure the sustainability of the regional programme outputs achieved with Turkish funding?</li> <li>• To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?</li> <li>• To what extent do partnerships exist with other regional and national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?</li> </ul>

## Annex IV: Questionnaire

*The Istanbul Regional Hub (IRH) has commissioned an evaluation of the contribution of the Government of Turkey to the UNDP regional programme managed by the IRH. As a recipient of support from the regional hub, and hence from the Turkish contribution, your CO is invited to respond to the following questions which will be used to assess the Turkish Contribution to the regional programme from the perspective of the country offices.*

*The period covered by the evaluation and this questionnaire is 2014-2019. This questionnaire requires a collective (and coordinated) response from the CO, as different staff members might have had different degrees of engagement and cooperation with the IRH. Please provide as much substance in your response as is possible.*

*Upon the review of your response, the evaluator will follow up with you for clarifications or additional information. Your support in this process will be of great value and appreciated.*

General Overview
- In which ways has your CO interacted with the Istanbul Regional Hub (IRH) in the period 2014-2019?
- From your perspective, what are the main contributions that the IRH has provided? What aspects of your CO's work has this assistance supported?
Visibility
- In general, how does your CO profile/publicize the support that it receives from the regional hub to your national counterparts and beneficiaries? What tools does it use for that?
- More specifically, what do you know about Government of Turkey contribution to the IRH and its regional programme?
- How important do you think that contribution it is, relative to contributions from other partners?
- How do you think your CO and your country has benefitted directly and indirectly from the Turkish contribution to the Regional Programme?
- If you are knowledgeable of the Turkish contribution to the UNDP regional programme, and through that programme to your country, how visible has this contribution been in the eyes of national partners and beneficiaries?



<ul style="list-style-type: none"> <li>- If you are knowledgeable of the Turkish contribution to the UNDP regional programme, how in your view this contribution can be made more visible to national partners and beneficiaries?</li> </ul>
<b>Communications &amp; Coordination</b>
<ul style="list-style-type: none"> <li>- How does your CO communicate with the IRH? Who in your CO communicates with the IRH? Are there any structures/rules for communications with the IRH, or is it done on an ad-hoc basis?</li> </ul>
<ul style="list-style-type: none"> <li>- Which section/team of the IRH has your CO had communications with? On what issues and topics?</li> </ul>
<ul style="list-style-type: none"> <li>- How do you assess that communication? Has it been effective? Has the IRH reacted in a timely and effective way to your inquiries?</li> </ul>
<ul style="list-style-type: none"> <li>- How can communication between your CO and the IRH be strengthened? In which areas it will be important to improve this communication?</li> </ul>
<ul style="list-style-type: none"> <li>- To what extent do you coordinate the activities of your CO with those of IRH? How does that coordination take place?</li> </ul>
<b>Support from/Cooperation with the IRH</b>
<ul style="list-style-type: none"> <li>- What kind of support has your CO requested from the IRH in the in the period 2014-2019? Please provide specific details of the support that was requested.</li> </ul>
<ul style="list-style-type: none"> <li>- What kind of support has your CO and your country received from the IRH in the period 2014-2019? Please, list the initiatives for which your CO has received support.</li> </ul>
<ul style="list-style-type: none"> <li>- In which of the following areas has your CO received support from the IRH? <ul style="list-style-type: none"> <li>o Technical assistance in programme development/implementation</li> <li>o Capacity building (training)</li> <li>o Partnerships/Resource Mobilization</li> <li>o Generation of knowledge products/publications</li> <li>o Cooperation with other countries/sharing of knowledge (incl. South-South) through regional events</li> <li>o Operations</li> <li>o Other (specify)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>- Which of IRH Teams have provided support to your CO in this period?</li> </ul>
<ul style="list-style-type: none"> <li>- Has your CO been part of any regional or global project implemented directly by the IRH? If so, which projects? How useful have these projects been from your perspective?</li> </ul>

<ul style="list-style-type: none"> <li>- Have representatives from your CO and/or country participated in regional events organized by the IHR? If so, which ones? How useful have these events been from your perspective?</li> </ul>
<ul style="list-style-type: none"> <li>- Has your CO or country participated in any of the following initiatives: <ul style="list-style-type: none"> <li>o <i>Istanbul Development Dialogues</i></li> <li>o <i>Istanbul Innovation Days</i></li> </ul> </li> <li>- If so, what has been the usefulness of these events?</li> </ul>
<ul style="list-style-type: none"> <li>- Has your CO and/or country benefited from any of the following initiatives? Please provide details how. <ul style="list-style-type: none"> <li>o <i>Regional Impact Investment Facility</i></li> <li>o <i>Catalytic and Scaling up Facility</i></li> </ul> </li> <li>- If so, what has been the usefulness of these events?</li> </ul>
<ul style="list-style-type: none"> <li>- What support has your CO and country received from the IRH in the area of <i>SDGs</i>?</li> </ul>
<ul style="list-style-type: none"> <li>- What support has your CO and country received from the IRH in the area of <i>Innovations</i>?</li> </ul>
<ul style="list-style-type: none"> <li>- What requests from your CO for IRH support were not met? For what reasons?</li> </ul>
<p style="text-align: center;"><b>Value of Contributions</b></p>
<ul style="list-style-type: none"> <li>- If you have received support from the IRH, how do you rate the support that you have received from the IRH? How crucial has it been for your operations? Please, provide specific examples.</li> </ul>
<ul style="list-style-type: none"> <li>- What would you highlight as the most important aspects of the support you have received from the IRH?</li> </ul>
<ul style="list-style-type: none"> <li>- If you have received support from the IRH, what alternatives would you have had for receiving that support elsewhere?</li> </ul>
<ul style="list-style-type: none"> <li>- Do you think your CO would benefit from more support from the CO?</li> </ul>
<ul style="list-style-type: none"> <li>- How could IRH's support to your CO and country be strengthened/improved? What are the main things that you would modify/change to strengthen that support?</li> </ul>
<ul style="list-style-type: none"> <li>- In which of the following areas do you think the IRH is well positioned and has a comparative advantage for providing support to your CO? <ul style="list-style-type: none"> <li>o Technical assistance in programme development/implementation</li> <li>o Capacity building (training)</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>○ Resource Mobilization</li> <li>○ Generation of knowledge products/publications</li> <li>○ Cooperation with other countries/sharing of knowledge (incl. South-South) through regional events</li> <li>○ Operations</li> <li>○ Other (specify)</li> </ul>
<p>- On which of the following issues do you think the IRH is well positioned and has a comparative advantage for providing support to your CO?</p> <ul style="list-style-type: none"> <li>○ Governance and Peacebuilding</li> <li>○ Sustainable Development</li> <li>○ HIV, Health and Development</li> <li>○ Energy, Climate and Disaster Resilience</li> <li>○ RBM, quality assurance, and M&amp;E</li> <li>○ Knowledge Management/Innovation</li> <li>○ Gender</li> <li>○ Operations</li> <li>○ Communications</li> <li>○ Partnerships/Resource Mobilization</li> </ul>
<p>- In which areas do you think the IRH is not well positioned and does not have a comparative advantage for providing support to your CO?</p>

## **Annex V: List of Interviewed Stakeholders**

### **Monday, 26 August 2019**

09:30 – 10:30 Meeting with Marina Ten, RBM Specialist, IRH

14:00 - 15:30 Meeting with Ekaterina Paniklova, Senior Programme Coordinator

### **Tuesday, 27 August 2019**

9:30 – 10:30 Meeting with Gerd Trogemann, IRH Manager

11:00 – 12:00 Meeting with Sustainable Development Team: George Bouma, Team Leader, Vesna Dzuteska-Bisheva, Employment Policy Specialist, Elena Danilova-Cross, Programme Specialist on Poverty and Inequality, Mihail Peleah, Programme Specialist on Green Economy and Employment.

12:00 – 12:30 Meeting with Farid Garakhanov, Chief of Operations and Yuliya Zhgun, Operations Analyst

*Venue: Farid's Office, 10<sup>th</sup> floor*

14:00 - 15:30 Meeting with Armen Grigoryan, Regional Cluster Leader, Climate Change/Disaster Resilience and Global Energy Policy Advisor

*Venue: Armen's Office, 11<sup>th</sup> floor (Room#11.17)*

16:30 – 17:30 Meeting with the Gender Equality and Women's Empowerment

Team: Bharati Sadasivam, Team Leader; Barbora Galvankova, Programme Specialist

### **Wednesday, 28 August 2019**

14:00 Meeting with Berna Bayazit, (TBC)

15:00 -16:30 Meeting with Mustafa Osman Turan, Deputy Director General, and Gulseren Celik, Head of Department, DG of Multilateral Economic Affairs, Ministry of Foreign Affairs

### **Thursday, 29 August 2019**

11:00 – 12:30 Meeting with the Governance and Peacebuilding Team

14:00 -15:00 Meeting with Ugur Tanyeli, Head of Department of TIKA

15:30-16:30 Meeting with Hande Hacimahmutoglu, Head of Department, Strategy and Budget Office

**Friday, 30 August 2019**

10:00 – 10:40 Debriefing meeting with IRH (Agi Veres, Deputy Director, RBEC, Gerd Trogemann, IRH Manager, Ekaterina Paniklova, Senior Programme Coordinator, and Marina Ten/RBM)

12:30 – 13:30 Meeting with Seher Alacaci, ARR, UNDP in Turkey

16:00 – 17:00 TBC Meeting with Nicolas Douillet, Team Leader, Communications Team (will join via Skype) and with Mehmet Erdogan, Communications Analyst

## Annex VI: Initiatives Supported by the Catalytic Facilities

### Catalytic and Scaling-up Facility 2015: Summary of Country Allocations

<b>Albania (2015)</b> <b>Municipal Energy Tracking Platform</b>  <i>(Catalytic Fund: \$100,000)</i>	
<b>Armenia (2015)</b> <i>(Catalytic Fund: \$100,000)</i>  <b>Risk Management and Resilience at the Local Level</b>	Strengthening of community-based resilience and emergency preparedness at the local level and incorporating disaster risk management into development planning and budgeting.
<b>Armenia (2015)</b> <i>(Catalytic Fund: \$50,000)</i>  <b>Innovative Approaches</b>	Developing a <b>Social Innovation Unit (Kolba Lab)</b> through promoting its use by civil servants, and use of open data and new methods for monitoring public utility and healthcare provision
<b>Azerbaijan (2015)</b> <i>(Catalytic Fund: \$100,000)</i>  <b>Effective public service delivery</b>	Training for staff of Azerbaijan's Service and Assessment Network (ASAN), designed to use innovative technologies to improve public services, including strengthening service providers' capacity for gender-sensitive service delivery
<b>Bosnia and Herzegovina (2015)</b>  <b>Building resilience at the local level</b>	An integrated multi-hazard risk information management tool <b>Disaster Risk Analysis System (DRAS)</b> designed and set in function to inform local decision-making processes in 2 pilot local governments in Bosnia and Herzegovina
<b>Georgia (2015)</b> <i>Catalytic fund:(\$90,000)</i> <b>Conflict risk reduction/ and peacebuilding</b> <i>plus</i> <b>Innovative data collection</b>	Innovative data collection method - <b>micro-narratives</b> - used on both the Georgian and Abkhaz sides of the conflict to engage citizens on peace and development issues. Issues of common concern for the people identified, in particular women and youth that live on both sides of the Georgian-Abkhaz conflict divide. In total over 1500 personal stories/ experiences were gathered
<b>Kosovo (2015)</b> <b>Peacebuilding: Preventing Violent Extremism</b>	
<b>Kyrgyz Republic (2015)</b>  <b>Sustainable Development and Building Community Resilience: Green Village Scaling-Up</b>	
<b>Macedonia (2015)</b> <i>(Catalytic Fund: \$100,000)</i>	<b>Youth for Social Cohesion: Youth centre to promote inter-ethnic dialogue in area with ethnic Roma, Albanian, Macedonian and Serbs.</b>

<p><i>CO: \$43,000)</i></p> <p><b>Social Cohesion and inter-ethnic dialogue</b></p>	<p>The youth centre fostered intercultural learning and communication among young people, and supported inter-institutional cooperation including the municipality of Kumanovo and the local Ombudsman office, as well as the youth council and the NGOs active in Kumanovo. Created an online platform <a href="http://www.multikulti.mk">www.multikulti.mk</a></p>
<p><b>Moldova (2015)</b>  <i>(Catalytic Fund: \$60,000  CO: \$18,000)</i></p> <p><b>Nationalization of SDGs</b></p>	<p>Alignment of national development strategy with SDGs; linking sectoral strategies relevant to SDGs to one national development strategy; nationalizing SDG targets and indicators.</p>
<p><b>Montenegro (2015)</b>  <i>(Catalytic Fund: \$108,000)</i></p> <p><b>Inclusive growth  plus  Innovative approach to data collection and use</b></p>	<p><b>Development of Software for Open Data Platform for Rural Agriculture</b></p> <p>Functioning digital Platform in two Municipalities in Northern Montenegro designed and implemented to support decision making for the distribution of support services to agriculture and information exchange leading to better integration of agriculture planning within overall municipality planning. Platform provides clear and sensible segregation of data per criteria as: gender, age, location, production etc. in order to provide better and detailed vulnerability assessment.</p>
<p><b>Serbia and Bosnia and Herzegovina</b>  <i>(Catalytic Fund: 100,000)</i></p> <p><b>Governance and Peacebuilding - Human rights, rule of law and access to justice and security</b></p> <p><b>Cross-cutting area - Partnerships/South-south cooperation</b>  the project has led to successful resource mobilization: the initiation plan of the regional project was funded by UNDP Global Programme on Rule of Law (1 year, USD 300,000).</p>	<p>The project was conceived as catalytic to re-starting regional cooperation between the prosecution services of Bosnia-Herzegovina, Croatia, and Serbia on resolving war crimes cases and the search for missing persons in the region, as well as strengthening the capacities of individual prosecutions.</p> <p>The intervention was most successful in generating and capitalizing on the momentum for sustained cooperation between prosecutors and institutions for missing persons, with two regional meetings held in the project period, the extension of the project to Montenegro in addition to the three originally covered countries, and a new sub-regional project document defined with inputs of all participating institutions.</p>
<p><b>Serbia</b></p> <p><b>Building resilience of local municipalities in face of large migration flows</b></p>	
<p><b>Tajikistan and Kyrgyz Republic</b></p> <p><b>Conflict resolution and sustainable energy solutions for rural households</b></p>	<p>Conflict over natural resources is one of the elements contributing to tensions between border communities in Kyrgyz Republic and Tajikistan. UNDP supports local development on both sides of the border in order to contribute to sustainable livelihoods, and reduce tensions. Providing affordable sustainable energy solutions to rural households contributed to this overall aim.</p>
<p><b>Turkmenistan</b>  <i>(Catalytic Fund: \$31,230)</i></p>	<p>An electronic Monitoring and Measurement Tool was designed for the Turkmen National Institute of Democracy and Human Rights which served as tracking tool for measurement of the progress of</p>

<b>Governance and Human Rights</b>	implementation of 4 National Action Plans, namely the NHRAP, NAP on Gender Equality 2015-2020 (NAPGE), NAP Combating Trafficking in Persons for (2016-2018) as well as the draft National Action Plan on Implementing the Rights of Children for 2017-2020 (NAPRC), and any future action plans to be developed.
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### Catalytic and Scaling-up Facility 2016: Summary of Country Allocations

Country	Project	Thematic Area	Main Results	Catalytic Impact	Resources Generated
<b>Albania</b>	Access to Free Legal Aid for Vulnerable Groups	Governance, access to justice, public services	assessment of justice system carried out and data provided for analysis of citizens' justice needs and mapping of how justice institutions can or cannot respond to those needs, especially the needs of underserved communities Analysis used to inform new law on Free Legal Aid (FLA).	opened up new areas of intervention for UNDP and new partnerships, both national (Ombudsperson, universities, CSOs) and international (EU); provided the opportunity for UNDP to take a lead role in close partnership with EU/Euralius and Parliament in contributing to the drafting of the FLA law, leading to further work in this area	
<b>Armenia</b>	Public-private mechanism for investing in hail nets for farmers	resilience/ disaster risk reduction	20% of cost of nets allocated as a grant through UNDP, and 80% loaned by bank.	Adoption of government decree on subsidizing the anti-hail net loans from 12.5 to 2% for a 7 year period.	
<b>Azerbaijan</b>	Strengthen national statistical capacity to monitor SDG progress	sustainable development, nationalization of SDGs	National information portal on SDGs set up. Single online information source for monitoring implementation status of state programs and strategies as part of SDG monitoring strategy.		
<b>Kazakhstan</b>	Introduction of flood management practices	resilience to climate change/ disaster risk reduction	flood management practices developed and demonstrated in Almaty region; mainstreaming gender into DRR, involvement of women in decision-making, taking into account women's perceptions and needs	generated 12 recommendations for the national disaster preparedness action plan; establishment of women led disaster management center	
<b>Kyrgyz</b>	Preventing violent	governance,	piloted national and local	project provided better understanding of	April 2018, regional



<b>Republic</b>	extremism	peace-building, conflict prevention	<p>responses to rising number of Kyrgyz citizens joining extremist and terrorist groups abroad.</p> <p>Mentorship programme and training modules developed for religious bodies, local women leaders, youth.</p> <p>supported Inter-community dialogue, confidence building through women's leadership and youth engagement in conflict prevention.</p> <p>Partnered with Un inter-agency project on 'Women and Girls as Drivers for Peace and Prevention of Radicalization.</p>	the drivers of violent extremism which was used to develop a sub-regional project on PVE in Kazakhstan, Kyrgyz Republic, Tajikistan, Turkmenistan, funded by Government of Japan; also fed into Peacebuilding Priority Plan 2017-2020 (USD 8,000,000) supported by UN System in Kyrgyz Republic and Government	project 'Strengthening Community Resilience and Regional Cooperation for Prevention of Violent Extremism in Central Asia', implemented by UNDP, and financed by Government of Japan (USD 6,145,853)
<b>North Macedonia</b>	deinstitutionalization of care for people with disabilities	social inclusion, leaving no-one behind	creation of reliable database on PWD in country; piloting rehabilitation activities to help PWDs enter labour market, and participate in community life	led to joint UN programme (UNDP, UNICEF, UNFPA, UN Women) on deinstitutionalization, and development of community support services	Joint UN programme, USD 400,000 from UNPRPD
<b>Moldova</b>	establishment of youth-centred skills observatory	employment, innovation	<p>piloting of innovative ways to spur youth employment;</p> <p>micro narratives used to collect youth perceptions of unemployment;</p> <p>solutions tested for youth employment</p>		
<b>Serbia</b>	sustainable re-integration of Roma returnees from EU countries	social inclusion, leaving no-one behind	<p>partnerships established at local level- between different levels of government, government and civil society, private sector etc to work on local integration plans to help returnees find work, get children placed in school, find housing solutions.</p> <p>For example, Roma-run cooperative trained and</p>	module piloted in three municipalities, and is being scaled up to other municipalities, and regionally through a new sub-regional project	the piloted module provided the basis for the development of the UNDP component of a sub-regional project on Roma re-integration, with EU funding of Euro 2.5 million

			employed returnees who then worked on building housing.		
<b>Tajikistan</b>	operationalization of SDGs at national and local levels	Sustainable Development, SDGs	elaboration of monitoring and evaluation framework for SDGs; roadmap for SDG nationalization, implementation and reporting developed and agreed with government piloting of SDG localization solutions		
<b>Turkey</b>	Resource Efficiency in Agriculture and Agro-based industries	sustainable development/ production	innovative methodology to identify most strategic agricultural products; 10 strategic regional products identified; tool used to assess possibilities for improving resource efficiency in agricultural, industrial and logistics facilities.	This project led to development of a scaled-up initiative with government cost-sharing from the Ministry of Development of Turkey	This project led to development of a scaled-up initiative with government cost-sharing from the Ministry of Development of Turkey
<b>Turkmenistan</b>	improving access to justice through e-governance and e-court system	human rights, rule of law, access to justice	e-court system piloted in one court knowledge of judges and layers on human rights standards raised laws related to free legal aid reviewed and amended.		
<b>Ukraine</b>	Labour Market Inclusion of Vulnerable Groups and Women	employment, social inclusion/ protection, leaving no-one behind	model for integrated delivery of employment and social support services piloted in 7 districts	piloted module adopted and scaled up to national level	
<b>Uzbekistan</b>	nationalizing SDGs, integrating SDGs into policy dialogue	sustainable development, SDGs	stakeholder consultations support to develop methodology for improving SDG indicators, including on labour market diagnostics, multidimensional poverty, inequality measurement, green economy indicators website for monitoring national SDGs	government resolution on national SDGs adopted	

## Regional Impact Investment Facility: Summary of Country Allocations

Country	Action	Amount	Growth Area	Thematic Area	Envisaged resource mobilization	Contribution to SDGs
<b>Albania</b>	mobilized private sector financing for a Employment and Skills Development Fund for PWD; establish mechanism for partnerships between private companies, public sector and non-governmental sector	\$300,000	2 (alternative financing, setting up social impact fund) 3 (private sector: convening and engaging, creating partnerships; catalyzing private sector engagement; mobilizing private capital)	Sustainable Development:  employment, social inclusion, social protection	\$10,560,000 private sector funding in one year	SDGs 8, 10, 4, 11  leaving no-one behind
<b>Bosnia and Herzegovina</b>	Unlocking Non-Performing Loans in the Water and Sanitation Sector 42% of population not covered by public water supply health risks (kidney) Sava river, risk of flooding  loan arrangement totalling EUR 220 million with the European Investment Bank (EIB) meant to finance water and sanitation projects in target communities: less than 25% of loan funds used	\$300,000	1. leverage IFIs financing for development results; 2. leveraging private sector funding at municipal level	Sustainable Development: building resilience and climate change adaptation  Governance and Peacebuilding: local governance and effective service delivery	\$9,800,000	SDGs 16,6,11,13  integrated approaches to improved water and sanitation, and increasing resilience of community and households to climate change impact and disasters (floods)

<b>Kazakhstan</b>	<p>Supporting Kazakhstan's local self-governance reforms through SDGs localization as part of the nation's vision to modernize its governance and institutions the new <u>Law on Local Government and Self-Governance</u> was adopted in 2017, setting in motion a potentially transformative process of decentralization (power-sharing) in 2018 about 2,500 administrative units (townships, villages and rural districts) had the ability to generate revenues and budgets and formulate local development plans and investments</p> <p>only 10% of communities are self-sufficient (with other 90% depending on the state's subsidies), the project helped design and pilot localized revenue generation strategies and approaches</p>		<p>2. alternative financing, 4. Increasing efficiency for domestic financing for SDGs at country level. government cost-sharing, including exploring possibility of local government direct cost sharing</p>	governance and peacebuilding	<p>USD 14 million over a five year period through government cost sharing mechanism;</p> <p>CO also investigating possibility of establishing direct cost-sharing agreements with local government authorities</p>	<p>SDG 16, 10</p> <p>leave no-one behind: help disadvantaged regions</p> <p>resilience of local communities</p> <p>gender equality: 1.b Gender sensitive development strategies; 5.5 Women's leadership, and 5.a Women's access to resources.</p>
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<b>Kyrgyz Republic</b>	<p>Taza Koom Innovation Lab introduced to support implementation of national program on digital transformation</p> <p>Innovative platform set up for Taza Koom aimed at improving public sector effectiveness and efficiency, including transparency and accountability of public institutions</p>	\$260,000			Target resource mobilization 12 million, from Japanese and Korean bilateral donors.	
<b>Moldova</b>	<p>Setting up Unit to promote Private Sector Engagement for SDGs (PSE 4 SDGs)</p> <p>team located within government body, working closely with counterparts in other government bodies and the private sector, allowing UNDP to take the lead in catalysing the involvement of the private sector in achieving the SDGs.</p> <p>The Unit aims to involve at least 150 private sector companies to transform</p>		3 (private sector: convening and engaging, creating partnerships; catalyzing private sector engagement; mobilizing private capital)	sustainable development, SDGs	<p>The Unit aims to mobilize, by using 150,000 USD Programmatic funds, at least \$5 million of private sector/Government contribution to SDG implementation (anticipated return on investment of about 1:33).</p> <p>IB resources of app. 95,000 USD are estimated to generate approximately \$2,5 million (1:25 ratio) from donors to further support the initiative</p>	builds on UNDP's 3 C approach (Convening, Catalyzing and mobilizing Capital) to engage the private sector for SDGs 1, 7, 9, 10, 11 and 17.

	development challenges in business opportunities and marketable products for companies					
<b>Serbia</b>	<p>The Tech Cell initiative builds on UNDP Serbia's work in the area of Open Data, which has led to a larger scale digitalization portfolio</p> <p>TECH CELL initiative includes software development, data specialists and engineers and will be used for the implementation of the <u>Digital Serbia project</u> (digital governance), which is the initial phase of a larger intervention that UNDP CO is developing with the Government of Serbia.</p> <p>engineers will focus on development of new projects in partnership with development banks and the Government of Serbia, to ensure</p>			governance and peacebuilding	<p>will give UNDP a much stronger basis to develop its position for implementing a potential WB loan for capital investments in Government ICT infrastructure, estimated at a minimum of \$50 million.</p> <p>aims to increase UNDP capacities in line with the changing programmatic demand of the national government, to be able to design more sophisticated and tailored programmatic interventions, ensure quality oversight and quality implementation. The UNDP CO is exploring the niche of big data and data from</p>	<p>Going digital, being a horizontal measure, is an accelerator for the attainment of SDGs, while it directly falls under SDG 16, with e-Governance contributing to building stronger institutions - effective, accountable and transparent at all levels.</p>

	<p>support to and monitoring of existing infrastructure activities and enable UNDP to provide management and operational services to the government on projects of national significance.</p> <p>A Data System Analyst will ensure the in-house expertise that is required by the projects that have ICT activities and/or require data analytics.</p>				telecommunications companies that, once obtained and analyzed, could lead to fundraising and development of new projects and project ideas in various areas (DRR is an already identified niche).	
<b>Turkmenistan</b>	<p>Increasing domestic financing for SDGs at country level (particularly relevant in Turkmenistan where private sector underdeveloped, state enterprises still dominate economy) As a follow-up on MAPS mission UNDP Turkmenistan would engage with the Ministry of Finance and Economy into a three-year project to build the SDG planning, budgeting and monitoring</p>	300,000	<p><i>Growth Area 4: Increasing efficiency for domestic financing for SDGs at country level</i> whereby UNDP Turkmenistan intends to support the Ministry of Finance and Economy in widening the revenue base and increasing efficiency of public expenditures.</p>	<p><i>Thematic Area 2: Governance and Peacebuilding</i> with particular focus on public administration, effective delivery of public services and anti-corruption reforms and builds on the outcomes of the first phase of SDG MAPS mission in Turkmenistan.</p>	<p>According to the CO estimates, the total investment of USD 300,000 would mobilize USD 20 million in total with an average ratio of \$1 to \$66.</p>	<p>SDG 16, 17</p> <p>“cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, should be at the heart of the efforts”.</p>

	capacity (with the focus on financing for SDGs).					
<b>Ukraine</b>	<p>Roll-out of the sustainable development agenda at the subnational level through an area-based approach.</p> <p>Implementing the SDGs at the national level and translating them into tangible change at the local level on the basis of integrated work plans elaborated at the regional/local level to weave more effectively cross-cutting issues (such as energy efficiency, citizen engagement, transparency and accountability, gender equality) into other thematic activities</p>				<p>The focus will be on programme development for an already existing hard pipeline up of more than USD 20 mln and resource mobilization for an estimated amount of USD 28 mln.</p>	<p>integrated approaches to implementing Agenda 2030</p>



## Endnotes

<sup>i</sup> IRH has also contributed with an analysis and advocacy to address unpaid care work to promote women's participation in the labour force.

<sup>ii</sup> On the social inclusion of the Roma, IRH provided technical assistance and facilitated the exchange of experiences on the social protection of Roma people in the Western Balkans.

<sup>iii</sup> IRH has assisted countries to quickly respond to the impacts of the migration crisis. This work has focused on strengthening the capabilities of governments to coordinate, plan and provide critical services to affected communities and migrant populations, improving social cohesion and security in impacted communities, and improving livelihoods and enabling employment.

<sup>iv</sup> For example, IRH has supported Azerbaijan, Kazakhstan and Turkmenistan to develop employment programmes targeting PwDs, youth at risk of radicalization and former inmates in correctional institutions. It has provided technical support to Azerbaijan to launch a US\$ 3 m programme for self-employment of PwDs.

<sup>v</sup> IRH has also promoted the concept of social contracting and social impact bonds with the involvement of non-governmental organizations (NGO) in the area of social protection and HIV response by documenting and disseminating the experience of Serbia and North Macedonia in the optimization of health services. This included a publication on "Sustainable Financing of HIV Response" and a report on the value of investing in social care "Impact of Public Investment in Social Care Services on Employment, Gender Equality and Poverty: The Turkish Case".

<sup>vi</sup> IRH supported the Montenegro public employment office in the implementation of a new service model for reaching out to youth. Further, countries in the region were supported in using human-centered approaches to improve the dialogue between vulnerable job-seekers and providers of public employment services.

<sup>vii</sup> The regional "Aid for Trade" project deployed a variety of measures in support of cross-border trade - trade promotion centers and business challenge funds, value chains, agro-innovations camps (Uzbekistan), direct support to businesses to promote their products, regional workshops on trade-related topics, needs assessments (such as an impact study on free economic zones, a micronarratives' survey to identify barriers women entrepreneurs face in Tajikistan), etc.

<sup>viii</sup> Examples of this include Tajikistan's first agricultural census and Kyrgyzstan's establishment of a system of Green Growth Indicators following the OECD approach. The regional project "Improving Environmental Monitoring in the Black Sea" has contributed to improved environmental monitoring in the Black Sea area.

For example, IRH supported the development of tools and guidelines for natural capital accounting in Armenia, Belarus, Tajikistan and Kyrgyzstan.

<sup>ix</sup> For example, IRH supported the development of tools and guidelines for natural capital accounting in Armenia, Belarus, Tajikistan and Kyrgyzstan.

<sup>x</sup> These goals were pursued through micro-grants to local governments (under the "New World" project) and CSOs (under the "Improved Environmental Governance" project).

<sup>xi</sup> This has been an area of work in countries like Kazakhstan, Kyrgyzstan, Tajikistan, Belarus and Bosnia and Herzegovina. In Uzbekistan, this work has led to the establishment of the National Healthcare Waste Management Committee.

<sup>xii</sup> In partnership with the EU, IRH has supported the development and implementation of climate policies aimed at accelerating climate action in six Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine). Another initiative promoted by the IRH has been the Climate Box Interactive Learning Toolkit – a climate education and awareness programme used by thousands of students in eight countries in the region.

<sup>xiii</sup> Countries that have been supported include Turkmenistan, Tajikistan, Bosnia and Herzegovina, Georgia. Practical adaptation projects have been supported in Azerbaijan, Bosnia and Herzegovina, Georgia, Turkmenistan and Uzbekistan.

<sup>xiv</sup> Countries that have been supported include Kosovo and Kyrgyzstan.

<sup>xv</sup> Countries that have been supported include Armenia, Albania and Moldova.

<sup>xvi</sup> Countries that have been supported include Bosnia and Herzegovina, Albania, Kyrgyzstan, Moldova, and Serbia.

<sup>xvii</sup> Countries that have been supported include Albania, Bosnia and Herzegovina, Turkmenistan and Tajikistan.

<sup>xviii</sup> Countries that have been supported include Armenia, Georgia and Albania.

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<sup>xix</sup> IRH supported the development of a “Climate Change Snapshot for Western Balkans” was released, serving as reference in climate change for interested parties. Peer-to-peer learning among governments and UNDP country offices was facilitated through an online publication on “Lessons learned from UNDP adaptation projects in the region”.

<sup>xx</sup> A number of countries have received funding, advice and technical assistance for the development of proposals for the Green Climate Fund (GCF). Similarly, support has been provided in accessing financing from the Adaptation Fund. IRH has also supported COs mobilize funding on climate change from the EU and International Financial Institutions (IFIs). A notable example of this is partnership of UNDP with the European Investment Bank (EIB) in Armenia where an EIB loan was combined with a GCF grant implemented by UNDP.

<sup>xxi</sup> An example of this is the global project “Developing Operational Tools to Integrate Energy Considerations into Millennium Development Goals (MDGs) based National Development Strategies”. A pilot in Tajikistan, for example, encouraged rural women to use efficient cook stoves and small solar panels for lighting and water heating, which this initiative later scaled up and replicated in Kyrgyzstan. As another example, the project on municipal energy tracking systems in Albania (funded through the Catalytic Facility) helped introduce energy efficient standards in newly constructed social housing.

<sup>xxii</sup> It has collaborated with the Open Government Partnership in strengthening transparency and accountability, using technology and encouraging participation across the region, and the International Development Research Centre (IDRC) on open data programming and promoting learning, sharing and data literacy.

<sup>xxiii</sup> Assessments have been conducted in Kyrgyzstan, Ukraine and Serbia. In Uzbekistan, IRH supported assessment of the use of data and evidence in policy making and development of an open data strategy (using catalytic funds).

<sup>xxiv</sup> An example of this is cooperation between Serbia’s Ministry of Local Government and the Lebanese Ministry of Justice.

<sup>xxv</sup> Now in its second phase (2018–2020), the facility is a joint undertaking of UNDP and the Ministry of Finance of the Slovak Republic.

<sup>xxvi</sup> The facility has promoted the engagement of citizens in new technologies and data, collaborative platforms on regional and national level, and the use of alternative finance.

<sup>xxvii</sup> In countries like Serbia and North Macedonia.

<sup>xxviii</sup> I.e. Ukraine, Moldova, Georgia, Kosovo and Bosnia and Herzegovina. Corruption Risks Assessments were supported in the Western Balkans, Ukraine and Central Asia.

<sup>xxix</sup> Including 5 country case studies shared at Regional conference on innovations in governance convened in Chisinau, Moldova

<sup>xxx</sup> Armenia, Croatia, Kyrgyzstan, Turkmenistan, Uzbekistan, Georgia, Bosnia and Herzegovina, Belarus, Kosovo, Tajikistan, Belarus, Moldova, North Macedonia, Montenegro, Serbia.

<sup>xxxi</sup> I.e. Georgia.

<sup>xxxii</sup> I.e. Armenia.

<sup>xxxiii</sup> In Turkey, Bosnia and Herzegovina, North Macedonia, Kyrgyzstan, Tajikistan, Ukraine, Uzbekistan, Belarus, Georgia, Turkmenistan and Uzbekistan.

<sup>xxxiv</sup> Bosnia and Herzegovina, Belarus, Georgia, Moldova, Kosovo, Kyrgyzstan, Tajikistan, Ukraine, Serbia and Turkey

<sup>xxxv</sup> I.e. a conference on SGBV in 2015 in Belgrade focusing on justice and security aspects.

<sup>xxxvi</sup> I.e. exchange between the Western Balkans countries and Turkey, leading to cross-border collaboration on HR&RoL, and joint programming between Serbia and Bosnia and Herzegovina on regional war crimes processing.

<sup>xxxvii</sup> Through support for the international UNiTE campaign to End Violence Against Women (EVAW) and the regional conference on access to justice for survivors of SGBV and integrating SGBV issues in SEESAC’s gender work in security sector reform in South Eastern Europe.

<sup>xxxviii</sup> Such as regional HIV Legal Network, regional Sex Workers’ Advocacy and Rights Network (SWAN), Eurasian Women’s Network on AIDS (EWNA) and Eurasian Coalition on Male Health (ECOM).

<sup>xxxix</sup> In three countries - Belarus, Moldova and Ukraine.

<sup>xl</sup> In this area, there has been a particular focus on Georgia, Kyrgyzstan, Tajikistan, Ukraine and Uzbekistan. In 2014, in collaboration with UNFPA and the UNAIDS Secretariat, it stopped the passage of a homophobic bill in Kyrgyzstan, conducted an inquiry to the Ministry of Interior of Tajikistan on detention and forced testing of sex workers and MSM (men who have sex with men), and critiqued the law “On prevention of misdemeanors” which stigmatizes People living with HIV in Uzbekistan.

<sup>xli</sup> Kyrgyzstan, Moldova, Tajikistan and Ukraine benefited from elaborated factsheets on legislative changes in the context of ARV drugs procurement and follow-up assistance.

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<sup>xlii</sup> In Tajikistan and Kyrgyzstan.

<sup>xliii</sup> I.e. Belarus, Bosnia and Herzegovina, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Ukraine.

<sup>xliv</sup> Examples are: Handbook on legal aid, the Handbook for HIV activists “Know Your Rights, Use Your Laws”, and the Report on “HIV, Rights and Universal Access in Eastern Europe, Regional Report on “Failure of Justice: State and Non-State Violence Against Sex Workers and Search for Safety and Redress” that documented the experiences of violence towards sex workers from state and nonstate actors in selected countries of the region.

<sup>xliv</sup> Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, North Macedonia, Moldova and Ukraine (in partnership with the WB/UNAIDS/GFATM).

<sup>xlvi</sup> Establishing a multi-donor assistance platform in Uzbekistan; undertaking a study on informal cross-border trade; and launching a Border Users Forum in Armenia.

<sup>xlvii</sup> I.e. Serbia became third most transparent country in the world as a result of SEESAC.

<sup>xlviii</sup> I.e. contributed to the establishment of the Women Police Officers Network for SEE.

<sup>xlix</sup> I.e. contributed to the institutionalization of Gender Focal Points in the ministries of defense of targeted countries, improved policies related to recruitment and retention of women and sensitization of armed forces on gender issues through training.

<sup>i</sup> In Moldova IRH contributed to the enactment of a law by the Ministry of Justice to increase women’s representation in decision-making and reduce gender inequalities in employment. In Montenegro, IRH contributed to several developments: the minimum 30 percent gender quota was introduced for political parties, the capacities of municipalities to support women entrepreneurs were strengthened and a system to protect survivors of domestic violence was developed. In Belarus, IRH supported the introduction of gender equality principles in judicial reform and a system of collecting sex-disaggregated data to monitor and reduce HIV prevalence. In Kosovo, it supported the drafting of a National Action Plan against domestic violence and related by-laws and administrative procedures.

<sup>li</sup> Study on the impact of cross-party women’s caucuses on gender equality outcomes in policy-making (involving Albania, Montenegro, North Macedonia, Moldova, Kyrgyzstan, Uzbekistan and Georgia) which included recommendations on the actions for strengthening gender-sensitive policy-making and fostering cross-party alliances with decision-makers in promoting gender-sensitive policy-making in ECIS countries. Regional Report “Closing the gap: An overview of UNDP results in gender equality in Europe and the CIS”.

<sup>lii</sup> I.e. a new community-based incident monitoring system in Tajikistan/Kyrgyzstan.

<sup>liii</sup> I.e. needs assessments in Serbia, Kosovo and Croatia. For example, Bosnia and Herzegovina and Serbia upgraded systems/database on losses/damages; their flood preparedness level and recovery programming capabilities improved as a result of needs/damage assessments; exchanges between Armenia and Kyrgyzstan led to strengthening of National DRR Platforms in both countries.

<sup>liiv</sup> In Kyrgyzstan.

<sup>liv</sup> In Serbia.

<sup>lvi</sup> The included national DRR Strategies/Action Plans in Moldova, Georgia and Serbia and a District Development Plan for Tajikistan with a strong community preparedness component. Strategy for Regional DRR Capacity Development for Central Asia developed with the recently established Center for Disaster Response and Risk Reduction (CDRRR) in Almaty.

<sup>lvii</sup> For example, the development of Forestry Code and required secondary legislation in Tajikistan and an update of the Water Code in Uzbekistan. Serbia developing the first DRR Law in the world, in line with Sendai, and Bosnia and Herzegovina established a new institution which consolidates all disaster preparedness and recovery work of the government.

<sup>lviii</sup> I.e. revisions of DRR-related laws in Kyrgyzstan following a gender mainstreaming workshop; mainstreaming gender in Moldova National DRR Strategy; including gender in damage and recovery needs assessments in Bosnia and Herzegovina; Armenia’s national statement at WCDRR with strong gender equality and DRR links; and local gender-sensitive Post Disaster Needs Assessments conducted in 2015 in Albania, Georgia and North Macedonia.

<sup>lix</sup> I.e. Regional Human Development Report 2016: Western Balkans (Risk-Proofing the Western Balkans: Empowering People to Prevent Disasters); Regional Human Development Report 2016: Eastern Europe, Turkey, and Central Asia (Progress at Risk: Inequalities and Human Development in Eastern Europe, Turkey, and Central Asia); Trade and Human Development, Central Asia Human Development Series.

<sup>lx</sup> The number of events hosted by IRH per year has grown every year – for example, there was a growth from around 40 in 2015 to over 60 in 2018.