UNDP TÜRKİYE

FINAL OUTCOME EVALUATION

for Outcomes 2.1 and 4.1
under UNDP Türkiye CPD 2021-2025

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TABLE OF CONTENTS

TABLES

ABBREVIATIONS

BCI: Better Cotton Initiative
BHR: Business and Human Rights
CEDAW: Convention on the Elimination of All Forms of Discrimination against Women
CO III: Civilian Oversight Phase III
CoC: Court of Cassation
CPD: Country Programme Document
CRPD: Convention on the Rights of Persons with Disabilities
CSOs: Civil Society Organizations
DEUA: Directorate of EU Affairs
DIM: Direct Implementation Modality
DSIODC: Department of Smuggling, Intelligence, Operations and Data Collection
EBRD: European Bank for Reconstruction and Development
EU: European Union
FAO: Food and Agriculture Organization
GAP: Southeastern Anatolia Project (Güneydoğu Anadolu Projesi)
GAP RDA: GAP Regional Development Agency
GNAT: Grand National Assembly
GoT: Government of Türkiye
IDG: Inclusive Democratic Governance
IFAD: International Fund for Agricultural Development
ILO: International Labour Organization
IMAGE: Innovation Management Assessment Gadget for Enterprises
IPA: Instrument for Pre-accession Assistance
IsDB: Islamic Development Bank
ISG: Inclusive and Sustainable Growth
KfW: Kreditanstalt für Wiederaufbau (German Development Bank)
KM: Knowledge Management
LAR III: Local Administration Reform Phase III
LMS: Learning Management System
LNOB: Leave No One Behind
LPBS: Local Public Security Boards
M&E: Monitoring and Evaluation
MFs: Model Factories
MMM: Monthly Management Meetings
MoAF: Ministry of Agriculture and Forestry
MoEUCC: Ministry of Environment, Urbanization and Climate Change
MoFA: Ministry of Foreign Affairs
MoI: Ministry of Interior
MoJ: Ministry of Justice
NCPO: National Crime Prevention Office
NEET: Not in Education, Employment, or Training
NGOs: Non-Governmental Organizations
NHREI: National Human Rights and Equality Institution
NIPAC: National IPA Coordinator
OECD/DAC: Organisation for Economic Co-operation and Development/Development Assistance Committee
OHCHR: Office of the United Nations High Commissioner for Human Rights

OIZs: Organized Industrial Zones
PB/PSC: Project Boards/Project Steering Committees
PS: Private Sector
RAG: Reform Action Group
SCM: Steering Committee Meetings
SDG: Sustainable Development Goals
SIDA: Swedish International Development Cooperation Agency
SMEs: Small and Medium-sized Enterprises
STEM: Science, Technology, Engineering, and Mathematics
ToC: Theory of Change
ToR: Terms of Reference
TURMAC: Turkish Mine Action Centre
UMT: Union of Municipalities of Türkiye
UNCCD: United Nations Convention to Combat Desertification
UNDP: United Nations Development Programme
UNEG: United Nations Evaluation Group
UNFPA: United Nations Population Fund
UNOSSC: United Nations Office for South-South Cooperation
UNSDCF: United Nations Sustainable Development Cooperation Framework
UNTB: United Nations Trust Fund
UNWTO: United Nations World Tourism Organization
UTBA: Union of Turkish Bar Associations
VAW: Violence Against Women
VPCs: Violence Prevention and Monitoring Centers
WHO: World Health Organization

EXECUTIVE SUMMARY

This report presents the findings of the Outcome Evaluation of UNDP's programme in Türkiye, focusing on the areas of Inclusive Sustainable Growth (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1). The evaluation was conducted by two independent evaluators and assessed the effectiveness, progress, partnerships, capacity building impact, implementation approach, and output and implementation effectiveness of UNDP's programme in the two outcome areas. The evaluation team collected data through reviewing 229 documents, conducting semi-structured interviews with 25 partner organizations and institutions, administering an online survey with a 45% response rate (12 out of 27 partners), and organizing one site visit to the Ankara Model Factory.

<u>Relevance and Coherence</u>

The evaluation found that UNDP's programme has been well-aligned with the objectives of the Country Programme Document (CPD), contributing to inclusive local economic development, good governance, and improved access to services and opportunities for vulnerable groups. The programme has effectively addressed key CPD priorities, such as resilience, crisis response, and the integration of cross-cutting issues like digitalization and innovation, while focusing on the needs of vulnerable populations, particularly women, youth, refugees, and host communities.

UNDP's support has been highly relevant to the achievement of the Sustainable Development Goals (SDGs) in Türkiye, with projects contributing to a broad range of SDGs, particularly those focused on good governance, equality between women and men, inclusive economic growth, private sector development, and partnerships. The programme has also been well-aligned with key national strategies, such as the 11th National Development Plan, Judicial Reform Strategy, Industry and Technology Strategy, and Tourism Strategy, contributing to Türkiye's sustainable development, industrial competitiveness, social inclusion, and good governance priorities.

Looking forward, the evaluation identified digital transformation and innovation as critical areas for UNDP's future engagement, highlighting the potential for promoting inclusive economic development, enhancing access to services, and accelerating progress towards the SDGs. UNDP has demonstrated significant flexibility in adapting its programme to respond to the COVID-19 crisis and the 2023 earthquakes, ensuring continued relevance by focusing on resilience building, sustainable economic recovery, social cohesion, and support for vulnerable groups.

<u>Effectiveness</u>

The evaluation found that the programme has experienced mixed progress, with some output targets achieved or exceeded in areas such as inclusive economic development and sustainable business practices, while outcome-level targets related to high-tech manufacturing and sustainable agriculture were not met. Although improvements were seen in certain governance aspects under Outcome 4.1, challenges persisted in establishing independent human rights institutions, enhancing institutional capacities, and adopting measures for border security and

equality between women and men, with the selected indicators not effectively capturing UNDP's specific contributions to the observed changes.

UNDP's programme has made substantial contributions to inclusive local economic development under Outcome 2.1, supporting SMEs, promoting sustainable tourism, fostering digital transformation, and enhancing the skills of disadvantaged groups through targeted interventions and partnerships. Under Outcome 4.1, UNDP has effectively delivered planned outputs, strengthening legislative and policymaking processes, improving legal frameworks and judicial services, enhancing border management and security sector reform, promoting women's rights, and supporting e-governance initiatives, although challenging political and socio-economic situations have limited more significant systemic changes.

UNDP has achieved unexpected outcome-level results beyond the planned outcomes, primarily related to enhanced resilience and adaptive capacity of communities and institutions, strengthened social cohesion and inclusive recovery, and spillover effects on digital literacy, empowerment, e-governance, innovation, entrepreneurship, and social and political participation. These results have demonstrated UNDP's ability to adapt and respond to emerging crises and opportunities, as well as the broader impact of its interventions on various dimensions of sustainable development.

Efficiency

The evaluation found that UNDP's partnership approach, use of pilot projects and innovative models, and adaptability have contributed to the cost-effectiveness of programme interventions, demonstrating efficient use of resources in delivering intended outputs. However, some projects faced challenges related to delays, operational and procedural bottlenecks. Many of these delays are a result of recent corporate-level changes in procurement and recruitment processes. Among UNDP partners, there is noticeable concern over the changes in UNDP's administrative procedures, which for them are causing delays where before there was efficiency – a clear previous competitive advantage of UNDP. The country office has no leverage over these headquarters-driven changes, apart from longer-term planning windows and management of expectations of local partners.

While UNDP has made efforts to establish and utilize monitoring systems to track progress, measure results, and inform adaptive management, there is still room for improvement in terms of the utilization of these systems. UNDP has established a wide range of partnerships with national institutions, civil society organizations, UN agencies, private sector companies, and development partners. Although it has demonstrated complementarity and coordination with government goals, civil society activities, private sector efforts, and international organizations, there are opportunities for further improvement in enhancing collaboration with UNDP's Regional Hub, Private Sector Development Center and other UNDP structures, deepening partnerships with the private sector, enhancing engagement and collaboration with UN agencies, and helping the establishment of more effective donor coordination.

Sustainability

UNDP has established several mechanisms that support the sustainability of outcomes, including capacity development and institutional strengthening, policy advocacy and reform, partnership building and multi-stakeholder engagement, and knowledge management and learning. However, sustainability and scalability of results remain key challenges due to factors

such as limited financial and human resources, frequent changes in government counterparts and priorities, limited institutional capacities and ownership of some government partners, and lack of clear strategies for sustaining and scaling up outcomes beyond the project period.

UNDP has prioritized reaching and empowering the most vulnerable groups, such as refugees, disadvantaged groups with specific needs and excluded women and girls, youth and rural communities, through targeted interventions and the integration of gender considerations into all aspects of its programming. There are, however, opportunities to further enhance the sustainability and impact of these cross-cutting efforts by adopting a systematic mainstreaming approach, ensuring gender participation and transformation, strengthening the capacity of UNDP staff and partners, advocating for the integration of cross-cutting issues into national policies and accountability frameworks, institutionalizing gender-related mechanisms, and strengthening engagement with advocacy groups.

Many of UNDP's partners have shown commitment to providing ongoing support for sustaining the outcomes of UNDP's interventions. However, challenges remain in ensuring the long-term sustainability and scalability of certain results, particularly in the context of changing government priorities, economic challenges, and the need for more strategic planning and diversified resource mobilization.

Cross-cutting Issues

UNDP has demonstrated a commitment to adopting gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches in the design of its programmes and projects, with notable examples across its governance, inclusive and sustainable growth, and Syria crisis response portfolios. However, the extent to which these approaches were systematically and comprehensively incorporated has varied across interventions, and there are opportunities for UNDP to further strengthen its programme and project design by more effectively mainstreaming inclusion and non-discrimination principles, involving target groups more extensively, forging strategic partnerships with representative bodies of vulnerable communities, and establishing clear targets and indicators related to these approaches.

While UNDP has demonstrated a strong commitment to equality between equality between women and men, women's empowerment, and the Leave No One Behind (LNOB) agenda through various initiatives that have generated positive results, the lack of disaggregated data and robust monitoring systems hinders a comprehensive analysis of the programme's impact on disadvantaged groups with specific needs. To further strengthen the programme's impact, UNDP needs to improve monitoring systems to better capture disaggregated data, incorporate comprehensive gender analyses and targeted strategies, and develop systematic results frameworks for tracking key indicators on equality, women's empowerment, and LNOB across all relevant projects and programmes.

Conclusions

Overall, the outcome evaluation found that UNDP's programme in outcome areas 2.1 and 4.1 has demonstrated significant relevance and responsiveness to Türkiye's development priorities and needs, achieving important results and progress towards its intended outcomes and outputs. UNDP has shown good efficiency and cost-effectiveness in the use of resources, establishing various mechanisms to support the sustainability of results. The programme has demonstrated its commitment to leaving no one behind, focusing on the most vulnerable and disadvantaged

groups with specific needs. However, challenges remain in ensuring the long-term sustainability and scalability of results, systematically mainstreaming cross-cutting issues, and assessing the programme's full impact on disadvantaged groups with specific needs.

Recommendations

The following are a set of key recommendations derived from this evaluation.

1. **For the next Country Programme Document, develop a comprehensive, and to the extent possible integrated, programmatic framework that incorporates with priority resilience building, sustainable economic recovery, and social cohesion, with a focus on innovation and digital transformation.**

   ➢ Prioritize interventions with the greatest potential for transformative change, resilience building, sustainable economic recovery, and social cohesion, informed by a robust analysis of the evolving development context, lessons learned, and stakeholder priorities.

   ➢ Continue efforts to support critical governance institutions in the country. It will be critical to ensure the further organizational strengthening of the crucial national institutions- such as the DGLG of the Ministry of Environment, Urbanization and Climate Change, other national level institutions (MoI/ MoJ), the UOM, and local authorities.

   ➢ Develop a sound programme for the organizational development of the UoM. This support should include capacity development for the leadership and technical staff in the core areas of institutional work; the first step should be to conduct a capacity development needs assessment and define priority areas for professional improvements.

   ➢ Maintain the flexible and adaptive programming approach that allows for rapid response to emerging challenges and opportunities.

2. **Strengthen the results framework and monitoring systems to better capture and communicate the impact of UNDP's interventions.**

   ➢ Articulate more robust, and at the same time flexible, theories of change for each programme area, identifying with greater clarity the pathways from project-level interventions to higher-level outcomes and impacts, and identifying key assumptions, risks, and mitigation strategies.

   ➢ Strengthen the results framework at project and programme levels to ensure that indicators, baselines and targets are well-defined and capture more effectively the wide range of UNDP's contributions.

   ➢ Undertake more systematic impact assessments and evaluations to generate evidence on UNDP's role in driving systemic changes. This includes cluster or portfolio evaluations, like this one.

   ➢ Collect more effectively disaggregated data by gender, region, special needs, and other relevant criteria to track the impact on disadvantaged groups with specific needs and inform targeted strategies.

   ➢ Invest in capacity building for UNDP staff and partners on results-based management, data collection and analysis, and adaptive management.

   ➢ Leverage more effectively digital technologies and data visualization tools to enhance the accessibility, user-friendliness, and actionability of monitoring data for decision-making and communication purposes.

3. **Establish a more strategic partnership framework to strengthen cooperation with private sector, civil society, academia and other UN entities.**
    ➢ Support the development of formal mechanisms and platforms for regular dialogue and collaboration between government and civil society on sustainable development priorities and policies.
    ➢ Further strengthen strategic and long-term partnerships with business associations, impact investors, and other private sector actors.
    ➢ Strengthen long-term partnerships with key academic institutions and research networks to leverage their expertise and research capacities for evidence-based policy-making and programme design.
    ➢ Strengthen collaboration with UNDP's Regional Hub, the Private Sector Development Center, and other UNDP Country Offices to facilitate cross-country exchanges and South-South cooperation.
    ➢ Establish stronger mechanisms and platforms for regular dialogue, coordination, and joint planning with UN agencies to improve alignment and complementarity.

4. **Enhance the programme's operational efficiency and adaptive management capacities.**
    ➢ Conduct a comprehensive review of operational processes and identify opportunities for streamlining and simplification, particularly in areas such as procurement, recruitment, and decision-making.
    ➢ Strengthen synergies and complementarities across UNDP's portfolio of projects and programmes to maximize impact and resource utilization.
    ➢ Invest in capacity building for staff and project teams on agile management, adaptive planning, systems thinking, and partnership building to foster a culture of innovation, experimentation, and continuous learning across the organization.

5. **Prioritize sustainability and local ownership in programme design and implementation.**
    ➢ Develop comprehensive sustainability and exit strategies for all projects from the outset, in close consultation with government and local partners, outlining key actions, milestones, and resources needed to ensure the long-term viability and scalability of results.
    ➢ Establish the practice of seeking more actively the explicit commitments from government and non-government partners to take over and scale up successful pilots, engaging in targeted policy dialogue and advocacy to create an enabling environment for sustainability.
    ➢ Integrate capacity development and institutional strengthening components into all projects, focusing on building the technical, managerial, and financial capacities of local partners to assume ownership and sustain results beyond UNDP's intervention.
    ➢ Integrate systematically the analysis of potential spillover effects and catalytic impact into project design and results frameworks, prioritizing interventions with the potential for transformative change and establishing clear strategies and mechanisms for scaling up successful initiatives.

CHAPTER 1: INTRODUCTION AND PROGRAMME OVERVIEW

1.1. Introduction

At the end of 2023, the United Nations Development Programme (UNDP) in Türkiye launched an outcome evaluation to assess the impact of its development assistance in relation to two specific outcomes outlined in its Evaluation Plan. The first outcome, "Outcome 2.1," aimed to ensure that by 2025, public institutions and the private sector would contribute to a more inclusive, sustainable, and innovative industrial and agricultural development, as well as equal and decent work opportunities for all, in collaboration with social partners. The second outcome, "Outcome 4.1," focused on promoting more transparent, accountable, inclusive, and rights-based governance systems with the participation of civil society, as well as improving the quality of judiciary services by 2025. The Country Office's Inclusive and Sustainable Growth (ISG) portfolio and the Private Sector (PS) portfolio primarily cover Outcome 2.1, while the Inclusive Democratic Governance (IDG) Portfolio covers Outcome 4.1. This evaluation assessed UNDP's contribution to the effectiveness of both outcome areas in relation to the relevant Sustainable Development Goals (SDGs), the Country Programme Document (CPD) of Türkiye for the period 2021-2025, and the specific outcomes and outputs stated in the CPD.

1.2. Programme Context

During the period from 2021 to 2023, Türkiye faced several challenges and opportunities that shaped the context in which UNDP's programme operated, particularly in the areas covered by outcomes 2.1 and 4.1.

<u>Inclusive and Sustainable Growth (Outcome 2.1)</u>

Türkiye's economy experienced a mixed performance during this period. In 2021, the country's GDP growth rebounded from the COVID-19 pandemic, reaching 11% due to supportive fiscal and monetary policies. However, high inflation and currency depreciation remained significant concerns. The government focused on promoting export-oriented growth and attracting foreign investment. In 2022, economic growth slowed down to around 5% as the effects of the stimulus measures faded and global economic conditions became less favorable. The private sector faced challenges related to access to finance, skills gaps, and the adoption of sustainable practices. By 2023, Türkiye's economy showed signs of stabilization, with a projected growth rate of around 4%. The government prioritized the implementation of structural reforms to enhance competitiveness, reduce informality, and improve the business environment. However, the devastating earthquakes that struck the country in February 2023 had a significant impact on the socio-economic landscape. The earthquakes caused widespread destruction, loss of life, and displacement, affecting millions of people and disrupting economic activities in the affected regions. The government, with support from international partners, including UNDP, shifted its focus to immediate relief, recovery, and reconstruction efforts.

<u>Inclusive Democratic Governance (Outcome 4.1)</u>

During the reporting period, Türkiye demonstrated progress in some areas of democratic governance, yet the need to focus on certain priorities became evident. Notable among these is the independence of the judiciary, which remains a critical area for ongoing efforts.

Additionally, the engagement of civil society and the protection of human rights continue to require attention. The country's decision to withdraw from the Istanbul Convention has particularly underscored the urgency of addressing issues related to equality between women and men. The disparities shown in the UNDP's gender development versus human development scores highlight deep-seated and ongoing challenges in achieving gender parity in Türkiye.

In response to these democratic and equality between women and men challenges, the government has enacted a series of judicial reforms to improve the system's efficiency and accountability. This response is an effort to confront the growing public demand in 2022 for increased transparency, accountability, and public engagement in governmental processes. Civil society organizations have emerged as a powerful force during this period, effectively advocating for reform and diligently monitoring the implementation of policies. This vibrant involvement from civil society signals a commitment among Türkiye's populace to participate more actively in the democratic process and serve as a watchdog for governmental action.

The reforms that Türkiye has undertaken in recent years are indeed commendable and demonstrate the country's commitment to continuous improvement. However, the challenges presented by the 2023 disaster highlighted some areas for further enhancement, particularly in disaster preparedness and response frameworks.

Moreover, the disaster highlighted pre-existing societal disparities. Recovery efforts that fully embrace participatory, rights-based approaches and strengthen access to justice mechanisms are essential for ensuring equitable distribution of aid, services, and support for temporary housing and livelihoods. This approach helps mitigate vulnerabilities among the affected populations. To build resilience, it would be beneficial for Türkiye to invest in robust emergency infrastructure and to continue promoting democratic and participatory processes across all facets of governance.

1.3. Programme Overview

The priorities of UNDP Türkiye are guided by its Country Program Document (CPD) covering the period 2021-2025 and United Nations Sustainable Development Cooperation Framework (UNSDCF) covering the period 2021-2025, both of which are in line with the priorities of the Government of Türkiye. UNSDCF for 2021-2025 which is signed between Government of Türkiye and UN System in Türkiye has four interconnected strategic priority areas which are: (i.) Inclusive and equitable social development, (ii.) Competitive production, productivity and decent work for all, (iii.) Climate change, sustainable environment and livable cities, and, (iv.) Good governance and quality of judiciary services. In parallel to this strategic direction, UNDP Türkiye has based its overarching vision on equitable and rights-based, inclusive and sustainable growth. "*Risk-informed, sustainable economy and environment*", "*Durable solutions to displacement*" and "*Effective, modern governance systems*" are the three main priorities of CPD for 2021-2025, together with the empowerment of women and girls through equal access to resources, opportunities and the right to be free from violence and discrimination as cross-cutting dimensions.

In the area of Inclusive and Sustainable Growth, the CPD for 2021-2025 aims to address several structural problems to support risk-informed, sustainable economy. To increase the productivity and competitiveness and also as a response to COVID-19, use of critical technologies and solutions is one of the main components of the theory of change (ToC). Supporting the

innovation agenda with the use of lean manufacturing and digitalization, promotion of innovative sustainable tourism models, improving resource efficiency, and promoting innovative financing schemes including impact investment and entrepreneurship support are the main intervention areas in this field. Another structural problem addressed by the CPD is the specific needs of people with disabilities and elderly, youth unemployment, rural poor, and unpaid work of women together with empowerment of disadvantaged groups. Skills formation, social cohesion and supporting inclusive social policies are the ways to find solutions.

On the other hand, the CPD for 2021-25 also aims to support effective, modern governance systems. Access to justice and effectiveness and quality of judicial services; full implementation of the "UN Guiding Principles on Business and Human Rights"; the transparency, accountability and integrity of legislative bodies and the judiciary; effective and quality local service delivery and transparent and participatory local governance; support to voluntarism and civil society; development of capacities and means in integrated border management and security service delivery; support to e-governance systems were the main priorities of this pillar. National and local government authorities, civil society, private sector and the academia are the key partners that UNDP Türkiye has been cooperating in achieving above mentioned development goals. While approaching and responding to the structural challenges, the ISG and IDG pillars aim to bridge linkages with the Sustainable Development Goals mainly on SDG 1, 4, 5, 8, 9, 10, 11 and 16.

The following outcomes and outputs of UNDP Türkiye CPD for 2021-2025, are to be part of this evaluation:

Outcome 2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.

- Output 2.1: Capacities at national and local levels strengthened to promote inclusive local economic development,
- Output 2.2 Solutions scaled up for sustainable commodities and green and inclusive value chains,
- Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment,
- Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and non-financial assets and skill formation to benefit from sustainable livelihoods and jobs.

Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and judiciary services are improved quality.

- Output 4.1 Legislative and policymaking processes at national and local levels supported to promote participation, transparency, and accountability,
- Output 4.2 Capacities and functions of judicial system, NHREI, Ombudsman Institution strengthened to expand access to justice and combat discrimination, with a focus on women and other disadvantaged groups,
- Output 4.3 Capacities enhanced for integrated border management and security sector reform fully compliant with international standards,

- Output 4.4 Capacities of institutions strengthened to promote women's rights and policies, including at local level,
- Output 4.5: Capacities of local and national actors developed for enhanced coordination, financing/ analysis of progress towards the Sustainable Development Goals,
- Output 4.6 Use of digital technologies and e-governance enabled for improved public services and other government functions.

The projects implemented under the current CPD cycle, under the framework of Inclusive Sustainable Growth and Inclusive Democratic Governance, are summarized below.

Table 1: List of Projects under the Two Outcome Areas

Projects and initiatives to be included in the Evaluation	Budget of the project (USD)	Implementation Period	Donor	CPD Outcome
1. MFA E-Consulate - Phase II	5,800,000	2016-2023	GOV	Outcome 4.1
2. Civilian Oversight Phase III	6,143,344	2019-2021	EU	Outcome 4.1
3. Court of Cassation	1,000,000	2016-2023	GOV	Outcome 4.1
4. Local Administration Reform Programme Phase III	5,480,000	2018-2022	EU	Outcome 4.1
5. Legal Aid Phase II	1,511,812	2019-2024	SIDA	Outcome 4.1
6. Demining Phase III	24,575,001	2020-2023	EU	Outcome 4.1
7. VAW Project Initiation Plan	289,000	2021-2022	UNDP	Outcome 4.1
8. Business and Human Rights	300,000	2022-2023	Gov. of Japan	Outcome 4.1
9. Civic Engagement	5,823,600600	2023-2025	EU	Outcome 4.1
10. Awareness Raising and Capacity Building on Climate Justice	95,000	2023	Gov. of the Netherlands	Outcome 4.1
11. Business and Human Rights II	110,000	2023-2024	Gov. of Japan	Outcome 4.1
12. Data Governance Framework Project	15,000	2023	UNDP	Outcome 4.1
13. Future Lies in Tourism Support	1,434,172	2012-2024	Anadolu Efes	Outcome 2.1
14. GAP-Resource Efficiency in Agriculture	1,494,486	2016-2023	GOV	Outcome 2.1
15. Goksu Taseli (GTWDP)	17,395,944	2017-2025	GOV-IFAD	Outcome 2.1
16. Health System Strengthening	20,500,000	2016-2024	GOV-WB	Outcome 2.1
17. Uplands Rural Development Programme	73,447,680	2020-2027	GOV-IFAD	Outcome 2.1
18. BPPS Social Cohesion - Women Emp	300,000	2019-2021	UNDP	Outcome 2.1
19. Replication of Vocational Training Centre in Adana	348,418	2019-2023	EBRD	Outcome 2.1

Projects and initiatives to be included in the Evaluation	Budget of the project (USD)	Implementation Period	Donor	CPD Outcome
20. IP - Green Destination Model	233,740	2021-2022	EnerjiSA	Outcome 2.1
21. IP - Awareness Raising in Sustainable Tourism	21,870	2021-2022	Jolly Tour	Outcome 2.1
22. Neet Women Project	1,000,000	2021-2024	Sabancı Foundation	Outcome 2.1
23. Applied SME Capability Center (aka. Model Factory)	12,772,556	2016-2023	GOV-KFW-Private S.	Outcome 2.1
24. Model for OIZs	1,844,799	2016-2023	GOV	Outcome 2.1
25. Türkiye's Engineer Girls	615,060	2016-2021	Limak Foundation	Outcome 2.1
26. SDG Impact Accelerator Pilot Phase	675,000	2019-2023	GOV	Outcome 2.1
27. SDGIA Phase II with UNTB	930,000	2020-2023	UNTB	Outcome 2.1
28. SDG Investment Initiative	230,000	2021-2022	UNDP	Outcome 2.1
29. Digital Villages Initiative for Inclusive Growth	350,000	2022-2024	Trendyol	Outcome 2.1
30. IP - Tourism Recovery	38,525	2022	UNWTO	Outcome 2.1
31. Today's Youth Future Jobs Project	8,412,710	2023-2027	EU	Outcome 2.1
32. Follow up Phase for Model Factory (Phase II)	8,500,000	2022-2024	GOV	Outcome 2.1
33. Covid-19 Resilience & Response	2,602,286	2021	Japan Gov.	Outcome 2.1
34. Understanding the Impact of Covid-19 on the Agri-food	35,000	2020-2022	IFAD	Outcome 2.1
35. Covid-19 RFF Beyond Recovery of SMEs Digitalization	350,000	2020-2022	UNDP	Outcome 2.1
36. I Can Manage My Business	1,737,178	2019-2024	VISA	Outcome 2.1
37. Harnessing Financial Awareness	5,914,806	2009-2024	VISA	Outcome 2.1

In the aftermath of the 2023 earthquakes, UNDP adapted its programme to address the urgent needs of the affected communities while continuing to support long-term development objectives.[1] This included providing emergency employment opportunities, supporting the rehabilitation of critical infrastructure, and promoting resilient and sustainable reconstruction. The programme also focused on supporting SMEs and entrepreneurs in the affected regions to

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[1] UNDP also conducted projects on psychological support for women and children (Purple Space), cultural heritage protection and social care rehabilitation projects- https://www.undp.org/turkiye/press-releases/undp-launches-new-recovery-efforts-turkiye-marks-first-anniversary-devastating-earthquakes.

help them recover and rebuild their livelihoods. UNDP worked closely with government partners and civil society to support the strengthening of governance systems, promote transparency and accountability, and ensure that the needs of the most vulnerable populations were addressed in the recovery process.

CHAPTER 2: EVALUATION PURPOSE AND METHODOLOGY

This chapter provides a brief overview of the evaluation's objectives and scope, the methodology that was used for the assessment and the process that was followed for the preparatory phase, data collection, data analysis and the finalization of the report. It also outlines the major limitations that were encountered during its conduct.

2.1. Evaluation Objective and Scope

The outcome evaluation focused on two specific outcomes (2.1 and 4.1). By conducting this evaluation, the Türkiye Country Office sought to gain insights into the impact of its development assistance efforts and identify areas for improvement in order to better support inclusive and sustainable growth, as well as strengthen democratic governance and judiciary services in Türkiye. The following are the key objectives that drove this evaluation:

- **Evaluate the Effectiveness of UNDP Türkiye's Initiatives**: This involved assessing how the programmes and projects contributed to achieving Inclusive Sustainable Growth (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1). The evaluation examined their relevance and efforts in relation to Türkiye's national priorities.
- **Measure Progress and Identify Influencing Factors**: The evaluation team analyzed the progress towards achieving Outcomes 2.1 and 4.1, identifying key factors that have positively and negatively affected this progress.
- **Examine Partnerships and Collaborative Efforts**: The evaluation scrutinized the effectiveness of partnerships between UNDP Türkiye, government entities, the private sector, and civil society. The evaluation team evaluated how collaboration through inclusive platforms has facilitated the achievement of the specified outcomes and provided recommendations for enhancing synergies between the Inclusive Sustainable Growth (ISG) and Inclusive Democratic Governance (IDG) pillars in future programme implementations.
- **Evaluate Capacity Building Impact**: The evaluation team determined the effectiveness of UNDP Türkiye's interventions in strengthening key institutions' capacities in implementing these outcomes.
- **Assess Programme Implementation Approach**: This involved evaluating the operational procedures, structural organization, monitoring and evaluation mechanisms, financial and technical planning, and project modality/structures.
- **Analyze Output and Implementation Effectiveness**: The evaluation team assessed how effectively the outputs and implementation arrangements of UNDP Türkiye have reinforced the linkages between the outcomes as stated in the Country Programme Document (CPD).
- **Provide Recommendations for Performance Improvement**: The evaluation team provided recommendations to enhance performance based on the evaluation findings and conclusions. This process involved identifying areas of strength, pinpointing weaknesses, and noting gaps for future improvement and learning.

2.2. Evaluation Methodology

The evaluation was conducted by two international consultants. The methodology was designed to provide a comprehensive and rigorous assessment of the programme's performance, utilizing diverse data sources and analytical techniques to ensure reliable and representative findings. The evaluation team employed an integrated, mixed-methods and

issues-based approach focusing on the OECD/DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, and sustainability. The evaluation followed UNEG Norms and Standards for Evaluation and applied a participatory and consultative approach, engaging closely with relevant stakeholders. The methodology adopted mixed research methods, including document review, interviews, and information triangulation.

The evaluation process was structured in three phases, as shown in the figure.

Planning: The evaluation team conducted a preliminary review and applied a theory-based evaluation, including contribution analysis and systems thinking. The theory-based evaluation was grounded in the reconstructed Theory of Change (ToC) for the two outcome areas, providing a structured framework to assess the causal pathways leading to desired outcomes. Contribution analysis was used to examine the plausible connections between the

initiatives and the observed changes in outcomes, considering alternate explanations and the role of context.
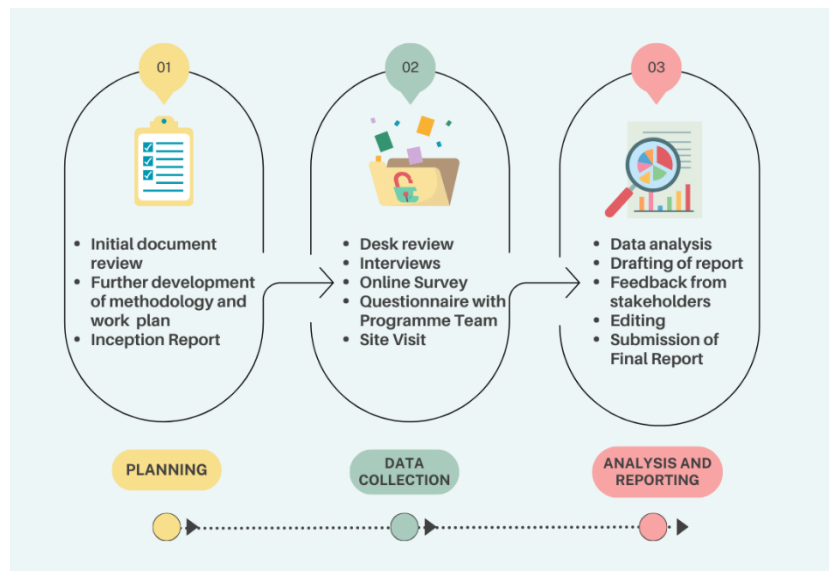
Data Collection: The evaluation team collected information from various sources, including program documentation, stakeholder interviews, and surveys. Data were collected through:

- Document reviews of relevant programme documents, progress reports, analytical and financial reports, project-specific documents and evaluations, as well as third-party publications and country development policies and strategies. A total of 229 documents were reviewed for this evaluation. The list of the main categories of documents used in the evaluation is included in Annex 5 of this report.

- A questionnaire with the Programme Team to gather their insights on implementation.

- Semi-structured interviews with a diverse range of stakeholders, including UNDP personnel, government officials, donors, beneficiaries, and UN agencies. Some of these took place in the format of group discussions to capture collective insights and group dynamics. The total number of organizations and institutions involved in the evaluation, excluding UNDP, was 25. The list of these entities is included in Annex 6 of this report.

- An online survey targeting institutional-level beneficiaries to gather a broader spectrum of stakeholder perspectives. A total of 12 responses were received out of 27 partners that were invited, marking a response rate of 45%.[2]

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[2] 4 respondents (33.3%) were from national authorities, 2 from civil society, and 5 from other entities.

- One site visit in the Ankara Model Factory was organized to observe programme activities directly and interact with stakeholders on the ground.
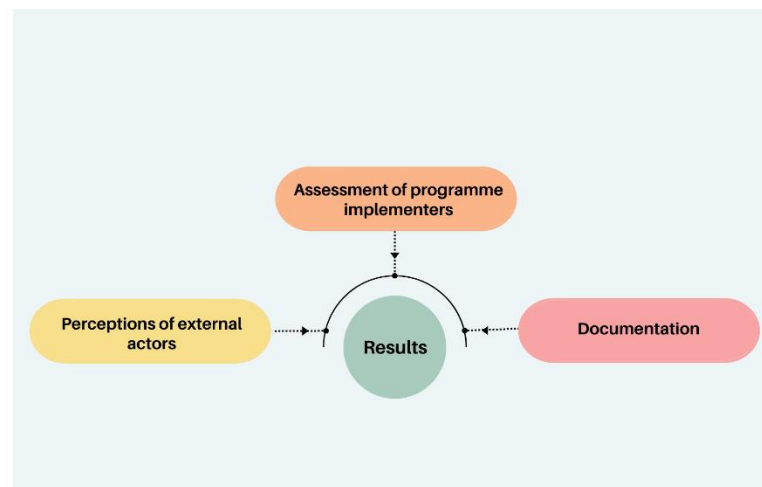
The sampling strategy involved purposive sampling for interviews, focusing on the most relevant stakeholders, and stratified sampling for the survey, ensuring equal representation across different stakeholder groups. Qualitative and quantitative data were disaggregated to highlight findings related to gender equality, social inclusion, and regional distribution.

Data Analysis and Reporting: Quantitative data underwent cleaning procedures and were analyzed using statistical software. Descriptive and inferential statistics were used to identify patterns, correlations, and trends, with data disaggregated by relevant demographic categories. Qualitative data from interviews and observational notes underwent thematic analysis using a dynamic codebook based on the Evaluation Questions. Information obtained from various sources was triangulated and synthesized using analytical judgment based on the perspectives shown in the figure.

The data analysis was conducted based on the steps shown below and covered key programme aspects such as stakeholder participation, replication approach, sustainability design, linkages between outcomes, and management arrangements. Data were disaggregated to highlight findings on equality between women and men, social inclusion, and regional disparities.
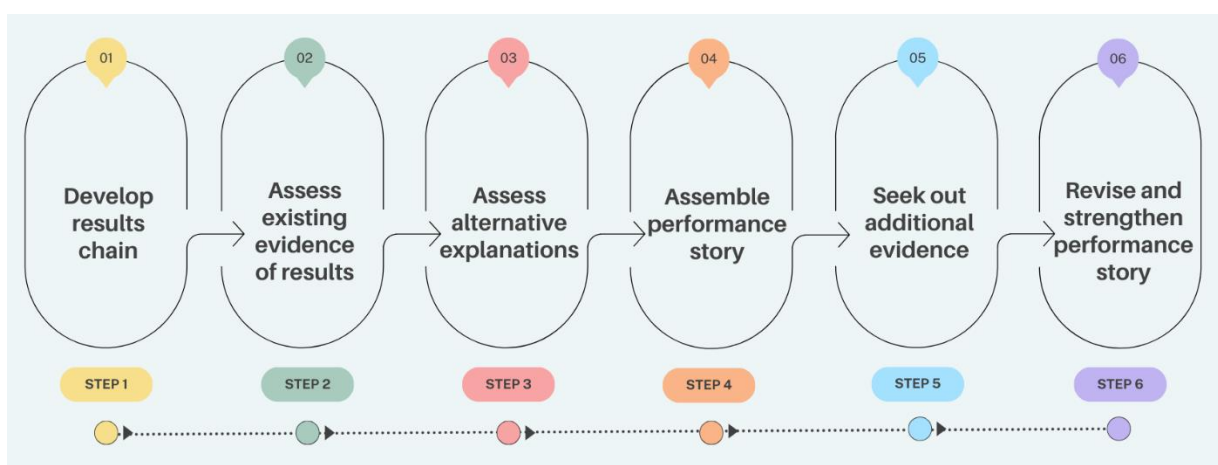
2.3. Evaluation Governance

The evaluation was led by two independent consultants, each focusing on a different pillar of the program. The Country Office was primarily responsible for managing the evaluation, with the M&E and KM Analyst acting as the Evaluation Manager.

The following are the key actors involved in the evaluation process and their respective roles:

- Evaluation Manager (M&E and KM Analyst): Supervised the evaluation process, ensured quality of deliverables, safeguarded independence, and facilitated management responses and dissemination of reports.

- Portfolio Managers: Facilitated field mission, maintained outreach to key stakeholders and partners. Ensured independence, provided comments on evaluation documents, ensured access to information for consultants, and implemented management response actions.

- Evaluation Team (Independent Consultants): Conducted the evaluation study, fulfilled contractual duties, and submitted deliverables as per ToRs and guidelines.

- Evaluation Reference Group (UNDP and key stakeholders): Reviewed and provided advice on the quality of the evaluation process and products, and suggested options for improvement.

2.4. Ethical Considerations

The evaluation team adopted the OECD DAC ethical considerations[3] and United Nations Ethical Guidelines[4] in the selection of interviewees and the interactions with them, fully respecting their personal and institutional rights. The evaluation team requested informed consent from stakeholders before asking questions about the outcomes and interventions, briefly explaining the evaluation's reasons and objectives and the questions' scope. Stakeholders had the right to refuse or to withdraw at any time. The evaluation team also ensured respondent privacy and confidentiality, as disclosing confidential information may seriously jeopardize the efficiency and credibility of the evaluation process. The evaluation team is fully independent and unaware of any conflicts of interest for this work. During the evaluation process, the evaluation team followed the principles of impartiality, credibility, and accountability.

2.5. Evaluation Limitations

The evaluation encompassed an extensive range of components, examining a total of 37 projects, distributed as 25 within outcome area 2.1 and 12 in outcome area 4.1. These projects varied significantly in terms of activities, partnerships, and geographical locations, presenting a broad scope for assessment. However, the timeframe allocated for this evaluation was constrained, posing a challenge to comprehensively cover the wide-ranging scope. In particular, the limited number of days assigned for the country mission significantly restricted the ability to conduct field visits, which are crucial for direct observation of program activities. This limitation resulted in only one field visit being feasible, conducted at the Ankara Model

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[3] https://www.oecd.org/development/evaluation/qualitystandards.pdf
[4] United Nations Evaluation Group (UNEG), UNEG Ethical Guidelines for Evaluation- UNEGFN/CoC, 2020. Ref to http://www.unevaluation.org/document/detail/2866

Factory. To counterbalance the limited direct field engagement, the evaluation team employed a strategy to broaden stakeholder involvement. This was achieved by increasing the quantity and diversity of stakeholders engaged through primarily with face-to-face interviews in Ankara and supplementary online interviews and the execution of an online survey. This approach aimed to enhance the evaluation's breadth and depth, despite the logistical constraints encountered.

CHAPTER 3: MAIN FINDINGS

The findings of this evaluation are organized along the five standard dimensions of UNDP evaluations: i) relevance and coherence (the extent to which the programme was relevant to the country's priorities and needs and the extent to which it was internally and externally coherent); ii) effectiveness (whether the programme was effective in achieving the desired and planned results); iii) efficiency (whether the process of achieving results was efficient); iv) sustainability (the extent to which the benefits of the programme are likely to be sustained); and, (v) cross-cutting issues (the extent to which UNDP adopted gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches). The analyses presented in this chapter of the report is conducted and organized according to the key evaluation questions that were identified and included in the evaluation ToR by UNDP Türkiye.

3.1. Relevance and Coherence

This section provides an assessment of the relevance and coherence of UNDP's programme in the two outcome areas. These two dimensions are assessed on the basis of the following evaluation questions, which were presented by the Country Office in the evaluation's ToR.

EQ 1: To what extent is the programme and project design relevant in addressing the identified priorities in the CPD for 2021-2025?

Finding 1: The programme in the two outcome areas has been well-aligned with the objectives of the Country Programme Document (CPD), contributing to inclusive local economic development, good governance, and improved access to services and opportunities for vulnerable groups. The programme has effectively addressed key CPD priorities, such as resilience, crisis response, and the integration of cross-cutting issues like digitalization and innovation, while focusing on the needs of vulnerable populations, in particular women, youth, refugees, and host communities.

UNDP's programme in the two respective outcome areas has generally been well-aligned with the specific outputs of the CPD under this outcome and has contributed to the achievement of the CPD's main objectives. The following are some examples identified through the review of programme documentation.

- Overall, the projects in the Outcome 2.1 area have been well-aligned with the CPD outputs. For instance, the "*Future is in Tourism*" project, the "*Model Factory*" project, and the "*COVID-19 Resilience and Response*" project have contributed to Output 2.1 on strengthening capacities for inclusive local economic development. Similarly, the "*Future is in Tourism*" project and the "*Facilitating Tourism Recovery in Aftermath of COVID-19*" project have been aligned with Output 2.2 on scaling up solutions for sustainable commodities and green value chains. Projects such as the "*Resource Efficiency in Agriculture*" project, the "*Young Women Building Their Future – NEET Women*" project and the "*I Can Manage My Business*" project have addressed Output 1.1.4 on increasing access to inclusive services and employment opportunities for vulnerable groups. In addition, two initiatives "Göksu Taşeli Watershed Development Project (GTWKP)" and "Uplands Rural Development Programme (URDP)", that UNDP implemented in partnership with the Ministry of Agriculture and Forestry, provided inputs for all four outputs.

- Also, Outcome 4.1 initiatives have aligned with the CPD outputs. For example, the *LAR III* and Civic Engagement projects and other initiatives (*such as Strengthening the Civilian Oversight of Internal Security Forces- 3rd phase (CO III) and MFA e-Consulate Project*) have contributed to Output 4.1, which committed to more transparent and accountable legislative and policymaking processes at national and local levels. The initiatives contributed to Output 4.2, which aimed to strengthen the capacities and functions of the judicial system, NHREI and other institutions to expand access to justice and combat discrimination. For example, *the Support to the Improvement of Legal Aid Practices for Access to Justice for All in Türkiye Phase II (" Legal Aid- Phase II project)* was designed to respond to the needs for Türkiye's institutions for more coordinated, qualified, and systematic legal aid practice accessible to vulnerable women and disadvantaged groups. Also, the projects *"Strengthening Transparency and Code of Ethics for Enhanced Public Confidence in the Court of Cassation (CoC)"* and the project, centered on *Business and Human Rights (BHR) in Türkiye* have effectively contributed to this output. The project *"Awareness Raising and Capacity Building on Climate Justice"*, underscored the critical interplay between climate justice, human rights, and the broader impacts of climate change within Türkiye contributed to this output 4.2. (although more directly linked to CPD Outcome 3.5). Similarly, the *Demining Project—Phase III and CO III* contributed to the efforts to enhance capacities for integrated border management and security sector reform, following international standards (Output 4.3.). The initiatives under Outcome 4.1 have addressed the capacities of institutions to promote women's rights and policies (Output 4.4). For example, the *Legal Aid- Phase II and other initiatives such as Local Administration Reform-3rd phase-LAR III and CO III*, ensured an integrated and collaborative approach involving diverse CSOs, public authorities, and UNDP to amplify the efforts concerning women's rights and policies, including at the local level. Finally, Output 4.6 on the use of digital technologies and e-governance for improved public services and other government functions has been addressed through the E-Consulate project and the small-scale *Data Governance Transformation initiative*.

- In line with the CPD's priority and commitment to equality between women and men and leave no one behind, the programme in the two outcome areas has had a significant focus on women, youth and vulnerable groups, such as persons with disabilities, persons living in poverty especially in rural areas, elder persons and refugees.

  - *Women*: Equality between women and men and women's empowerment, a central theme in the CPD, have been addressed by multiple projects. The "*Young Women Building Their Future – NEET Women*" project has focused on empowering NEET women, while the "*Harnessing Financial Awareness Among Men and Women*" project has improved financial literacy among women and support women's cooperatives. Under "*Göksu Taşeli Watershed Development Project (GTWKP)*" and "*Uplands Rural Development Programme (URDP)*" positive discrimination is made against women and there are also support schemes that only women can apply for. Similarly, the *Legal Aid- Phase II* project supported mechanisms for coordinated, qualified, and systematic legal aid practice, especially for vulnerable women. The project *Enhancing Access to Public Services and Recourse for Violence Against Women (VAW) Survivors* supported

response mechanisms, ensuring a comprehensive and effective response to VAW. These efforts underscored a comprehensive approach towards promoting gender equality. In addition to legal aid and eliminating violence against women as central pillars, the ET finds pivotal initiatives concerning climate governance and gender. Other projects, such as the "*Future is in Tourism*" project and the "*Resource Efficiency in Agriculture*" project, *LAR III and CO III, have* also incorporated gender mainstreaming and women's participation as key components.

➢ *Youth*: Several projects have specifically targeted the needs of youth, particularly in the areas of skills development, employment, and empowerment. The "*Today's Youth, Future Jobs*" project has focused on providing digital skills training and job transition support for youth, whereas the "*Youth Empowerment in Southeast Anatolia*" project has promoted youth leadership and participation in local development processes. In addition, the *LAR III and CO III* projects have also promoted youth participation in decision-making processes and priority setting at the local level. The "*Engineer Girls of Türkiye*" project has empowered young women to pursue careers in STEM fields.

➢ *Refugees and Host Communities*: Several projects have had a significant focus on the needs of refugees and host communities, particularly in the context of the Syrian refugee crisis. The project "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" has promoted social cohesion and women's empowerment among Syrian refugees and host communities, while the project "*Model Factory*" has promoted job creation for both Syrian refugees and host community members. The project "*SDG Impact Accelerator*" has focused on supporting innovative solutions for refugee livelihoods and access to services. Finally, the Legal Aid Phase II project has been working on implementing mechanisms to provide free legal aid to vulnerable refugees and host communities.

➢ *Persons with Disabilities*: While some projects, such as "*Today's Youth, Future Jobs*" of *Legal Aid- Phase II*, have promoted the inclusion of persons with disabilities, the number of programme activities designed to address the unique needs and challenges of this group has generally been limited. This indicates opportunities for UNDP to strengthen the relevance of this portfolio in relation to the needs of persons with disabilities.

➢ *Elderly Persons:* The project " *BPPS Social Cohesion - Women Empowerment*" supported the establishment of an Elderly Day Care Center as part of its pilot social services. However, there has been scope for further enhancement of the relevance of the programme in this area.

• Several projects have focused on building resilience and responding to crises, which is a key priority of the CPD. For example, the "*Facilitating Tourism Recovery in Aftermath of Covid-19*" project, the "*Understanding the Impact of Covid-19 on the Agri-food Sector*" project, and the "*COVID-19 Rapid Response Facility*" project have addressed the challenges created by the COVID-19 pandemic. The "*Future is in Tourism*" project demonstrated adaptability to changing circumstances, like the forest fires in Muğla. The

Legal Aid Project swiftly reprogrammed its project activities and budget to address the urgent need for reconstructing the Hatay and Adıyaman Bar Associations' buildings, ensuring the continuation of legal aid services in the earthquake-affected regions. The Demining Project-Phase III has enhanced the capacities of the TURMAC to respond to humanitarian demining and continue these efforts in emergencies. This alignment with the CPD's emphasis on resilience has been crucial, especially considering the impact of the recent earthquakes.

- Also, in line with the CPD's commitment to integrating cross-cutting issues, the programme has integrated key cross-cutting issues such as digitalization, innovation and resilience. The specific initiatives on women's economic and digital empowerment, innovative financing mechanisms like the Impact Investment Initiative and SDG Impact Accelerator Projects, digital agriculture, online skilling platforms, etc., demonstrate this integrated approach. Also, efforts to improve public services and government operations included strategic initiatives to harness digital technologies and e-governance, facilitating digital transformation[5]. In a notable strategic collaboration, the Ministry of Foreign Affairs enhanced its institutional capacity for the comprehensive deployment of the e-Consulate system and improving its accessibility and user-friendliness. In addition, as will be seen in more detail further in this report, the programme's emphasis on leveraging partnerships and fostering collaboration with diverse stakeholders, including government agencies, private sector entities, and civil society organizations, has been consistent with the CPD's approach to achieving its objectives.

EQ 2: To what extent is UNDP's outcome-related support relevant to the achievement of the SDGs in the country?

Finding 2: UNDP's support has been highly relevant to the achievement of the Sustainable Development Goals (SDGs) in Türkiye, with projects contributing to a broad range of SDGs, particularly those focused on good governance, gender equality, inclusive economic growth, private sector development, and partnerships.

UNDP's support in the two respective outcome areas has been significantly relevant to achieving the Sustainable Development Goals (SDGs) in Türkiye. The analysis of the programme documentation revealed that UNDP's programme has contributed to a broad range of SDGs, with a strong focus on inclusive economic growth, innovation and infrastructure, gender equality, and environmental sustainability.

- Several projects have directly contributed to SDG 8 (Decent Work and Economic Growth) by fostering inclusive local economic development and creating employment opportunities. The "*Future is in Tourism*" project, for instance, has promoted sustainable tourism practices and has created jobs in the sector, while the "*Model Factory*" project has enhanced the productivity and competitiveness of SMEs, leading to job creation. The B+HR project contributed to target 8.8 focusing on protecting labor rights and promoting safe and secure working environments for all workers. The "*Resource Efficiency in Agriculture*" project has supported SDG 8 by promoting sustainable agricultural practices and improving the livelihoods of farmers. In addition, the BHR

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[5] These efforts align with the priority is to minimize the administrative workload and bolster the efficiency of public administration via e-governance opportunities

Several projects have contributed to SDG 9 (Industry, Innovation, and Infrastructure) by supporting technology adoption, innovation, and digital transformation. The "*SDG Impact Accelerator*" and "*Support to the Piloting Phase of SDG Impact Accelerator Phase II*" and *Model for Organized Industry Zones* projects have promoted innovation and entrepreneurship, while the "*Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains*" project has promoted digital solutions for inclusive economic development. Also, the "*Model Factory*" project has supports SDG 9 by promoting the adoption of advanced manufacturing techniques and technologies.

- Gender equality (SDG 5) is another prominent focus area of multiple projects. The "*Young Women Building Their Future – NEET Women*" project has contributed to SDG 5 by empowering NEET women through capacity building and improving their access to employment opportunities. The "*Harnessing Financial Awareness Among Men and Women*" project has promoted financial literacy among women and supports women's cooperatives, furthering women's economic empowerment. The *Legal Aid- Phase II and VAW projects* supported improvements in access to justice and efforts to enhance tolerance, improve protection and support services for VAW, aligned with the target to end discrimination (5.1). Projects like the "*Engineer Girls of Türkiye*" and "*Future is in Tourism*" also have incorporated gender mainstreaming and women's participation as key components.

- Environmental sustainability and climate action (SDGs 12, 13, and 15) have been addressed by several projects. The "*Resource Efficiency in Agriculture*" project contributed to SDG 12 (Responsible Consumption and Production) and SDG 15 (Life on Land) by promoting sustainable agricultural practices and reducing environmental impact. The "*Raising Awareness on Energy Efficiency through Development of a Green Destination Model*" project supported SDG 13 (Climate Action) by promoting energy efficiency and sustainable tourism practices.

- The initiatives under Outcome 4.1 have supported SDG 16 (Peace, Justice, and Strong Institutions) through enhanced legislative and policymaking processes and supported security reforms. For example, LAR III supported the reform of local administration systems, boosted the capacities of key partners (including the Ministry of Interior, the Ministry of Environment, Urbanization and Climate Change, and metropolitan municipalities), and leveraged digital technologies for more efficient public services and increased government accountability. Similarly, CO III provided inputs and recommendations for sectoral law reforms to strengthen internal security forces' respect for citizen rights, such as personal data protection and freedom of expression, and to improve judicial oversight and the regulated use of force, mainly targeting effective, accountable institutions (16.6) and inclusive, participatory decision-making (16.7).
Demining Project worked on improved border management to create peaceful, inclusive communities (SDG 16) and safer cities and communities by mitigating the risks of natural disasters (SDG 11, target 11.5), focusing on landmine clearance in border areas.

- The programme has also contributed to SDG 17 (Partnerships for the Goals) by fostering multi-stakeholder partnerships and collaboration. The "*SDG Investment Initiative for Operationalizing the SDG Investor Map*" project, for example, brought together government agencies, financial institutions, and business associations to promote SDG-aligned investments. The *Data Governance Framework Project and e-Consulate* contributed to SDG 17, particularly in enhancing capacity-building support for reliable data (17.18) and developing progress measurements for sustainable development (17.19). Furthermore, the "*COVID-19 Resilience and Response*" project and the "*COVID-19 Rapid Response Facility*" project involved effective partnerships in responding to the pandemic.

- Other SDGs addressed by the programme include SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 6 (Clean Water and Sanitation), SDG 10 (Reduced Inequalities), and SDG 11 (Sustainable Cities and Communities). The "*Goksu-Taseli Watershed Development Project* (GTWDP)" and the "*Uplands Rural Development Programme*" have contributed to SDG 1 and SDG 2 by supporting rural development and improving the livelihoods of farmers. The "*COVID-19 Rapid Response Facility*" and *the Health System Strengthening and Support* projects have supported SDG 3 by strengthening health systems and resilience. The "*Today's Youth, Future Jobs*" project has contributed to SDG 4 by providing digital skills training to youth.

EQ 3: To what extent UNDP's outcome-level results are relevant to and consistent with the national agenda and guiding strategic plans of Government of Türkiye, including national priorities and obligations in line with international conventions?

Finding 3: UNDP's programme has been well-aligned with key national strategies, such as the 11th National Development Plan, Judicial Reform Strategy, Industry and Technology Strategy, and Tourism Strategy, contributing to Türkiye's sustainable development, industrial competitiveness, social inclusion, and good governance priorities. The programme has also supported Türkiye's efforts to meet its obligations under various international conventions related to sustainable development, refugees, and public health, although challenges remain in effectively translating some commitments into action.

UNDP's programme in the two outcome areas has been well-aligned with key national strategies, such as the *11th National Development Plan*, the *Industry and Technology Strategy*, the *Tourism Strategy and the Women Empowerment Strategy (including action plans 2018-2023 and 2023-2028*. It has also contributed to Türkiye's obligations under international conventions related to sustainable development, refugees, and public health. Most survey respondents felt UNDP's contributions were consistent, parallel, or progressing in coordination with the government's agenda and plans.

- The programme has been well aligned with the objectives of the *11th National Development Plan (2019-2023)*, which emphasizes sustainable development, industrial competitiveness, social inclusion, rule of law, democratization and good governance. For example, the programme's focus on entrepreneurship, innovation, digital transformation, and green growth has directly contributed to the Plan's objectives of "*stable and strong economy*" and "*livable cities, sustainable environment*". For example, the "*Model Factory*" project has supported the plan's goals of increasing productivity and competitiveness in the manufacturing sector, while the "*Resource Efficiency in Agriculture*" project has

contributed to the plan's objectives of promoting sustainable agricultural practices and rural development. The "*Young Women Building Their Future – NEET Women*" project has been well-aligned with the plan's focus on increasing women's participation in the labor force and promoting gender equality.

- Two outcomes intricately aligned with ***Türkiye's Women Empowerment Strategy (and its action plans for 2018-2023 and 2023-2028), and the 4th National Action Plan for Combating Violence against Women***. Specifically, UNDP efforts for promoting inclusive and sustainable industrial development resonate with the Strategy's focus on enabling women's entrance and growth in the workforce, and the expansion of rights and opportunities for women within the economic sphere. Thus, results that contributed to inclusive local economic development and innovative value chains have supported women's economic activities and leveraged technology and innovation as tools for gender equity. Furthermore, UNDP's focus on enhancing capacities to fight structural barriers to women's economic empowerment mirrors the objectives concerning increased women's representation and participation in employment and politics. This strategic synergy is reinforced through the advancement of governance systems to be more transparent, inclusive, and rights-based, contributing to the legal and social frameworks that protect and empower women, as reflected in the outcomes related to improving the quality of judiciary services and promoting women's rights at both local and national levels.

- The programme has contributed to the realization of the ***Industry and Technology Strategy***, which aims to enhance the competitiveness and innovation capacity of the Turkish industry. The "*Developing a Model to Improve Technology Use in OIZs*" project has directly supported this strategy by promoting technology adoption and innovation in Organized Industrial Zones (OIZs). The "*SDG Impact Accelerator*" and "*Support to the Piloting Phase of SDG Impact Accelerator Phase II*" projects have been fully aligned with the strategy's emphasis on entrepreneurship and innovation. The *Model Factory Project* also aligns with the Strategy as one of the critical tools for GoT to promote productivity and digital transformation for enhanced competitiveness

- The "*Facilitating Tourism Recovery in Aftermath of COVID-19*" project, the "*Future is in Tourism*" and *Green Destinations Management* projects are consistent with the ***Tourism Strategy***, which aims to promote sustainable tourism development and increase the competitiveness of the Turkish tourism sector. These projects support the strategy's goals by promoting sustainable tourism practices, enhancing the capacity of local tourism stakeholders, and creating employment opportunities in the sector.

- Projects like the "*Resource Efficiency in Agriculture*" project, the "*Goksu-Taseli Watershed Development Project (GTWDP)*" and *"Uplands Rural Development Programme "* have been aligned with the priorities of the Ministry of Agriculture and Forestry, contributing to sustainable agriculture, rural development, and the conservation of natural resources. The "*Harnessing Financial Awareness Among Men and Women*" project has been consistent with the Ministry of Treasury and Finance's efforts to promote financial literacy and inclusion.

- Other projects, such as the "*Today's Youth, Future Jobs*" project and the "*Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains*" project, have been aligned with Türkiye's national priorities related to youth employment, digital transformation, and inclusive growth. The "*COVID-19 Resilience and Response*" project and the "*COVID-19 Rapid Response Facility*" project have been consistent with the government's efforts to manage the impacts of the pandemic and support economic recovery.

- The initiatives under Outcome 4.1. have been relevant to Justice Services' objective, supporting the professional and independent judiciary and improving access to justice. In addition, these efforts are relevant to Türkiye's Judicial Reform Strategy for the period 2019-2023, contributing to adherence to international standards and enhancement of capacities.[6] These initiatives also addressed priorities under the Security Services' objective, supporting the principles of civilian oversight, transparency, and accountability while working on balancing fundamental rights and freedoms and social and individual security issues. In addition, UNDP assistance aligned with the public administration reform's[7] priorities for improved, accountable and transparent services, working on modernisation and process improvements following a user-oriented perspective (and increasing service delivery and usage through e-Government Gateway).

- Initiatives under Outcome 4.1. have contributed to Türkiye's EU accession process, further expanding the priorities under the (revised) Indicative Strategy Paper for Türkiye (2014-2020)[8] and the Türkiye IPA III Strategic Response under the IPA III Programmatic Framework[9]) and the need to invest efforts for further developing an effective, efficient, responsive and service-oriented public administration as a necessary condition for good governance, stable economic conditions and ensuring the institutional capacity to implement the EU acquis[10]. In addition, these initiatives intricately align with the overarching goals of the new Türkiye's EU Strategy[11], particularly in advancing reforms consistent with the EU acquis and enhancing democratic governance structures. Moreover, Outcome 4.1's strategic focus, for example, on IBM and civilian oversight of security forces, is relevant to the Strategy's priority for balancing freedom and security

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[6] Looking at the 2019-2023 strategy, the selected Activities most clearly align with 'Aim-1 Protection And Improvement Of Rights And Freedoms', with 'Aim-3 Increasing The Quality And Quantity Of Human Resources and with 'Aim-6 Ensuring Access To Justice And Enhancing Satisfaction From Service.

[7] 2.5.2.1. Transparency and Accountability, Administrative Structure and Policy Making and 2.5.2.5. e-Government Applications in Public Services

[8] Revised Indicative Strategy Paper for Türkiye (2014-2020) adopted on 10/08/2018- https://neighbourhood-enlargement.ec.europa.eu/system/files/2018-12/20180817-revised-indicative-strategy-paper-2014-2020-for-Türkiye.pdf

[9] https://www.ab.gov.tr/50283_en.html

[10] This document recognized that UNDP initiatives addressed priorities, focusing on sector strategy guidance, evidence-based policymaking, local administration reform, and capacity building for efficient service delivery. UNDP initiatives addressed the need to "further strengthen and make the judiciary's independence, impartiality, efficiency and administration more concrete and visible and enhance respect for fundamental rights and freedoms. These efforts included support to undertake the necessary EU-oriented reforms and capacity development of institutions, including CSOs, in charge of protecting and guaranteeing respect and defense of fundamental rights.

[11] TÜRKIYE'S NEW EUROPEAN UNION STRATEGY: Determination in the Political Reform Process-Continuity in Socio-Economic Transformation- Effectiveness in Communication- more https://www.ab.gov.tr/files/pub/Türkiyes_new_eu_strategy.pdf

("safeguarding citizens' rights without compromising freedoms[12]"). The B+HR contributes to EU's corporate sustainability agenda.

- Also, many initiatives have contributed to Türkiye's international commitments. For example, the "*Raising Awareness on Energy Efficiency through Development of a Green Destination Model*", the "*Resource Efficiency in Agriculture*" and *the Climate Justice projects* have contributed to Türkiye's commitments under international environmental agreements, such as the **Paris Agreement on Climate Change** and the **United Nations Convention to Combat Desertification (UNCCD)** and **UN Human Rights Council resolution 48/13[13]**

- The initiatives on women's empowerment, social inclusion and refugee response have been consistent with Türkiye's obligations under the **Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)**, the **Convention on the Rights of Persons with Disabilities (CRPD)**, and the **Global Compact on Refugees**. For example, the "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project has been relevant to Türkiye's obligations under the **Global Compact on Refugees**.

For all the strengths noted above, the evaluation also identified some challenges, beyond the sphere of influence of UNDP which pose challenges to CO to fully achieve expected results from the projects. For example, Türkiye still does not have a detailed plan for improving the governance system and reforming public administration.[14] In recent years, the government has created various policy and sectoral documents related to different aspects of good governance and public administration without an overarching framework[15].

While Türkiye boasts a long list of ratified international agreements, effectively translating those commitments into action remains a complex challenge. The "compliance gap" – the space between signing and doing – is a recurring concern

However, the picture isn't wholly discouraging. For example, Türkiye's compliance with the Ottawa Treaty has been confirmed, although it has had challenges in implementation. The country requested the extension until December 2025 and continues working towards fulfilling its treaty commitments. In this context, the partners recognize "*the critical role of UNDP in providing technical, financial, and logistical support*".

EQ 4: Which programme areas, also considering the impact of the COVID-19 crisis and the devastating earthquakes that occurred in Türkiye in February 2023, are the most relevant and strategic for UNDP going forward? What adjustments are needed to stay relevant?

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[12] https://www.venice.coe.int/SACJF/2006_08_MOZ%20Maputo/Hamilton_delicate_balance.htm and also KII notes.
[13] A landmark resolution recognizing the human right to a healthy environment-
https://www.undp.org/sites/g/files/zskgke326/files/2023-01/UNDP-UNEP-UNHCHR-What-is-the-Right-to-a-Healthy-Environment.pdf
[14] EC Progress Report 2023
[15] In addition to challenges caused by the lack of comprehensive governance/ PAR reform strategy, the elaborated strategic documents have not included sound budget forecasts and or ensured coherent implementation approach-more the EC Progress Report 2023

Finding 4: UNDP has demonstrated significant flexibility in adapting its programme to respond to the COVID-19 crisis and the 2023 earthquakes, ensuring continued relevance by focusing on resilience building, sustainable economic recovery, social cohesion, and support for vulnerable groups. The evaluation participants identified digital transformation and innovation as critical areas for UNDP's future engagement, highlighting the potential for promoting inclusive economic development, enhancing access to services, and accelerating progress towards the SDGs.

UNDP has shown significant flexibility to adapt its programme in the two outcome areas to the COVID-19 crisis and the 2023 earthquakes by repurposing and mobilizing resources for early recovery and resilience building. While the crisis response was not foreseen in the CPD priorities, UNDP's ability to adjust its programmes ensured continued relevance.

The areas of UNDP's work identified by evaluation participants as the most relevant and strategic for the country are resilience building, sustainable economic recovery, social cohesion and support for vulnerable groups, digital transformation, and innovation.

- *Resilience building* emerged as a key priority in the aftermath of the pandemic and the earthquakes. Projects like the " *COVID-19 Resilience and Response*" project and the "*COVID-19 Rapid Response Facility*" project have demonstrated the importance of strengthening health systems, supporting vulnerable communities, and promoting economic resilience. In addition, the *Demining Project- Phase III* adopted online learning and coaching support and enhanced national demining capacities. Namely, the TURMAC has enhanced its capacities and teams to operate in a crisis. In addition, the *Legal Aid-Phase II* project enhanced national capacities and tested models to ensure the continuation of legal aid services in disasters. The recovery process provides an opportunity to build back better by integrating risk-informed and inclusive development models into the reconstruction efforts. The ET finds opportunities for UNDP to leverage its experience in post-disaster recovery and its partnerships with the authorities, civil society, and the private sector to provide integrated policy and programmatic support. However, there is a need for more strategic analysis and identification of specific areas of support.

- *Sustainable economic recovery* is a pressing concern in the aftermath of the crises in general. The global shift towards green and inclusive growth, accelerated by the European Green Deal and the Paris Agreement, presents opportunities. Projects that support SMEs, create employment opportunities, and promote sustainable livelihoods will be crucial. UNDP can support Türkiye's transition to an efficient and competitive economy by promoting sustainable energy, circular economy, green jobs, and sustainable finance. The focus on SME innovation, digitalization, and skills development will be critical for building resilience and inclusivity. UNDP can also leverage its private sector partnerships and impact investing initiatives to catalyze green and inclusive investments.

- *Social cohesion and support for vulnerable groups*, including refugees and women, remain critical in the context of the pandemic and the earthquakes. The "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project and the "*Young Women Building Their Future – NEET Women*" project demonstrate the importance of promoting social inclusion and empowering disadvantaged groups with specific needs. "*Goksu-Taseli Watershed Development Project (GTWDP)*" and "*Uplands*

Rural Development Programme " include special support packages for vulnerable groups, especially women who live in the rural areas at altitudes above 600 meters and are in need absolute support. These support schemes are specifically aimed at providing income to these individuals. Also, the *Legal Aid- Phase II project* enhanced the capacities of Türkiye's institutions for more coordinated, qualified, and systematic legal aid practice accessible to vulnerable women and other disadvantaged groups. This concerted effort culminated in the establishment of six Support Centers for Violence Victims (SCVVs), with intention to bolster local mechanisms for violence prevention and improving access to legal aid services. The SCVVs, established pilot bar associations, faced operational challenges due to protracted internal elections and budget constraints, leading to valuable insights on partnership management, feasibility study adaptations, and system reform barriers for specialized legal aid to gender-based violence survivors, which will inform future advocacy and structural improvements. Furthermore, the initiative *Enhancing Access to Public Services and Recourse for Violence Against Women (VAW) Survivors* has been working on special prevention and protection services. UNDP should continue prioritizing projects that foster social cohesion, combat discrimination, and provide targeted support to vulnerable populations.

- *Digital transformation* is another critical area that gained prominence due to the pandemic and the increased demand for e-government services, online education, and remote work. However, the digital divide remains challenging, with unequal technology and skills access. Projects like the "*Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains*", the "*Today's Youth, Future Jobs*", "*Model Factory*", and the *"Developing a Model to Improve Technology Use in OIZs"* projects showcased the potential of digital solutions in promoting inclusive economic development and enhancing access to education and employment opportunities. Similarly, the *E-Consulate project* supported more accessible, efficient, and user-friendly services for all groups, while the *Data Governance Transformation* set the basis for data management and governance framework through a participatory and well-rounded and informed approach. UNDP can further support Türkiye's digital transformation by promoting e-governance, digital literacy, and digital entrepreneurship. The focus on digital solutions for sustainable development, such as smart cities, and e-agriculture, will be critical for building resilience and inclusivity.

- *Innovation* is crucial in a context like Türkiye's, which is a sophisticated Middle-Income Country (MIC) and, as such, requires not just incremental progress, but transformative and accelerated action. UNDP's support for innovation through initiatives like the *SDG Impact Accelerator* is highly relevant in this context. The contribution from the OIZ project has bolstered the innovation ecosystem, providing a Knowledge Management (KM) tool that aligns with the ISO 56000 standard. This tool is designed to assess the innovation capacities of manufacturing companies and facilitates the delivery of services aimed at enhancing innovation management within these companies. Also, developing and refining the YERELBİLGİ software system under the *LAR III* stands out as a critical achievement, offering a unified platform for monitoring the progress in different sectors and enabling the "localization of SDGs", also providing inputs for policy and decision making. Still, this work needs to be further scaled up and mainstreamed across the programme. In addition, the UNDP needs to mainstream innovation across its programme to harness the power of new technologies and approaches to accelerate progress. UNDP can also leverage its global

networks and expertise in innovation, such as the Accelerator Labs worldwide, to promote innovation and south-south sharing of expertise.

EQ 5: To what extent was the method of delivery (for example, use of UNDP's different implementation and partnership modalities) selected by UNDP appropriate to the development context?

Finding 5: UNDP has utilized a range of implementation and partnership modalities tailored to the specific needs and conditions of the country context, including direct implementation, national implementation, and multi-stakeholder partnerships. While UNDP has demonstrated flexibility and adaptability in its delivery methods, particularly in response to crises, the limited scale, budgets, and short timeframes of many projects have constrained their ability to achieve substantial and lasting impact, raising the need for a more integrated and focused approach to programming.

In the two respective outcome areas, UNDP has utilized a variety of implementation and partnership modalities that have been tailored to the specific needs and conditions of the country context. The majority of survey respondents (75% of those who answered) found UNDP's implementation methods and financing instruments (including Responsible Party Agreements with government bodies, private sector, UN agencies and NGOs/CSOs) have been sufficiently appropriate to Türkiye's development context. A small portion found them very much appropriate, and none found them completely inappropriate. This suggests general satisfaction with UNDP's implementation approach. The following are some key aspects of UNDP's delivery approach that emerged in the course of this evaluation.

- One commonly used implementation modality has been the "*Direct Implementation Modality*" (DIM) approach. Evaluation interviews revealed that this approach has enabled UNDP to maintain close oversight and control over project activities. Programme partners have found it particularly useful for projects that required specialized technical expertise or involved sensitive issues. For example, the "*COVID-19 Rapid Response Facility*" project utilized DIM to ensure the speedy procurement and delivery of critical medical supplies and equipment, leveraging UNDP's global network and experience in crisis response. Similarly, the Demining project (Phase III) included efficient and effective implementation, with large procurements of equipment and services (e.g., specialized demining trainings). In other cases, the implementation approach gave national institutions a greater role in implementing and overseeing activities, with UNDP providing project management services and technical inputs. For example, the "*Model Factory*" project was implemented closely by the Ministry of Industry and Technology, whereas the IFAD-funded projects focused on the agriculture sector were implemented closely by the Ministry of Agriculture and Forestry. The MFA E-Consulate project could be another example of effective collaboration to modernize consular services through digital innovation. This national cost-sharing initiative was pivotal in deploying the E-Consulate system, designed to enhance the accessibility, efficiency, and user-friendliness of consular services. Also, a strong partnership has been established with the Ministry of Interior and the Ministry of Defense for institutional development of the Turkish Mine Action Centre (TURMAC). By ensuring close alignment with national priorities and leveraging the ministries' expertise and resources, this implementation modality helped the respective government partners to build strong ownership and capacity.

- As will be seen throughout this report, UNDP has actively employed a multi-stakeholder partnership approach in the delivery of the programme. Most evaluation participants noted that UNDP has effectively brought together through its activities multiple government agencies, civil society organizations, private sector actors, international organizations, and other development partners to address the identified challenges. As an example, the project "*SDG Investment Initiative for Operationalizing the SDG Investor Map*" exemplifies UNDP's efforts to create multi-stakeholder partnerships by bringing together government agencies, financial institutions, business associations, and NGOs to promote SDG-aligned investments and create an enabling environment for private sector engagement in sustainable development. In addition, the Legal Aid initiative involved partnerships between the Ministry of Justice, the Union of Bar Associations of Türkiye, the legal aid providers, non-governmental organizations specializing in human rights and legal support, and community groups. This collaborative approach ensured that legal aid services were tailored to the needs of the most marginalized and vulnerable, enhancing access to justice across different segments of society. It also supported capacity building for legal aid providers to handle cases with a strong understanding of gender sensitivity, human rights, and the challenges disadvantaged groups face. This approach has ensured that the programme activities are more comprehensive and combine the contributions of multiple actors.

- Several evaluation participants noted that UNDP's programme in the areas of Outcome 2.1 and 4.1. has struck an adequate balance between upstream policy engagement and downstream community-level interventions. For example, the support for the SME strategy was complemented by activities to improve local livelihood, municipal service delivery and civic engagement. The LAR III collaborated with government bodies to support policy framework for reforming local administrations, enhancing the institutional capacities of metropolitan, provincial and district municipalities to align with national and international standards. Downstream, it implemented these changes at the community level through consultations, workshops, training, experience-sharing events and initiatives to boost citizen participation in governance. Similarly, CO III included legal solutions for national coordination and oversight mechanism, while community-level efforts aimed to foster trust between security forces and the public. However, as will be seen further in this evaluation report, the scalability and sustainability of the downstream pilots needs to be strengthened through more systemic policy and financing solutions.

- Many evaluation participants also noted the significant flexibility and adaptability that UNDP has demonstrated in its delivery methods to respond to evolving needs and challenges, such as those posed by the COVID-19 pandemic and the earthquakes in February 2023. Several projects, such as the "*Today's Youth, Future Jobs*" project and the "*Harnessing Financial Awareness Among Men and Women*" project, quickly pivoted to online and remote delivery methods to ensure the continuity of activities during the pandemic. The *Legal Aid- Phase II* project responded to the need to ensure uninterrupted access to justice in the time of crisis for all citizens, especially the most vulnerable. The stakeholders recognised benefits of innovations such as remote legal consultations during the time of crisis. These efforts highlighted the importance of enhancing the judiciary's

resilience and ensure the continuity of judicial processes during emergencies. The pressing demands of COVID-19 and the earthquakes demonstrated that UNDP may face the challenge of balancing short-term crisis response with its long-term development objectives. Strengthening the CO's capacity for adaptive management, scenario planning, and risk mitigation will help UNDP navigate these trade-offs and maintain a strategic focus on sustainable development.

- Several evaluation interviewees noted that many UNDP projects are constrained by their limited scale, budgets, and short timeframes, which hinders their ability to achieve substantial and lasting impact. Although some initiatives have been sustained over many years (such as those in the areas of tourism, model factories, vocational training, etc.) ensuring continued engagement, the depth and scope of several UNDP's interventions has been insufficient to drive transformative change. The interviewees recognized that this challenge is related to the funding model of UNDP involves multiple external sources of financing with limited financial envelopes. Nevertheless, to maximize its impact and effectiveness, UNDP needs to adopt a more integrated and focused approach to programming. This will involve prioritizing areas with the greatest potential for generating significant and sustained results, and allocating resources accordingly. By concentrating its efforts on fewer, larger-scale and long-running, strategically aligned, mutually reinforcing interventions, UNDP will be able to create the necessary critical mass and synergies to achieve more meaningful outcomes.

EQ 6: To what extent the complementarity, harmonisation and coordination created/generated with other stakeholders acting in the same field?

Finding 6: UNDP has demonstrated the ability to create complementarity, harmonization, and coordination with partners through its partnership modalities and strategies, leveraging the comparative advantages and resources of different stakeholders to enhance the delivery of outputs and outcomes. However, there is room for improvement in systematically strengthening coordination with other UN agencies, deepening cross-sectoral engagement, and consistently involving civil society organizations in project governance structures.

Through its partnership modalities and strategies in the two respective outcome areas, UNDP has demonstrated the ability to create complementarity, harmonization, and coordination with other stakeholders. These efforts vary across projects and thematic areas, with some initiatives illustrating effective stakeholder ownership, where partnerships are marked by shared responsibility and engagement. Evaluation interviewees highlighted UNDP's ability to bring in and coordinate multiple partners as a key strength. In this context, one interviewee stated that "*our programmes with UNDP have been running for more than five years, and through this cooperation we have had the ability to bring into the process other participants and other points of views, which has enriched our experience.*" Furthermore, UNDP's strategies have been closely aligned with sectoral or national strategy, often refined by participatory needs assessments, fostering a partnership approach crucial for ownership and capacity building. UNDP has created strategic coalitions with critical partners, including strategic institutions, national and sub-national authorities, CSOs, and other stakeholders.

The analysis of programme documentation for this evaluation showed that in terms of complementarity UNDP has overall demonstrated the ability to leverage the comparative advantages and resources of different partners to enhance the delivery of outputs and outcomes. This is a theme that will be discussed throughout this report. The following are some examples.

- The long-standing collaborations with Habitat Association and Visa on financial literacy and digital skills training (e.g., "*Youth Empowerment in Southeast Anatolia*" project) have benefited from the complementarity of UNDP's technical expertise and convening power, Habitat's community mobilization capacities, and Visa's financial resources and business expertise.

- The partnership with the Ministry of Industry and Technology, business support organizations (Chambers of Industry and Commerce, OIZs) and KOSGEB (although not a formal project partner)[16] on the "*Model Factory*" project has leveraged UNDP's ability to provide hands-on implementation support in addition to its advisory role, contributing to tangible results in SME productivity and competitiveness.

- The collaboration with the International Fund for Agricultural Development (IFAD) on the agriculture-related projects has combined UNDP's technical expertise with IFAD's specialized knowledge and resources in sustainable rural development.

Regarding harmonization, UNDP has made efforts to align its interventions with the priorities and strategies of national partners and other development actors. The following are some examples.

- The "*Resource Efficiency in Agriculture*" project's partnerships with government agencies (GAP RDA), universities (Harran University), development agencies (Karacadağ Development Agency), and international initiatives (Better Cotton Initiative) have ensured that project activities were harmonized with the objectives and approaches of key stakeholders in the agricultural sector.

- The "*COVID-19 Resilience and Response*" project has demonstrated strong engagement and coordination with national counterparts, implementing partners, and UN agencies, ensuring a harmonized and coherent response to the pandemic's impacts.

In terms of coordination, UNDP has demonstrated significant efforts to engage and coordinate with a wide range of stakeholders, including beneficiaries, implementing partners, other United Nations agencies, and national counterparts. The following are some examples.

- The "*Engineer Girls of Türkiye*" project has effectively engaged with beneficiaries (students, teachers, and parents) and coordinated with government ministries, the private sector (Limak Foundation), and other United Nations agencies to achieve outcome-level results.

- The "*Future is in Tourism*" project's partnership approach, involving close collaboration with the Ministry of Culture and Tourism, the private sector (Anadolu Efes), NGOs, universities, and local authorities, has demonstrated strong coordination among stakeholders in the tourism sector.

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[16] The Ministry leads the coordination with them to take complementary support schemes for businesses to use MF services.

- The "*Civic Engagement*" project stands out as it has CSO representatives invited as observers to consultation mechanisms and task forces, which serves as an advisory and governing structure to guide respective project teams. Although the CSOs are not regular Steering Committee members, their involvement in these capacities is indicative of UNDP's attempt to create an integrated environment for project governance. It also showcases an open and participatory approach to implementing these initiatives, where partnerships have been key to building ownership, enabling capacity development, and knowledge transfer.

The initiatives such as *Legal Aid Phase II, Local Administration Reform (LAR) Phase III, and Demining Phase III* exemplify how development projects can span multiple programming cycles, building upon the successes and lessons of earlier phases to deepen and sustain their impact. These projects have successfully leveraged established partnerships, incorporated lessons learned, and maintained institutional memory, allowing for a nuanced understanding and adaptation to evolving contexts. By ensuring continuity, these initiatives have not only addressed immediate challenges—ranging from enhancing access to justice and local governance reforms to clearing landmines for community safety—but have also laid the groundwork for long-term development goals. This approach underscores the importance of phased, coordinated efforts in achieving more comprehensive and sustainable outcomes, highlighting the strategic use of past experiences and achievements to inform and improve ongoing and future initiatives.

However, there are also instances where the level of harmonization and coordination with other stakeholders could be further strengthened. For example, the "*Support to the Piloting Phase of SDG Impact Accelerator*" project faced challenges in coordination and engagement with local authorities and communities, particularly for the sanitation pilots, which hindered effective implementation. Also, evaluation interviews showed that there is room for UNDP to enhance its coordination with other UN agencies in Türkiye. The Results Groups under the United Nations Sustainable Development Cooperation Framework for Türkiye have been established, but there is a need to reinforce them.

While some good examples of joint programming (e.g., with UNICEF, IFAD and FAO) exist, UN inter-agency partnerships do not feature prominently in programme activities. Strengthening systematic collaboration and synergy with sister agencies around common objectives could be an area for improvement. The evaluation also identified the need for more consolidated efforts to support transparent and accountable governance through a stronger focus on deeper and cross-sectoral engagement, particularly in the governance and rule of law areas. The stakeholders stated that a well-planned approach involving all key national stakeholders is required to enhance the effectiveness of coordination. Additionally, involving CSOs in the project steering structures more consistently could be beneficial and valuable, especially considering limited funding opportunities and the need for effective coordination among UN agencies and international development partners. The effectiveness of UNDP's coordination with stakeholders seems to have been partially achieved.

3.2. Effectiveness

This section provides an assessment of the effectiveness of UNDP's programme in the two outcome areas. This dimension is assessed on the basis of the following evaluation questions, which were presented by the Country Office in the evaluation's ToR.

EQ 7: To what extent progress has been made towards achievement of Outcomes 2.1 and 4.1? What has been the UNDP contribution to the observed change?

Finding 7: The programme has experienced mixed progress, with some output targets achieved or exceeded in areas such as inclusive economic development and sustainable business practices, while outcome-level targets related to high-tech manufacturing and sustainable agriculture were not met. Although improvements were seen in certain governance aspects under Outcome 4.1, challenges persisted in the country for strengthening human rights institutions, enhancing institutional capacities, and adopting measures for border security and gender equality, with the selected indicators not effectively capturing UNDP's specific contributions to the observed changes.

Overall, UNDP has provided important contributions in the two respective outcome areas. In addition to desk analysis and primary data, the majority of survey respondents (91% of those who answered) indicated that UNDP activities led to at least some tangible improvements in their region, with a third noting significant contributions. Annex 7 of this report shows the results of the UNDP programme in the two respective outcome areas. The analysis of this section is organized according to the two relevant outcome areas.

Outcome 2.1 Area

As can be seen from the annex, Outcome 2.1 focused on promoting inclusive and sustainable economic development, was designed to consist of two outcome indicators (adopted from UNSDCF):

- Proportion of high- and medium-high-tech manufacturing industry value added in total value added.
- Land allocated to organic and good agricultural practices.

The following is the progress that UNDP has made in the achievement of outcome indicators/targets in the Outcome 2.1 area:

- The actual proportion of high- and medium-high-tech manufacturing value added in total value added was 33.20% in 2023, which is lower than the baseline of 35.00% and significantly below the target of 38.00%. This indicates that the desired shift towards higher value-added manufacturing has not been achieved and may require additional efforts to promote technological upgrading and innovation in the manufacturing sector.

- For both the absolute hectares and percentage of land allocated to organic and good agricultural practices, the actual values in 2023 (517,477 hectares and 2.50%) are lower than the baseline values (637,419 hectares and 2.80%) and significantly below the 2023 targets (1,018,709 hectares and 5.80%). This indicates that the expansion of sustainable agricultural practices has not progressed as intended, and additional efforts may be needed to promote the adoption of organic and good agricultural practices among farmers.

While the outcome targets were not achieved, the output targets for the most part have been achieved (as of 2023). The following is the progress that UNDP has made in the achievement of output indicators/targets in the Outcome 2.1 area:

- Output 2.1 (Inclusive local economic development partnerships): The target for 2023 was 76 partnerships, and the actual achievement was 84, exceeding the target. This indicates good progress in fostering partnerships for inclusive and sustainable economic growth.

- Output 2.2 (Enterprises promoting inclusive business models and sustainable value chains): For inclusive business models, the 2023 target was 38 and the actual was 69, significantly exceeding the target. For sustainable value chains, the 2023 target was 23 and the actual was 24, also exceeding the target slightly. This shows good performance in promoting inclusive and sustainable business practices.

- Output 2.3 (Partnerships raising awareness on women's economic empowerment): The 2023 target was 18 partnerships, and 21 were actually achieved, exceeding the target. This demonstrates good progress in addressing barriers to women's economic participation.

- Output 2.4 (Access to assets and skill formation for disadvantaged groups): For people accessing financial and non-financial assets, the 2023 target was 185,684 and the actual was 80,962, falling short of the target. However, for people benefiting from skill formation and employment opportunities, the 2023 achievement of 2,618,290 exceeded the target of 2,445,948. These numbers indicate mixed results, with room for improvement in expanding asset access.

Outcome 4.1 Area

Outcome 4 aimed to make governance systems more transparent, accountable, inclusive, and rights-based, with enhanced civil society participation and improved quality of judiciary services by 2025.

UNDP has adopted three indicators from UNSDCF to measure progress under this outcome:

- Existence of independent national human rights institutions in compliance with the Paris Principles

- Proportion of Sustainable Development Goal indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics and

- Unsentenced detainees as a proportion of prison population

Despite targeted efforts, there has been a mixed performance against the set indicators. The establishment of independent national human rights institutions compliant with the Paris Principles has achieved limited progressed; the NHREI was B accredited, but there are still concerns for its independence[17]. This finding shows a gap between the desired governance reforms and the current state, necessitating a reevaluation of strategies to promote adherence

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[17] UNDP has had an independent CA mission with support of OHCHR which also formed the basis to develop a EU funded project. It can be shared for reference in the report

to international standards. However, there was a positive movement toward the target of producing Sustainable Development Goal indicators at the national level with full disaggregation by the Fundamental Principles of Official Statistics. The figure reached 63.70% in 2023, which, while improving from the baseline of 57.00%, fell short of the ambitious target of 66.00%. This figure demonstrates a need for enhanced efforts in statistical capacity building and data dissemination practices. Notably, the unsentenced detainees as a proportion of the prison population saw commendable progress, with a realization of 12.20% against a target of 14.50%, improving upon the baseline of 16.00%. This success surpasses the target set for 2023, reflecting effective reforms in pre-trial detention and the judiciary process.

The evaluation finds notable achievements in several areas, such as empowerment of civil society and quality of judicial services, but also highlighted areas requiring enhanced focus, particularly in proposal development for legislative frameworks and in adopting measures for border security and gender equality.

Output 4.1. focused on reinforcing legislative and policymaking processes at national and local levels to foster participation, transparency, and accountability. While there were aspirations to develop eight new proposals to empower civil society engagement in public spheres and contribute to sustainable development, the evaluation finds that only one proposal was developed. Conversely, the endeavors to strengthen civil partnerships was more successful, with the number of empowered civil society partners reaching 142, exceeding the target of 134 and substantially improving upon the baseline of 112. Efforts to bolster integrity systems at national and local levels were met with less progress, achieving the same figure as the baseline with eight mechanisms but failing to meet the target of nine.

Output 4.2 aimed to strengthen judicial systems and other oversight institutions. However, the evaluation found no progress in enhancing the capacities of new institutions in alignment with international principles. In expanding access to justice, the cumulative figures indicate that 32,666 women (26.775) and men (5.891) were reached, a significant increase from the baseline of 26,768 but still below the target of 36,206. In enhancing judicial services, the number of legal and regulatory frameworks adopted with UNDP assistance met the target of seven.

For Output 4.3, which addresses integrated border management and security sector reform, there was an increase in the amount of land cleared from anti-personnel mine hazards in Türkiye's border regions, with a realization of approximately 28.996 hectares out of a targeted 42 hectares, up from a baseline of 24 hectares. The number of legislative and regulatory frameworks adopted to promote efficient and effective security service delivery remained static at one, identical to the baseline, and did not reach the targeted seven.

Output 4.4. focused on promoting women's rights and policies, and the number of gender-sensitive legislative and regulatory frameworks and mechanisms remain at seven, consistent with the baseline but one short of the target of eight.

Output 4.5 strived to enhance the capacities of local and national actors to achieve the Sustainable Development Goals. Four new data collection and analysis mechanisms were developed to monitor progress towards the Goals, just one shy of the target. However, the goal to develop innovative financing frameworks for SDG achievement was met, with the actual number matching the target of two.

Lastly, Output 4.6, focusing on digital technologies and e-governance, showed mixed results. The number of proposals for leveraging digital technologies in public service remained at three, not meeting the target of four. Yet, in increasing efficiency and accountability in the public sector, the number of adopted systems and frameworks achieved the target set at three.

Overall, the analysis of programme results shows that the Country Office has experienced mixed progress, with some output targets achieved or exceeded, particularly in inclusive economic development, sustainable business practices, and skill formation, while outcome-level targets related to high-tech manufacturing and sustainable agriculture were not met. Under Outcome 4.1, improvements were seen in the proportion of unsentenced detainees and production of SDG indicators, but challenges persisted in strengthening independent human rights institutions, enhancing institutional capacities, and adopting measures for border security and gender equality, with varied performance at the output level.

With regards to the assessment of UNDP's contribution to observed changes, the challenge is that the outcome indicators selected by the CO in the CPD results framework cannot be easily connected to UNDP's contributions. On the positive side, these indicators come directly from UNSDCF and have been jointly agreed with the Government. However, the country's statistical institute is facing challenges in providing these data- this means that while the selected outcome indicators depend on what is currently available at the institute, there are no more comprehensive alternative indicators within the institute's dataset that could be chosen instead. Furthermore, these outcome indicators are quite narrow in nature and do not fully capture the wide variety of UNDP's contributions. As for the output indicators, they are generally SMART and capture the results of UNDP's interventions, such as the number of partnerships formed, people accessing assets and skills, and legislative frameworks adopted. As such, they are relevant to UNDP's mandate and the CPD outputs/outcomes they are linked to. However, some of these indicators are broad and open to interpretation.[18] More precise definition of terms would make indicators more specific. Also, some baselines are missing and means of verification and data sources should be clearly identified for all indicators.

EQ 8: Which key results and changes were attained? How has delivery of country programme outputs led to outcome-level progress?

Finding 8: UNDP's programme has made substantial contributions to inclusive local economic development under Outcome 2.1, supporting SMEs, promoting sustainable tourism, fostering digital transformation, and enhancing the skills of disadvantaged groups through targeted interventions and partnerships. Under Outcome 4.1, UNDP has effectively delivered planned outputs, strengthening legislative and policymaking processes, improving legal frameworks and judicial services, enhancing border management and security sector reform, promoting women's rights, and supporting e-governance initiatives, although challenging political and socio-economic situations have limited more significant systemic changes.

Outcome 2.1 Area

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[18] For example, indicator 4.1.2 "Number of civil society partners empowered" does not define clearly what "empowered" entails. Similarly, 4.5.1 "New data collection/analysis mechanisms" could be more specific on what constitutes a "new" mechanism.

In this outcome area, UNDP's programme has strengthened capacities at national and local levels to promote inclusive local economic development. UNDP's contributions have been significant in terms of providing technical assistance, capacity building, fostering multi-stakeholder partnerships, and piloting innovative models for local economic development.

The following are the main areas to which UNDP has contributed substantively.

- **Supporting SMEs through Model Factories**: UNDP has been instrumental in establishing and operationalizing Model Factories (MFs) across Türkiye to support SMEs, leading to considerable productivity increases at the firm and micro-levels.

- **Promoting innovation through Innovation Centers in Organized Industrial Zones**: The "*Developing a Model to Improve Technology Use in Organized Industrial Zones (OIZs)*" project has established Innovation Centers in OIZs across Türkiye, providing services to SMEs and fostering technological upgrading, innovation, and digital transformation in the industrial sector. UNDP has supported the development of the model to enhance entrepreneurship and innovation by establishing Innovation Centers within Organized Industrial Zones (OIZs). Through this work, UNDP capacitated more than 100 companies and trained about 5,000 SMEs in various business aspects to foster innovation and entrepreneurship.

- **Promoting sustainable tourism practices**: UNDP has been supporting the development of alternative tourism destinations and routes in partnership with the Ministry of Tourism and other stakeholders. Projects like "*Future is in Tourism*" and "*Capacity Building and Awareness Raising in the field of Sustainable Tourism*" have strengthened the capacities of local tourism actors, SMEs, and institutions to promote sustainable tourism practices, leading to increased employment opportunities and the development of new tourism products and experiences. In 2021, UNDP supported developing sustainable tourism practices in Kars, Sinop, and Muğla. In 2022, a Green Destination Implementation and Management Model was developed for Küçükköy, Ayvalık, and energy audits were conducted for 10 local tourism enterprises. In 2023, Muğla was selected as a destination, and the first sustainable tourism route was implemented in Akyaka.

- **Promoting the digital transformation of SMEs**: The "*Model Factory*" and "*I Can Manage My Business*" projects have provided training, mentoring, and digitalization support to SMEs, enhancing their productivity, competitiveness, and resilience in the face of challenges like the COVID-19 pandemic and the 2023 earthquakes. UNDP launched a digitalization platform for SMEs in 2022, which includes a self-assessment tool, software licensing, consultancy, and grants based on their digital maturity and needs. 292 SMEs self-registered on the platform, and the management was handed over to the South Marmara Development Agency for sustainability. In 2023, 320 SMEs received digitalization support, online sales reached around 6 million TRY, and a mentoring program was launched for 50 micro and small businesses.

- **Promoting sustainable and inclusive rural development**: In the agricultural sector, projects like the "*Uplands Rural Development Programme*", "*Resource Efficiency in Agriculture*" and "*Goksu Taseli Watershed Development Project*" have introduced sustainable agricultural practices, provided grants and training to farmers, and supported value chain development, resulting in increased productivity, income opportunities, and

improved living standards for beneficiaries. UNDP's contribution has included conducting assessments, providing grants and technical assistance, and facilitating stakeholder partnerships. The "*Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains*" project has established digital hubs and roadmaps in pilot provinces, laying the groundwork for inclusive rural development and digital empowerment. In partnership with IFAD, UNDP has contributed to reducing rural poverty through sustainable agricultural production and livelihood support.

- ***Strengthening agriculture practices through the Better Cotton Initiative***: UNDP has contributed to the efficient use of production factors in agriculture by expanding the Better Cotton Initiative (BCI). More than 1,800 farmers were licensed to produce under BCI standards. Around 82,000 metric tons of Better Cotton were produced by 2023, leading to a decrease in water use, an increase in profit and yield, and a reduction in synthetic fertilizer and pesticide use.

- ***Supporting local economic recovery***: In response to the pandemic and the earthquakes, UNDP quickly adapted its interventions to support local economic recovery in the affected areas. The "*COVID-19 Resilience and Response*" project supported SMEs, institutions, and communities in adapting to and recovering from the impacts of the pandemic and natural disasters, through targeted assessments, training, and financial support. The "*Facilitating Tourism Recovery in Aftermath of COVID-19*" project supported the development of digital marketing strategies and product development for tourism SMEs in affected provinces. Similarly, the "*I Can Manage My Business*" project provided training, mentoring, and digitalization support to SMEs, including those in earthquake-affected regions, to enhance their resilience and competitiveness. UNDP awarded $10 million recovery grants to more than 4,600 micro-businesses in all provinces affected by the earthquakes. Vocational training was provided to more than 1,000 earthquake survivors, with more than 300 securing employment. Regional Recovery & Development Centers were established in Gaziantep and Adana to serve as platforms for socioeconomic recovery.

- ***Enhancing skills of disadvantaged groups***: UNDP has contributed to improved access by disadvantaged groups, particularly the rural poor, women, and youth, to skill formation and employment. Projects such as "*Engineer Girls of Türkiye*" and "*Young Women Building Their Future – NEET Women*" have promoted women's participation in STEM fields and provided digital skills training and job transition support for NEET women, contributing to increased employment opportunities and gender equality in the workforce. About 2,000 individuals, including earthquake survivors and NEET youth, received vocational training in various sectors, with a 30% job placement rate. More than 180,000 individuals were provided financial, digital, and marketing training to improve their skills. With UNDP support, the Adana VET Center trained about 90 individuals with a more than 90% job placement rate in 2023.

Outcome 4.1 Area

UNDP initiatives under Outcome 4.1 have effectively delivered planned outputs, aligning its strategies and interventions with the needs of partners and beneficiaries. However, challenging political and socio-economic situations have had effects preventing more significant systemic changes and improvements.

- ***Supporting legislative and policy making processes at the national and local level:*** UNDP's Outcome 4.1 has advanced in fortifying legislative and policymaking processes to promote participation, transparency, and accountability within Türkiye's governance framework (Output 4.1.1.). The Local Administration Reform Phase III (LAR III) project has been central to these efforts, focusing on capacity building and legislative reform to align with European standards. This initiative has successfully addressed pressing governance challenges and set the stage for continuous development, as evidenced by completing fifteen analytical reports. These reports have detailed a broad array of areas crucial to enhancing local governance, such as revamping local authority systems and municipal revenue mechanisms, as well as fortifying business license operations and financial management protocols. LAR III has laid a strong foundation for delivering adaptable and high-quality services across municipalities by developing standards (fire services, public health, public transportation, rural support services, homecare for elderly) and principles for human resource management tailored to local administrations. Furthermore, LAR III has distinguished itself by offering a wide array of training programs that cover diverse governance areas—from urban planning and participatory democracy to human resource management and e-governance—underscoring the project's comprehensive approach to building the capacities of municipal administrations. Creating and continuously enhancing the YERELBİLGİ software system is another significant stride, providing a centralized tool for tracking progress in various sectors and spearheading the localization of the SDGs. Additionally, under the CO III project, a comprehensive Organizational Strategy for the oversight of internal security forces was developed, outlining short-, medium-, and long-term actions for the Ministry of Interior and stakeholders, serving as a roadmap for enhancing civilian and democratic oversight at various levels, including engagement with media and civil society. Additionally, a preliminary recommendation for a draft legal framework was made for establishing the "National Crime Prevention Office," alongside the preparation of a national strategy on crime prevention and security, and a strategy for improved parliamentary oversight of internal security forces.

  Finally, Output 4.1.1. has expanded its activities to bolster civil society's role in policymaking, particularly through the Civic Engagement initiative, which seeks to deepen the involvement of civil society organizations (CSOs) in legislative dialogue and decision-making processes, strengthening the participatory fabric of Türkiye's governance landscape.

- ***Improving legal and regulatory frameworks to enhance the effectiveness and quality of judicial services and to strengthen judicial institutions:*** Outcome 4.1 has played a pivotal role in strengthening Türkiye's judicial system and access to justice, mainly through the Legal Aid- Phase II project, which targeted developing more coordinated and efficient legal aid services for vulnerable groups. This initiative was characterized by its integrated approach, enhancing collaboration across CSOs, public authorities, and UNDP to boost legal aid effectiveness and accessibility. UNDP's technical support led to the design and establishment of SCVVs in 6 pilot bar associations, but challenges like prolonged internal elections and budget limitations hindered their operationalization. Lessons learned

emphasized the importance of result-oriented partnership management and adapting to contextual changes, with future strategies focusing on advocacy, framework improvement, and addressing structural issues to reform the provision of specialized legal aid for survivors of gender-based violence.

Furthermore, capacity-building efforts through the Training of Trainers (ToT) and a Learning Management System (LMS) significantly uplifted the professional skills of legal aid providers, highlighting the project's commitment to elevating service quality and coordination.

In addition to enhancing legal frameworks and judicial services, Outcome 4.1 initiatives have focused on embedding ethical standards and transparency within judicial processes, notably through the Strengthening Transparency and Code of Ethics project at the Court of Cassation. This effort aimed to foster public trust by adopting ethical codes based on international principles and increasing judicial process transparency. Parallelly, the Business and Human Rights project addressed Japanese companies' and Turkish suppliers' compliance with human rights standards, demonstrating UNDP's role in advocating responsible business practices amid evolving global due diligence requirements. Another innovative project under this outcome concentrated on raising awareness and building capacity around climate justice, leveraging legal frameworks to mitigate climate change impacts and protect vulnerable populations. These strategic initiatives underscore UNDP Türkiye's comprehensive approach to strengthening institutional capacities, promoting ethical governance, responsible business practices, and environmental justice.

- ***Enhancing capacities for integrated border management and security sector reform***: The Demining Project- Phase 3, a flagship initiative, has boosted the Turkish Mine Action Centre's (TURMAC) capacity, ensuring effective collaborations among military, gendarmerie, and private entities. This has set the stage for modernized border management systems involving the construction of walls and the installation of advanced surveillance equipment. Moreover, these demining efforts have yielded tangible benefits, such as removing nearly 50,000 landmines and cleaning 94 mined areas, thereby reducing casualties and incidents. The project has directly improved demining operations and strengthened national capacities. Furthermore, the initiatives under Outcome 4.1 have also emphasized civilian oversight of internal security forces (ISFs) and bolstering democratic governance principles. Despite challenges from fluctuating governance conditions, the Civilian Oversight Phase III (COIII) Project has marked progress, working towards establishing the National Crime Prevention Office (NCPO) and revising laws to align with EU standards. The project facilitated the creation of local security boards, promoting community engagement in local security policymaking and fostering democratic accountability. However, continued national commitment and the completion of the legal framework remain crucial for the sustainability and institutionalization of these reforms. The EU's latest progress report indicates that while some advances have been made, such as reducing the military judiciary's authority, more effort is necessary to ensure effective civilian oversight and accountability of security forces.

- ***Designing policies and developing institutional capacities for promoting and protecting women's rights:*** UNDP's initiatives under Outcome 4.1 have promoted women's rights

and policies across Türkiye, incorporating a comprehensive approach to legal aid and support for vulnerable women (Output 4.4.) through projects like Legal Aid- Phase II. This project, alongside others such as LAR III and CO III, has embraced a holistic strategy that focuses on developing institutional capacities and fosters collaboration between CSOs, public authorities, and UNDP to reinforce efforts on women's rights at national and local levels. Key achievements include improving response mechanisms to Violence Against Women (VAW), capacity building for CSOs, and enhancing legal aid services provided by Bar Associations. These initiatives have collectively contributed to creating a more responsive and inclusive framework for addressing VAW, with significant efforts directed towards raising awareness, improving service coordination, and ensuring the delivery of high-quality legal support to survivors. Central to these efforts has been the engagement with major stakeholders such as the Ministry of Justice, the Union of Turkish Bar Associations, and various CSOs, employing a multi-sectoral strategy to extend comprehensive support to VAW survivors. This strategy has effectively identified and bridged service gaps, enhanced counselling and protection services, and improved the referral systems between organizations assisting survivors. Specialized training for psycho-social counsellors, digital platforms for service delivery, and initiatives to increase the visibility and accessibility of CSO services, especially for refugees and migrants, have been pivotal.

- ***Supporting e-governance initiatives and improving public services:*** The collaboration between the Ministry of Foreign Affairs of Türkiye and UNDP on the E-Consulate project stands out as a benchmark for innovation in e-governance (Output 4.6.). This project has revolutionized consular services, making them more accessible and user-friendly, and has been instrumental in streamlining service delivery worldwide. Key improvements have halved the time for session activities, enhancing efficiency and accessibility for users. Introducing a new payment system for e-visa applications and a secure logging mechanism has significantly improved user convenience and system security. Additionally, the Data Governance Transformation initiative, grounded in a detailed needs assessment and enriched by international best practices, seeks to foster a well-informed approach to data governance. A pivotal outcome of this project is a workshop aimed at unveiling the proposed data governance framework, facilitating discussions on international case studies, and presenting a policy playbook to stakeholders. This endeavor aims to establish a foundational understanding of data governance among stakeholders, promoting a collaborative and informed framework for Türkiye's digital governance landscape.

These examples show that UNDP's programme has catalyzed outcome-level results by strengthening capacities, fostering enabling environments, and empowering beneficiaries to drive inclusive and sustainable development in their communities and sectors. However, measuring and attributing outcome-level changes to UNDP interventions remains a challenge, given the scarcity of data and the complex interaction of factors influencing development outcomes. Strengthening monitoring, evaluation, and learning systems to better capture and communicate higher-level results and impacts will help UNDP to demonstrate more effectively its contribution to outcome-level progress in Türkiye.

EQ 9: Have there been any unexpected outcome-level results achieved beyond the planned outcomes?

Finding 9: UNDP has achieved unexpected outcome-level results beyond the planned outcomes, primarily related to enhanced resilience and adaptive capacity of communities and institutions, strengthened social cohesion and inclusive recovery, and spillover effects on digital literacy, empowerment, e-governance, innovation, entrepreneurship, and social and political participation. These results have demonstrated UNDP's ability to adapt and respond to emerging crises and opportunities, as well as the broader impact of its interventions on various dimensions of sustainable development.

The analysis of available information revealed that UNDP has achieved some unexpected outcome-level results beyond the planned outcomes. These results are primarily related to UNDP's ability to adapt and respond to emerging crises and opportunities, as well as the spillover effects of its interventions on broader dimensions of sustainable development.

- ***Enhanced resilience and adaptive capacity of communities and institutions***: While not explicitly stated as a planned outcome, UNDP's interventions have contributed to enhancing the resilience and adaptive capacity of communities and institutions in the face of external shocks and crises. In response to the COVID-19 pandemic, projects such as "*COVID-19 Resilience and Response*" and "*I Can Manage My Business*" demonstrated agility in adjusting project activities and delivery modalities, such as shifting to online training and support for SMEs and entrepreneurs. Mostly women have benefited from these online training programs.
- Projects like *COIII and LAR III* have contributed to change management and new organizational culture and operational modalities in the partners' institutions, such as the Ministry of Interior (MoI) and Department of Smuggling, Intelligence, Operations and Data Collection (DSIODC), the TURMAC and the Ministry of Environment, Urbanization and Climate Change's (MoEUCC). Municipalities have reported improvements in participatory policy-making, recognizing the role of CSOs in these processes.
- UNDP examined business and human rights (BHR) risks in Türkiye following a series of earthquakes, particularly emphasising high-risk scenarios and post-disaster situations. In addition, the Data Governance Framework Project underscored the importance of leveraging real-time data for earthquake impact assessment and disaster management, building national resilience capacities. It stressed creating a public data space to communicate building conditions to those impacted by the earthquake and utilising innovative data sources and technologies for gathering information on affected individuals.

- ***Strengthened social cohesion and inclusive recovery***: UNDP's interventions in response to the earthquakes have contributed to strengthening social cohesion and promoting inclusive recovery, beyond the planned outcomes related to local economic development and governance. Key results include the provision of targeted support to vulnerable groups, such as women, children, and persons with disabilities, through the establishment of Women and Children's Safe Spaces, accessible living centers, and mobile care services. The Legal Aid Project responded to the urgent need for reconstructing the Bar Associations' facilities, ensuring the continuation of legal aid services in the post-disaster situations.

- ***Spillover effects on digital literacy, empowerment, and e-governance***: Several projects, such as the "*Digital Villages Initiative*" and "*Young Women Building Their Future – NEET Women*", *e- Consulate and LAR III with YERELBILGI* have contributed to increased digital

literacy and empowerment among beneficiaries, beyond the specific targets of the projects. Establishing digital hubs and providing digital skills training have had spillover effects, enabling communities to leverage digital technologies for improved access to information, services, and economic opportunities. In addition, the database (YERELBILGI) provides accessible and reliable data for policy analysis and public scrutiny, offering the basis for evidence-based decisions, accountability, and transparency.

- ***Spillover effects on innovation, entrepreneurship, and social and political participation***: The "Model Factory" and "Developing a Model to Improve Technology Use in Organized Industrial Zones (OIZs)" projects have had unexpected spillover effects on innovation and entrepreneurship ecosystems in Türkiye, sparking startups, collaborations, and new business models. Projects like "*Engineer Girls of Türkiye*" and "*Youth Empowerment in Southeast Anatolia*" have contributed to enhanced social cohesion and empowerment of women and disadvantaged groups, leading to increased community engagement and improved social dynamics. Some interviewees suggested that economic empowerment initiatives may have had unintended positive consequences for women's and youth's political engagement and representation.

EQ 10: Which factors have contributed to achieving (or not) the intended outcomes?

Finding 10: Key factors that have contributed to the achievement of intended outcomes are alignment with national priorities and strategies, strong partnerships and stakeholder engagement, comprehensive needs assessments and participatory approaches, focus on innovative solutions and pilot projects, capacity building and technical assistance, adaptability and responsiveness to crises, and the ability to support governance reforms. Key challenging factors include the complex and changing context, high turnover in government entities, projectized interventions and resource constraints, delays in UNDP procurement and recruitment processes, and measurement limitations.

Several factors have contributed to the achievement of intended outcomes of UNDP's programme. The following were the main reinforcing factors identified in the course of data collection for this evaluation.

- *Alignment with national priorities and strategies*: The effectiveness of UNDP's initiatives was shaped by their alignment with national policies and priorities, ensuring actions aligned with the country's strategic direction. Most projects, such as the "*Competitiveness and Sustainable Development in the GAP Region*" and "*Developing a Model to Improve Technology Use in Organized Industrial Zones (OIZs)*", have been closely aligned with Türkiye's national development plans and sectoral strategies, ensuring government buy-in and support.

- *Strong partnerships and stakeholder engagement*: As noted previously, UNDP has forged strong partnerships with government agencies at national and local levels, civil society organizations, the private sector, and international development partners. UNDP's unique capabilities showcased its ability to navigate a complex array of national and international organisations and donor entities committed to advancing good governance in its comprehensive form. Partners particularly appreciate UNDP's thorough understanding of international frameworks, human rights, governance, institutional and legal reform standards, and innovative strategies for imparting this knowledge. For example, UNDP's

long-term, strategic partnerships with key stakeholders, such as the Habitat Association, Visa, and Sabanci Foundation, have been crucial in achieving significant scale and impact. The joint project with Visa on financial literacy and digital skills training has reached over 2 million people over 14 years. Similarly, the partnership with Sabanci Foundation on the "*Young Women Building Their Future – NEET Women*" project has provided benefits to 944 women on rights-based capacity development training; it also contributed to over 100 employment placements and 50 new women-led enterprises. These initiatives have benefited from stakeholder engagement, fostering a collaborative environment and enhancing buy-in at all levels.

- *Comprehensive support and use of needs assessments and participatory approaches*: UNDP's ability to work across different levels - from grassroots community engagement to national policy advocacy - also emerges as a key factor in driving outcome achievement. The interviews provided examples of UNDP's on-the-ground projects and pilots informing and influencing broader systemic changes, such as the integration of entrepreneurship and financial literacy into national education curricula. Furthermore, project like the "*Digital Villages Initiative*" has conducted thorough assessments of local needs and engaged beneficiaries in project design and implementation, leading to more relevant and effective interventions. Similarly, the Baseline and Needs Analysis Research, part of the "Young Women Building Their Future Project," analyzed and assessed the demographic characteristics, societal values, and employment outlook of women aged 18-29 who are not in employment, education or training (NEET) in Adana, Diyarbakır, and İzmir, finding that in Türkiye, 50.5% of women in this age group are NEET and proposing targeted solutions for their employment and skills development.

- *Focus on innovative solutions and pilot projects*: UNDP has supported national institutions in piloting key innovative models and solutions to promote inclusive and sustainable development, such as the Model Factories for SME productivity, Innovation Centers in Organized Industrial Zones, and the digitalization platform for SMEs. These pilot projects have demonstrated success and potential for scaling up, contributing to the achievement of intended outcomes.

- *Capacity building and technical assistance*: UNDP's provision of targeted capacity building and technical assistance to national partners, SMEs, and beneficiaries has been crucial in enhancing skills, knowledge, and institutional capacities for sustainable development. For example, the *Model Factories* project has provided consultancy services to over 554 companies by 2021, leading to considerable productivity increases.

- *Adaptability and responsiveness to crises*: The programme has shown flexibility to adapt to the COVID-19 crisis and the 2023 earthquakes by repurposing and mobilizing resources for early recovery and resilience building. Key informants highlighted the importance of a responsive and flexible implementation strategy to navigate the complexities of Türkiye's socio-political landscape. For example, the partnership with Trendyol on rural digitalization centers demonstrated a willingness to pivot the project locations and modalities based on the realities of the COVID-19 pandemic and the earthquake. Evaluation participants pointed out projects like "*Facilitating Tourism Recovery in Aftermath of COVID-19*" and "*I Can Manage My Business*" which demonstrated significant flexibility in adapting their

strategies and activities to respond to the challenges posed by the COVID-19 pandemic and the 2023 earthquakes.

- *Ability to support governance reforms*: Stakeholders and implementing partners emphasised UNDP's distinctive position in addressing critical needs particularly in governance matters, such as enhancing institutional capacities, access to justice, legislative transparency, and empowering vulnerable and disadvantaged groups, including women and girls. They recognised that this support has facilitated public institutions in fulfilling their responsibilities under national legislation while aligning with international principles. At the centre of UNDP's advantage is its deep-seated expertise and experience in enhancing good governance covering all branches while also supporting CSOs and grassroots organisations. The effectiveness of UNDP in managing and implementing programs of considerable scale and complexity- such as LAR III, CO III, Demining Project or Access to Justice- has been widely acknowledged. Despite some challenges, the overwhelming view is that UNDP possesses expertise in engaging with CSOs and government entities. It highlights its adaptability to evolving circumstances and strategic approach in providing access to technical support and financial resources.

The following were the main hindering factors identified in the course of data collection for this evaluation.

- *Complex and changing context*: Türkiye's dynamic political and socio-economic landscape has posed challenges to project implementation and achieving intended outcomes. The economic crisis, compounded by the devastating earthquakes and the lingering effects of the COVID-19 pandemic, stretched available resources and impacted project execution, diverting attention from planned activities. There is a need for improvement in governance, as reports highlight concerns over governance and human rights, and limited space for civil society organizations. Addressing these systemic challenges is crucial for enhancing the effectiveness and sustainability of efforts to promote good governance and the rule of law.

- *High turnover in government entities*: While UNDP has made significant efforts to align its projects with national development plans and priorities, the ultimate realization of outcomes depends on the commitment and capacity of government partners to take over and scale up successful initiatives. Several participants of this evaluation highlighted the challenges posed by frequent staff turnover, political transitions and institutional restructuring in maintaining consistent government champions and institutionalized mechanisms for continuity. As one UNDP staff noted, "*the positions and the structure of the government parties are constantly moving around. So, this is the main challenge for us.*" Without consistent, high-level government champions and institutionalized mechanisms for continuity, even the most promising initiatives risk being derailed or discontinued.

- *Projectized interventions and resource constraints*: Resource constraints and the project-based nature of UNDP's engagement also emerge as potential limiting factors. As noted in other sections of this report, several projects have faced constraints regarding short timeframes and limited budgets, which have hindered their ability to fully achieve and sustain intended outcomes. One national partner, for example, noted that "*UNDP's operational model and resources are not always commensurate with the scale and*

complexity of the development challenges it seeks to address". While UNDP has piloted successful models and solutions, the limited scale of these interventions and the challenges in ensuring their long-term sustainability have hindered the achievement of broader outcomes.

- *UNDP procurement and recruitment processes*: Several evaluation participants identified delays in UNDP's procurement and recruitment processes as key factors that have in some cases slowed down project implementation and progress towards outcomes – as seen in projects like the "Goksu Taseli Watershed Development Project." As one evaluation participant stated, "*UNDP needs to be more agile in its procurement and recruitment processes*", suggesting that UNDP's operational model is not always commensurate with the scale and complexity of the development challenges it seeks to address. This issue will be discussed in more detail under the Efficiency section of this report.

- *Measurement and attribution challenges*: Across projects, there have been difficulties in measuring and attributing higher-level changes to specific project interventions, given the complex interplay of factors influencing sustainable development outcomes.

Despite these challenges, UNDP has generally been able to navigate and mitigate many of these factors through adaptive management, strong partnerships, and a focus on capacity building and local ownership.

EQ 11: To what extent has UNDP succeeded in national partners' capacity development to advocate on inclusive sustainable growth, inclusive democratic governance and SDGs?

Finding 11: UNDP has strengthened the capacities of government ministries, local authorities, private sector partners, and civil society organizations to advocate for and implement inclusive sustainable development initiatives aligned with the SDGs. However, the depth and sustainability of capacity development interventions vary across projects, and there is a need for stronger monitoring and evaluation of capacity outcomes, as well as further engagement and capacity development of disadvantaged groups with specific needs to ensure inclusive and representative advocacy efforts.

In the two respective outcome areas, UNDP has worked closely with various government ministries and agencies to enhance their capacities to design, implement, and monitor policies and programs aligned with inclusive sustainable growth and the SDGs. For instance, the "*Competitiveness and Sustainable Development in the GAP Region*" project has strengthened the capacity of the GAP Regional Development Administration to promote sustainable local economic development, while the "*Resource Efficiency in Agriculture*" project has enhanced the Ministry of Agriculture and Forestry's capacity to support sustainable agricultural practices. UNDP has partnered with the Ministry of Industry and Technology to establish Model Factories and Innovation Centers, which serve as platforms for capacity building and advocacy on inclusive and sustainable industrial development. The capacity development provided to SMEs through these initiatives has enabled them to adopt more sustainable and innovative practices and advocate for an enabling policy environment for their growth and competitiveness. UNDP's partnerships with the Ministry of Tourism and other stakeholders have enhanced the capacity of local actors to advocate for sustainable tourism practices and to promote alternative tourism destinations and routes.

Several projects have focused on developing the capacities of local authorities, such as municipalities and provincial administrations, to advocate for and implement inclusive sustainable development initiatives. The "*Digital Villages Initiative*" and "*Today's Youth, Future Jobs*" projects have worked with local authorities to establish digital hubs and youth centers, respectively, promoting digital empowerment and youth employment. The "Future is in Tourism" project has also engaged with local tourism authorities to enhance their capacities for sustainable tourism planning and management.

UNDP has also worked to build the capacity of private sector partners to contribute to inclusive sustainable growth and the SDGs. The "*SDG Investment Initiative*" has developed the capacities of impact investors and enterprises to align their investments and operations with the SDGs, while the "*Model Factory*" project has strengthened the capacities of SMEs to adopt sustainable and innovative business practices. UNDP's support to the Better Cotton Initiative (BCI) has strengthened the capacity of farmers, agricultural engineers, and textile manufacturers to advocate for sustainable cotton production and responsible sourcing practices. One project partner spoke positively of UNDP's capacity building support for their member associations, particularly around issues of sustainable development and the SDGs, noting that it has helped to "*instill the idea of sustainable development goals to the Turkish private sector*" and encourage them to "apply sustainability to their business model."

UNDP has partnered with and strengthened the capacities of civil society organizations to advocate for inclusive sustainable growth, democratic governance, and the SDGs. The "Engineer Girls of Türkiye" project has collaborated with the Turkish National Federation of Women Entrepreneurs to promote women's participation in STEM fields, while the "Uplands Rural Development Programme" has engaged with local cooperatives and associations to support inclusive rural development.

In the area of governance, UNDP has played a pivotal role in supporting national partners across Türkiye, enhancing legislative and policymaking processes to foster participation, transparency, and accountability. This support extended to bolstering the capacities of the judicial system, the National Human Rights Institution, the Ombudsman Institution, and entities focused on expanding access to justice and combating discrimination. A particular emphasis was on tackling Violence Against Women (VAW), strengthening legal frameworks, and support mechanisms for survivors, alongside enhancing the capacities of CSOs and the UTBA to deliver coordinated, effective legal aid[19].

UNDP's collaboration with TURMAC and the Ministry of Interior has advanced capacities for integrated border management and security sector reform, aligning with international standards and enhancing Türkiye's border security and management. Municipalities have seen improvements in legislative comprehension, financial management, and participatory governance mechanisms, highlighting UNDP's effects on enhancing local governance through technology and e-governance solutions.

Moreover, UNDP's efforts have notably advanced advocacy for women's rights and gender equality, promoting sustainable development through improved data collection and analysis relating to SDG progress (through the use of YERELBILGI). However, challenges such as the

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19 This initiative aligns with Türkiye's national development priorities and the global Agenda 2030, particularly focusing on legal empowerment and the principle of leaving no one behind.

need for legal frameworks to institutionalize reforms (as in the case of the NCPO and LPSBs under the CO III Project), financial sustainability, ongoing training, and political and administrative turnover threaten the continuity and impact of these initiatives. Addressing these challenges is crucial for the sustainability of UNDP Türkiye's achievements in governance reform, capacity building, and gender equality advocacy.

Overall, the UNDP programme has had a significant focus on capacity development. This was also confirmed by the results of the evaluation survey. The majority of survey respondents (82% of those who answered) indicated that UNDP was successful to at least some extent in building their personal or organizational capacity, with a third noting quite a lot of success. However, evaluation participants also noted some limitations and areas for improvement in UNDP's capacity development efforts:

- The depth and sustainability of capacity development interventions vary across projects, with many activities focusing more on short-term training and workshops rather than long-term institutional strengthening. This issue will be discussed in more detail under the Sustainability section of this report.

- The extent to which national partners have been able to translate enhanced capacities into concrete advocacy and policy changes is not always clearly demonstrated, highlighting the need for more robust monitoring and evaluation of capacity development outcomes. For example, one interviewee highlighted the challenge of moving beyond awareness-raising to actual behavior change and advocacy, noting that there is still a gap in terms of translating awareness into concrete changes in business practices and policy positions.

- The engagement and capacity development of disadvantaged groups with specific needs, such as women, youth, and people with disabilities, could be further strengthened to ensure that advocacy efforts are inclusive and representative of diverse voices and needs. This will be discussed in more depth in the Cross-cutting section of this report.

EQ 12: To what extent has UNDP partnered with civil society and local communities to promote inclusive sustainable growth and inclusive democratic governance?

Finding 12: UNDP has actively partnered with civil society organizations and local communities to promote inclusive sustainable growth and strengthen democratic governance through participatory, context-specific interventions. These partnerships have contributed to positive outcomes in areas such as civilian oversight of security forces, access to justice, sustainable tourism, rural development, women's empowerment, and COVID-19 response, although there are opportunities for further strengthening collaborations with academic institutions and promoting more systematic mechanisms for civil society engagement in policy-making processes.

In the two respective outcome areas, UNDP has partnered actively with civil society organizations (CSOs) and local communities to promote inclusive sustainable growth. These partnerships have been instrumental in designing and implementing context-specific, participatory, and sustainable interventions, and have contributed to the positive outcomes described in previous sections of this report. It has also helped make governance systems more transparent, accountable, inclusive, and rights-based. UNDP has achieved this through legislative and policymaking processes at national and local levels that foster participation and accountability. Perceptions of UNDP's engagement with civil society and local communities

were strong, with a majority of survey respondents (81.8% of those who answered) indicating at least some level of engagement of UNDP with civil society.

The following are some key examples of these partnerships.

- The Civilian Oversight Phase III project has enhanced the institutionalization of civilian and democratic oversight over internal security forces in Türkiye, which is a critical component of inclusive democratic governance. The project supported the establishment of the National Crime Prevention Office and worked on a draft legal framework to strengthen the oversight capabilities of local prevention activities. Despite challenges and delays, this project facilitated the engagement of citizens in local security policymaking through Local Prevention and Security Boards, promoting a culture of collaboration and effective use of resources.
- The Local Administration Phase III (LAR III) project assisted the development of standards and principles for human resource management in local administrations, thus promoting more adaptable and quality-driven service delivery at the local level. It aimed to enhance administrative capacities across municipalities and mainstream EU Acquis principles, emphasizing participatory democracy and the Charter of Local Self-Governments. This project also focused on capacity building through training programs and the development of the YERELBİLGİ software system for monitoring the progress in different sectors.
- The Legal Aid Phase II project promoted access to justice. It followed a holistic approach to developing Türkiye's institutions to provide more coordinated, qualified, and systematic legal aid practice accessible to vulnerable women and other disadvantaged groups. It also included efforts to enhance the capacities of CSOs, raising awareness among justice sector actors, and supporting Bar Associations in delivering high-quality legal aid services.
- The Civic Engagement project has helped refine the legal framework governing volunteerism, creating a supportive environment that encourages volunteer activities. It emphasizes enhancing the capabilities of CSOs and public institutions, fostering dialogue and cooperation between CSOs and government entities to create an integrated ecosystem for civic participation. This project includes establishing online platforms, networks, and forums for knowledge exchange and collaborative discussions.
- The Access to Justice projects have swiftly reprogrammed activities and budgets to address urgent needs, such as reconstructing the Hatay and Adıyaman Bar Associations' buildings to continue legal aid services in earthquake-affected regions.
- UNDP has partnered with CSOs and local communities to promote sustainable tourism practices and develop alternative tourism destinations, such as the "Lavender Scented Village" initiative in Kuyucak, Isparta, which has become a popular tourism destination and a source of livelihood for the local community.
- The "*Resource Efficiency in Agriculture*" project has engaged farmers and local communities in the design and implementation of sustainable agricultural practices.
- The "*Goksu Taseli Watershed Development Project*" has partnered with local NGOs and community-based organizations to support inclusive rural development, while the "*Digital Villages Initiative*" has engaged with local cooperatives and associations to promote digital empowerment in rural areas.
- The "*Engineer Girls of Türkiye*" project has strengthened the capacities of women's organizations to promote gender equality in STEM fields, while the "*Uplands Rural*

Development Programme" has provided training and support to local cooperatives and associations to enhance their role in inclusive rural development.

- UNDP has collaborated with women's cooperatives and entrepreneurs through the "*Business to Social Cohesion*" project to promote inclusive economic empowerment and social cohesion, supporting 40 women's cooperatives through business development services, training, and micro-grants, benefiting both Syrian refugees and host communities.
- The "*COVID-19 Resilience and Response*" project has fostered collaboration between government, CSOs, and local communities to support inclusive and resilient recovery efforts.
- UNDP has also engaged with the GAP Regional Development Administration and local farmers to promote sustainable agricultural practices and resource efficiency through the Better Cotton Initiative (BCI) and other capacity-building efforts.
- UNDP has also partnered with local chambers of commerce, industry, and NGOs to support the economic recovery and resilience of communities affected by the COVID-19 pandemic and the 2023 earthquakes, with a focus on micro-businesses and vulnerable groups.
- The long-standing partnership with the Habitat Association, a national NGO focused on youth and community development, has led to various joint initiatives on youth and women's empowerment, local governance strengthening, and SDG localization. The Habitat representative emphasized the value of UNDP's convening power and ability to connect local CSOs with global networks and resources.
- The partnership with the Sabanci Foundation on the "NEET" project, which provided digital skills and other demand-driven training programs and job placement support to disadvantaged youth, particularly young women, showcased the participatory and community-driven nature of UNDP's approach.
- The collaboration with Trendyol on rural digitalization centers involved close engagement with local municipalities, village councils, and community groups, demonstrating UNDP's efforts to work with and through local structures.

However, the evaluation interviews also pointed to opportunities for further strengthening these partnerships.

- Several evaluation interviewees suggested that UNDP could do more to leverage the expertise and research capacities of academic institutions in its growth and governance work.

- Another suggestion was for UNDP to promote more systematic and institutionalized mechanisms for civil society and community engagement in policy-making and implementation processes, beyond project-based interventions.

3.3. Efficiency

This section provides an assessment of the efficiency of UNDP's programme in the two outcome areas. This dimension is assessed on the basis of the following evaluation questions, which were presented by the Country Office in the evaluation's ToR.

EQ 13: To what extent the programme or project outputs resulted from economic use of resources? To what extent the quality country programme outputs have been delivered on time? What could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the programme?

Finding 13: UNDP's partnership approach, use of pilot projects and innovative models, and adaptability have contributed to the cost-effectiveness of programme interventions, demonstrating efficient use of resources in delivering intended outputs. However, some projects faced challenges related to delays, operational and procedural bottlenecks, and external factors, highlighting the need for improvements in areas such as streamlining internal procedures, strengthening monitoring, evaluation, and learning systems, enhancing risk management and adaptive planning, and building staff capacities in agile management approaches.

Evaluation participants pointed out several factors that have contributed to the cost-effectiveness of programme interventions in the two outcome areas.

- UNDP's partnership approach, which involves collaborating with government agencies, CSOs, the private sector, and international development partners, has helped to mobilize additional resources and expertise for programme implementation, thereby enhancing the economic efficiency of interventions.
- The use of pilot projects and innovative models, such as the Model Factories, Innovation Centers, *or Data Governance Framework Project* has allowed UNDP to test and demonstrate the feasibility and cost-effectiveness of new approaches before potentially scaling them up.
- Despite the challenges posed by the COVID-19 pandemic and the devastating earthquakes in 2023, UNDP has demonstrated agility and adaptability in delivering quality outputs, by adjusting project activities and repurposing funds.

The review of programme documentation revealed that several interventions have demonstrated efficient use of resources in delivering their intended outputs. For instance, the "*Facilitating Tourism Recovery in Aftermath of Covid-19*" project successfully conducted a Digital Marketing Assessment and Product Development Report and capacity building workshops within its planned budget and timeframe. Similarly, the "*COVID-19 Resilience and Response*" project achieved substantial results in health system strengthening, crisis management, and socio-economic impact mitigation. However, some projects faced challenges that affected the economic use of resources. The "*Support to the Piloting Phase of SDG Impact Accelerator*" project experienced delays in sanitation pilots due to insufficient feasibility assessment and coordination issues, leading to extended timelines and potentially increased costs. The "*Understanding the Impact of Covid-19 on the Agri-food Sector*" project encountered pandemic-related disruptions and logistical constraints. Similarly, the analysis of the *Demining* project (Phase III) showed that the project followed the fixed-effectiveness approach, as the project was looking for the least costly yet most conducive methods within

the approved budgets. Financially, the total budget for the demining activities in Türkiye has been 20,671,000 EUR[20]. The official sources indicate that nearly 50 thousand landmines have been removed via project activities, reducing casualties and incidents.[21]. However, various factors have influenced Türkiye's demining costs- such as land characteristics (periodic slope and flat surface), weather conditions (winter and seasonal conditions), and mechanical procedures. Still, the evaluation found that the cost of the evaluated activity is proportionate to the benefits.

The evaluation found mixed results regarding the timely delivery of quality outputs across the projects. Some projects, such as the "*I Can Manage My Business*" project, which trained SME representatives and provided digitalization support to SMEs, were able to deliver their planned outputs within the intended timeframes. However, many projects have experienced implementation delays. For example, the CO III project faced delays due to initial challenges in human resource allocation and adapting to political changes, such as local elections, and adjustments within project management. Similarly, ambitious timelines without considering operational realities, as seen in the Demining Project, and institutional shifts (e.g., change in the governance with shift to presidential system, and local elections) affecting the LAR III project, further complicated project execution. The "*Model Factory*" and Model for OIZ (operationalization of Innovation Centers) projects faced delays due to staff recruitment and procurement challenges mainly due to Ministry guidance under necessary interventions to secure the sustainability of the projects. The "*Covid-19 Rapid Response Facility*" project experienced delays in procuring essential equipment due to stringent procurement policies and supply chain disruptions, affecting the timely establishment of the Vaccine Center. External factors, such as the COVID-19 pandemic and the February 2023 earthquakes, also impacted the timely delivery of outputs in some projects, such as the "*Harnessing Financial Awareness Among Men and Women*" and "*Today's Youth, Future Jobs*" projects. Several national partners interviewed for this evaluation pointed out that delays in output delivery had occurred primarily due to lengthy UNDP procurement and recruitment processes, which warrants a careful review of these process by the CO.

A significant challenge and concern that is at the root of these implementation delays are the recent changes in procurement and recruitment processes at the corporate level. These changes, driven by the organization's headquarters, have significantly impacted the efficiency of UNDP's operations, causing concern among its partners. In the past, UNDP's administrative procedures were known for their efficiency, which was considered a clear competitive advantage. However, the new corporate-level changes have undermined this strength, leading to delays in areas where the organization previously excelled. As a result, local partners interviewed for this evaluation expressed their apprehension regarding these changes and their impact on the timely delivery of projects.[22] The country office finds itself in a challenging position, as it has no control over these headquarters-driven changes. The office cannot directly influence the new procurement and recruitment processes, which have been implemented at a

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[20] (EU contributed 18,55mil and 2,121 mil was national co-financing)

[21] The Phase III of demining is conducted in four provinces: Ardahan, Kars, Iğdır and Ağrı; on a broader scale, a total of 10 million m2 has been cleared through the three phases in six years (first one started in 2016) Ref to data from Turmac.

[22] Several local partners identified UNDP's procurement system "Quantum" system by name, indicating a high level of awareness about the challenges experienced in the procurement process. Some also noted the challenges introduced by the recent changes in UNDP's recruitment process.

higher level within the organization. All it can do is focus on mitigating the impact of these changes by extending the planning horizon for projects and by actively engaging with local partners to transparently communicate the challenges posed by the new corporate-level changes.

The problem of implementation delays also emerged in the online survey organized for this evaluation. Among those who responded to the online survey, (56% of those who answered) reported some delays in the implementation of activities. Interviews with national stakeholders revealed concerns about procurement and recruitment processes. Several national partners noted in the last couple of years there has been a deteriorating trend in the efficiency of procurement and recruitment, which can be directly linked to corporate changes of these systems at the global level.[23]

As a result of these delivery challenges, many projects have required extensions. The evaluation found that the granted extensions were very necessary, enabling the adequate completion of project outcomes. The need for many extensions suggests the need for more robust and flexible initial planning and implementation strategies. The discussion extends to the critical role of the programming stage, project design, and methodology in evaluating operational efficiencies and cost-effectiveness, particularly regarding human resource expenses, which are inherently higher in technical assistance or capacity development endeavors. Additionally, it brings to light the consideration of indirect costs in operational ratio calculations, advocating for their inclusion to enhance financial analysis accuracy. A comprehensive approach to financial and programmatic planning requires an integration of these considerations into project design phase and execution.

The challenges with the programme delivery can also be seen in the table below, which shows budgeted amounts, actual expenditures, and execution rates for UNDP's two outcome areas over three years covered by this evaluation. As can be seen from the table, across the three years, the total execution rate for Outcome 2.1 stands at 70%, while for Outcome 4.1, it is higher at 87%. While years 2021 and 2022 experienced commendable execution rates, year 2023 saw a significant drop in execution rates for both outcomes. Outcome 2.1 had a 56% execution rate, and Outcome 4.1 fell to 68%. This is indication of the procurement and recruitment challenges that national partners raised concerns about in interviews for this evaluation.

Table 2: Programme Budget and Expenditure

No.	Outcome Area	Budgeted	Expenditure	Execution Rate
2021				
1	Outcome 2.1	7,832,396	7,439,255	95%
2	Outcome 4.1	6,541,332	5,779,154	88%
2022				
1	Outcome 2.1	2,374,834	2,226,061	94%
2	Outcome 4.1	2,628,263	2,602,539	99%
2023				

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[23] Several national partners interviewed for this evaluation noted in specific terms challenges encountered with the procurement process due to difficulties with the new UNDP system Quantum. They also noted that the recruitment process has become more cumbersome, as UNDP entities outside of the country are involved in larger procurement processes, which creates additional bureaucratic steps.

No.	Outcome Area	Budgeted	Expenditure	Execution Rate
1	Outcome 2.1	18,255,149	10,169,159	56%
2	Outcome 4.1	2,073,669	1,401,730	68%
TOTAL				
1	Outcome 2.1	28,462,378	19,834,475	70%
2	Outcome 4.1	11,243,264	9,783,423	87%

The evaluation identified several areas for improvement of programme performance:

- Addressing operational and procedural bottlenecks: Streamlining internal procedures, investing in capacity-building for project teams, and adopting more flexible and adaptive operational modalities could help UNDP overcome challenges related to procurement, recruitment, and administrative hurdles, improving organizational agility and responsiveness to partner needs, especially when engaging with the private sector.

- Strengthening monitoring, evaluation, and learning (MEL) systems: While most projects had monitoring systems in place, their effectiveness varied. UNDP needs to prioritize building staff and partner capacities in MEL, developing comprehensive results frameworks, investing in data analytics, and establishing feedback loops for continuous improvement.

- Streamlining administrative processes and decision-making: Many projects faced delays due to bureaucratic constraints and lengthy decision-making processes. UNDP needs to improve performance by simplifying procedures, delegating more authority to project teams, and adopting agile management approaches.

- Enhancing risk management and adaptive planning: The projects would benefit from more robust risk management strategies and flexible planning, which would allow them to better anticipate external shocks and respond to changing circumstances. For this it will be necessary for UNDP to invest in further building staff capacities in adaptive management and scenario planning.

Case Study

Analysing the Civic Engagement project budget expenditure categories indicates high cost-effectiveness. The budget allocation reflects a strategic focus on programmatic outcomes, with grants to CSOs being the centrepiece of the expenditure. This finding shows a project prioritising substantive work and results over administrative expenses, demonstrating cost-effectiveness. The 'Human Resources' category includes operational costs for the project team and expert fees, constituting only 22.75% of the total budget. This finding demonstrates a reasonable proportion of the project budget for management and delivery.

The largest expenditure item is the 'Grant scheme and expenses' at 60.77%, indicating that most of the budget is dedicated to providing grants to CSOs and their joint initiatives with municipalities. This significant allocation to grants showcases the project's emphasis on supporting programmatic work that directly impacts the targeted beneficiaries, in this case, the CSOs.

Other costs such as travel, equipment and supplies, and local office expenses are minimal, further reflecting the project's commitment to directing funds towards its core programmatic activities. These categories combined totalled less than 2% of the budget, underlining the project's frugality regarding ancillary spending.

Figure 1: **Civic Engagement Project Budget**
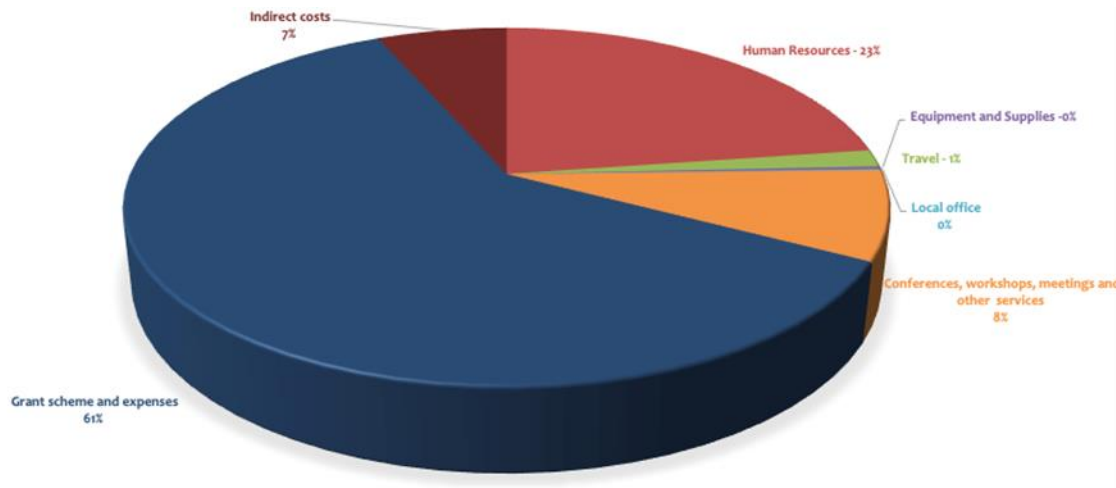
Source: Approved budget for the Civic Engagement Project

'Conferences, workshops, meetings, and other services' account for 8.07% of the budget, which indicates a significant investment in capacity-building and stakeholder engagement, crucial components of effective program implementation.

Finally, 'Indirect costs' at 6.54% cover the necessary overheads that are not directly billable to project activities but are essential for the project's operation, such as administrative support and utilities. This is within the typical range for such costs, reaffirming the project's cost-effectiveness.

EQ 14: To what extent did monitoring systems provide management with a stream of data that allowed to learn and adjust implementation accordingly?

Finding 14: While UNDP has made efforts to establish and utilize monitoring systems to track progress, measure results, and inform adaptive management, there is still room for improvement in terms of the effectiveness, comprehensiveness, and utilization of these systems.

The evaluation identified positive examples of monitoring practices used by the Country Office in the two respective outcome areas for managing, learning and adaptation. The following are some key examples drawn from the interviews for the evaluation.

- In response to the challenges posed by the COVID-19 pandemic, UNDP utilized monitoring data and feedback from partners to adapt its interventions, such as shifting to online training and support for SMEs and entrepreneurs.

- The "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project conducted regular progress meetings, received monthly progress reports, and used site visits and stakeholder focus group meetings to gather feedback. This

allowed the project to identify and address challenges, such as adjusting activities due to COVID-19 restrictions.

- The "*Resource Efficiency in Agriculture*" project held regular meetings of the Project Steering Committee and utilized annual work planning and reporting processes, suggesting a structured approach to monitoring and oversight.

- The *NEET* project conducted a baseline assessment and established a digital portal for monitoring the needs and progress of NEET women. The project closely monitors the employment and entrepreneurship outcomes of the young women beneficiaries through regular follow-up calls and pre- and post-assessments. The baseline assessment and digital portal of the NEET project have informed the design of targeted training programs and support services for NEET women

However, the evaluation also revealed a gap in using outcome-level indicators in several projects, limiting the stakeholders' ability to review progress comprehensively. As had been noted in the Effectiveness section of this report, there is also not always a direct connection between outcome indicators in the CPD and the indicators used at the project level, making it challenging to establish explicit contribution claims from projects to higher-level outcomes. The analysis of project documents showed that some projects did not effectively utilize monitoring data for learning and adaptive management. For example, the "*Model Factory*" project has faced challenges in monitoring, with gaps in capturing outcome-level data and limited evidence of data utilization for learning and adaptive management in some areas. To address this situation, the Ministry has implemented a monitoring and evaluation system called PIDES, along with setting and closely monitoring annual targets. Also, the "*Support to the Piloting Phase of SDG Impact Accelerator*" project faced challenges in adapting to changing circumstances, such as the evolving refugee context and the impact of COVID-19, indicating the need for more strategic use of monitoring data for adaptive management. The evaluation also noted a lack of "gender sensitivity" of indicators used in project management (e.g., CO III and LAR III) and at the programme level.

Overall, while the basic infrastructure for results-based management is in place, the impact of monitoring systems on programme execution and performance has been limited by factors such as the limited capacity of partners to collect and utilize data, and the challenges in measuring long-term and systemic changes. Several evaluation participants noted that further improvement is needed in capturing and communicating with clear evidence the full impact of UNDP's programme at the outcome level, particularly in terms of attributing changes to specific interventions and quantifying the long-term benefits for target beneficiaries. This requires further improvement of monitoring and evaluation systems and investing in impact assessments. They see it crucial for the Country Office to strengthen the monitoring, evaluation, and learning (MEL) systems across the country programme, to better capture and demonstrate the impact of interventions, to inform evidence-based decision-making, and to promote accountability and learning. Several evaluation participants also noted that the CO needs to invest in partner and staff capacities, establishing clearer feedback loops and learning processes, leveraging participatory and adaptive approaches, and to the extent possible leverage digital technologies and data visualization tools to make monitoring data more accessible, user-friendly, and actionable.

EQ 15: To what extent partnership modalities were conducive to the delivery of country programme outputs? To what extent UNDP has managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? To what extent UNDP engaged or coordinated with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Finding 15: UNDP has established a wide range of partnerships with national institutions, civil society organizations, UN agencies, private sector companies, and development partners. Although it has demonstrated complementarity and coordination with government goals, civil society activities, private sector efforts, and international organizations, there are opportunities for further improvement in enhancing collaboration with UNDP's Regional Hub, Private Sector Development Center and other UNDP structures, deepening partnerships with the private sector, enhancing engagement and collaboration with UN agencies, and helping the establishment of more effective donor coordination.

In the two outcome areas, UNDP has established a wide range of partnerships with national institutions, civil society organizations, UN agencies, private sector companies, and development partners. These partnerships have been marked by a shared sense of responsibility and engagement, leading to a deeper involvement of partner institutions and stakeholders in the initiatives' activities and strategic decision-making. UNDP has established partnerships on the basis of joint identification of priorities that aligned with sectoral or national strategies, often refined by participatory needs assessments. These initiatives also fostered a partnership approach that was key to building ownership and enabling capacity development and knowledge transfer. Stakeholders found the initiatives responsive, involving them in identifying needs, developing solutions, and providing a mix of political, human, and technological resources. This approach has fostered a strong sense of ownership and highlighted the value of collaborative partnerships. Furthermore, UNDP has positioned itself as an intermediary between donors and beneficiaries, leveraging its network and expertise to tailor development solutions that address localized needs and donor priorities. This agility in project formulation was enhanced by UNDP's capacity to quickly integrate diverse stakeholder inputs, enabling the swift conceptualization and implementation of new development initiatives.

Capacity building and engagement opportunities allowed stakeholders to lead in identifying and addressing their capacity development needs. This process facilitated a unified strategic response to governance issues, enhancing national cooperation and understanding of governance frameworks. Communication plans were developed for these initiatives, with the evaluation team noting effective internal communication underpinned by mutual trust and long-standing professional relationships. Project Steering Committee meetings also served as a communication platform. In addition, the initiatives have organised regular meetings with the relevant stakeholders. Moreover, some activities used social media to ensure communication between relevant stakeholders.

In the context of the EU assistance and partnership with UNDP, the ET finds that Türkiye's 11th Development Plan in general and the EU strategic priorities for the country set out the framework for the coordination of activities by undertaking the necessary reforms and their effective implementation. For example, the Ministry of Foreign Affairs and its Department for

Political Affairs, supported by the National IPA Coordinator (NIPAC) of the Directorate of EU Affairs (DEUA), is responsible for the overall coordination of programming, monitoring, evaluation, and reporting of the implementation of the fundamental rights sector.

Table 3: **Partnership and coordination mechanisms for the EU supported projects**

Name of Mechanism	Responsible Institution	Function	Observations
National IPA Coordination (NIPAC)	MoFA, Department of Programming and Department of Monitoring and Evaluation	National IPA Coordination authority	
Reform Action Group (RAG)	Inter-Ministerial	Oversee political reform in Türkiye's EU accession process	Attended by the President and key ministries. Not met since May 2019. Political Affairs Sub-Committee meetings continue at the level of Deputy Ministers
Steering Committee Meetings (SCM), Sector Coordination Meetings and Monthly Management Meetings	Projects	Coordination of project stakeholders. Monitoring and Evaluation.	CSOs participate in the Citizens Engagement project as observers.. Project documents indicate the frequency of meetings.

- *Complementarity with government goals*: UNDP has generally aligned its activities with the priorities and strategies of the Turkish government, ensuring complementarity and harmonization with national development efforts. National counterparts connected the governance strategies with broader endeavours to propel sector reforms, such as in the case of the LAR III or *Legal Aid* II and tackle significant governance challenges. Stakeholders, particularly CSOs, highlighted that the partnership with UNDP and UoM responded to the needs of vulnerable and disadvantaged groups and was grounded in well-prioritised problem-solving, participatory planning, implementation, and monitoring. In the area of economic growth and private sector development, UNDP has established good complementarities with key government partners like the Ministry of Industry and Technology, particularly on the model factories and organized industrial zones initiatives. UNDP's technical and implementation support complements the Ministry's policy and regulatory role. Similarly, the "Facilitating Tourism Recovery in Aftermath of Covid-19" project collaborated with the Ministry of Culture and Tourism to align with the Tourism Strategy.

- *Complementarity with the activities of civil society organizations*: UNDP has also actively engaged with civil society organizations to ensure complementarity and coordination at the grassroots level. For example, UNDP's long-standing partnership with the Habitat Association on financial literacy and youth/women empowerment[24] projects has been an effective implementation arrangement. Habitat Association has brought to the table local knowledge, grassroots presence and ability to mobilize volunteers, whereas UNDP has

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[24] In this programme cycle, joint projects include "*Harnessing Financial Awareness Among Men and Women*" and "*Life is Simpler in Digital*".

provided technical expertise, oversight and access to global best practices. This combination enabled reaching a large number of beneficiaries. The partnership modality here appears well-suited to the nature of these community-based interventions. The "*Future is in Tourism*" project has partnered with local NGOs, universities, and tourism associations to deliver training and capacity-building activities, while the "*Digital Villages Initiative for Boosting Inclusive Growth with Digital Value Chains*" project has collaborated with local cooperatives to promote digital entrepreneurship and market access for rural producers.

- *Complementarity with the activities of private sector companies*: UNDP has made significant progress in tapping into private sector capacities and resources. Its engagement with private sector partners like Sabanci Foundation, Visa, Trendyol and others reflects an appreciation of the important role that companies can play in advancing development objectives. For example, partnering with Visa on financial awareness aligned well with their business expertise. The collaboration with Trendyol on rural digitalization leveraged the company's technical know-how and ESG goals. The partnership with the Sabanci Foundation capitalized on the company's resources to provide digital skills training and job placement support to disadvantaged youth. Also, UNDP's SDG Impact Accelerator also reflects an effort to crowd in private sector innovation and investment for the SDGs.

- *Complementarity with the efforts of international organizations*: In the area of governance, UNDP has engaged with several international development partners such as UN Women, UNICEF, IOM, UNFPA, and the Council of Europe. Several projects have involved effective coordination with other UN agencies and international organizations. The "*COVID-19 Resilience and Response*" project, for example, involved collaboration with the World Health Organization (WHO), Islamic Development Bank (IsDB), and United Nations Office for South-South Cooperation (UNOSSC) to support the healthcare system's response to the pandemic. The agriculture-related activities have involved cooperation with the International Fund for Agricultural Development (IFAD) and the Food and Agriculture Organization (FAO). The "*Support to the Piloting Phase of SDG Impact Accelerator Phase II*" project leveraged partnerships with the UN Technology Bank to promote innovation and entrepreneurship.

The DEUA, initiated a sector coordination platform within the framework of an EU funded project. The platform enabled public institutions, CSOs and international organizations including UN agencies to address issues in the field of fundamental rights. The evaluation found attempts for donors' coordination - these efforts at the sector level include the EU's practice of submitting draft programmes of accession countries to representatives of EU Member States annually to identify and address gaps associated with the 35 EU Acquis Chapters, which are crucial in the accession progress analysis[25]. Additionally, the sector-specific information sessions complement these efforts to explore potential complementary bilateral funding from Member States (albeit these are relatively limited compared to EU/ IPA allocations). Meetings at the technical level are also convened to address areas of mutual interest, contributing to improved coordination and implementation efficiency that concerns

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[25] Sector Coordination meetings and Sectoral Monitoring Committee (IPA 2) gatherings serve as platforms for discussing the coordination and coherence of interventions. Should relevant sectoral interventions be identified, beneficiaries and other implementing partners are briefed during Steering Committee meetings.

Outcome 4.1. For example, the authorities used the Reform Action Group[26] (RAG) as an inter-ministerial group that oversees political reform in Türkiye. The RAG included a Sub-committee for Political Affairs composed of high-level officials of the leading institutions, authorised to direct, identify and assess the steps to improve core governance areas. One of its primary tasks is to submit its recommendations to the RAG. The meetings were held bi-annually; however, the last meeting was organised long ago.[27]

While some cross-sectoral cooperation examples exist, they still need to reach their full synergistic potential. The ET did not find concrete evidence of planning that included cross-sectoral interventions. In a complex context such as in Türkiye, these limited synergies affected the catalytic prospects of Outcome 4.1. Interviews with government representatives and development partners noted a need to consolidate these efforts through a stronger focus on deeper and cross-sectoral engagement to ensure continued relevance and strength of support to transparent and accountable governance and rule of law.

At the level of particular initiatives, the Project Boards/Steering Committees are usually established as the central advisory and governing structure to guide and support the project teams to reach objectives, ensuring coherence and coordination with other interventions. Usually, the PSC include representatives of the Ministry of Foreign Affairs including its departments and UNDP, other beneficiary national institutions and donors[28]. CSOs are generally not part of or invited to attend project-level Steering Committees. One exception is the Civic Engagement Project that envisaged "CSOs' representatives may be invited if needed". However, the CSOs are not regular PSC members.

Evaluation participants expressed the need for more effective donor coordination, especially considering limited or decreasing funding opportunities- decreasing EU IPA III opportunities They highlighted the challenge that UN Agencies (and international development partners) frequently compete for funding. However, improvements in these areas and more effective coordination would require a well-planned approach involving all key national stakeholders. In addition, there are opportunities to enhance synergies considering this, it is essential to note that the involvement and membership of CSOs in the PBs/ steering structures may be appropriate and valuable. Furthermore, the evaluation identified three additional areas where further improvement is important from the perspective of several evaluation participants.

- ***Enhancing collaboration with UNDP's Regional Hub and Private Sector Development Center***: Several interviewees noted that UNDP Türkiye needs to strengthen its cooperation with these two UNDP structures to facilitate South-South exchanges. Türkiye can benefit in this process not only by learning from other countries, but also sharing its development experiences and innovations, especially in areas where Türkiye excels, such as disaster response, refugee management and regional development. There is also significant potential for the Country Office to intensify exchanges of expertise and experience with other countries through other UNDP country offices, further leveraging South-South cooperation. In this regard, Türkiye has a lot to share with the rest of the world, and this process can be facilitated more effectively by UNDP.

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[26] Established as Reform Monitoring Group (RMG) in 2003 and in 2014 re-named as Reform Action Group.
[27] The last RAG meeting was held on 9 May 2019.
[28] The EU Directorate of the Ministry of Foreign Affairs (Lead Institution on the Fundamental Rights sector participate in LAR III, COIII and CE projects

- ***Deepening partnership with the private sector***: Given the strength and sophistication of the private sector in Türkiye, several interviewees noted that UNDP could engage with private companies to a greater extent and more systematically to leverage their expertise, resources, and innovation for driving economic growth outcomes and achieving scale. Some interviewees thought that UNDP Türkiye could move beyond individual project collaborations to more strategic dialogues and co-creation with business associations, chambers of commerce, and impact investors. The evaluation found that Business for Goals could be a positive and promising step forward.

- ***Enhancing engagement and collaboration with UN agencies***: Partners also thought that there is greater potential for collaboration by UNDP with other UN agencies in the context of the UN Country Team and the SDG acceleration framework. The CO needs to identify more effectively areas of complementarity and comparative advantage with other UN agencies and develop joint programmes and advocacy efforts. UNDP could also leverage the UN's global networks and expertise to connect Türkiye's development experience with other countries.

3.4. Sustainability

This section provides an assessment of the sustainability of UNDP's programme in the two respective outcome areas. This dimension is assessed on the basis of the following evaluation questions, which were presented by the Country Office in the evaluation's ToR.

EQ 16: To what extent UNDP established mechanisms to ensure the sustainability of the related country programme outcomes?

Finding 16: UNDP has established several mechanisms that support the sustainability of outcomes, including capacity development and institutional strengthening, policy advocacy and reform, partnership building and multi-stakeholder engagement, and knowledge management and learning. However, sustainability and scalability of results remain key challenges due to factors such as limited financial and human resources, frequent changes in government counterparts and priorities, limited institutional capacities and ownership of some government partners, and lack of clear strategies for sustaining and scaling up outcomes beyond the project period.

UNDP has established several mechanisms that support the sustainability of outcomes.

- *Capacity development and institutional strengthening*: UNDP has invested in the skills, knowledge, and capabilities of individuals, organizations, and systems to create a foundation for continued progress and self-reliance. For instance, the "*Model Factory*" project has provided capacity building to the Ministry of Industry and Technology and other stakeholders through a comprehensive process from feasibility to implementation with enhanced partnerships development. While the government has demonstrated support and policy alignment, suggesting a potential for sustainability, it is noteworthy that the Ministry of Industry and Technology's financial commitment to the continuation of the MFs project is already in action, with co-funding from the government and local partners. This project has been an integral part of the Government's Investment Plan since 2015, with an allocation of 1.5 million USD for MFs in 2024. The majority of funding has historically come from the Government of Turkey, supplemented by UNDP investments, and efforts to enhance support mechanisms through the SME support agency (KOSGEB) are ongoing within the annual investment plan. Additionally, the MF2 project continues to support all previously established MFs, and any concerns regarding financial commitment are expected to be addressed by the end of this second phase. Still, the GoT's and MoIT's sustained support through the Public Investment Program since the inception, reflected the commitment to ensuring the longevity and sustainability of Model Factories and contributed to relevant policy instruments. Similarly, the "*Facilitating Tourism Recovery in Aftermath of Covid-19*" project has invested in capacity building for local tourism authorities and stakeholders, creating lasting skills and knowledge to benefit the sector beyond the project's duration. For example, institutional development under the rule of law focused on strengthening coordination among the main providers to improve access to justice and availability of legal aid support (*Legal Aid-Phase II*). The *Court of Cassation Project* has been working on the institutional development of courts, enhancing more professional and ethical behaviour. The *CO III* project supported the institutional development of the MoI and Grand National Assembly (GNAT) to adopt and implement measures for civilian oversight of police forces, while at the local level, the project

supported the functioning of established Local Public Security Boards (LPSBs). Under the LAR III project, distance learning modules targeting municipalities were prepared and uploaded to the e-learning portal of MoEUCC, and with the launch of the YERELBILGI system, data entry personnel from municipalities across Türkiye were trained, with a training module also developed for future distance learning use.

In addition, UNDP efforts contributed to developing technical and operational capacities of the Turkish Mine Action Centre (TURMAC) and enhanced the institutional capacities of the Land Forces Command Training and Doctrine Command (EDOK) and its distance learning unit (UZEM). Also, the *E-Consulate project* has effectively strengthened the Ministry of Foreign Affairs consular services. Within the scope of the CE Project, structures and mechanisms designed for permanence have been piloted in 7 provinces, with UNDP in partnership with the Union of Municipalities providing support to local actors to sustain and replicate this model.

- *Policy advocacy and reform*: Furthermore, UNDP has engaged in policy advocacy and reform efforts to create an environment that is enabling the sustainability of programme outcomes by influencing laws, regulations, and policies at the national and local levels. In addition to positive examples- such as legislative improvements of the laws concerning metropolitan municipalities and defining standards in the core service areas (under the *LAR III project*) or ethical guidelines for the courts of cassations (*under the CoC Project*) – the ET finds some worrying examples. This finding particularly relates to the *CO III Project*, and its support to preparing the legislative framework for the National Crime Prevention Office (NCPO) under the MoI and institutionalisation of the LPBS (at the municipal level). However, the adoption of the law has been delayed and according to some informants, it is unlikely that the law will be adopted soon; hence, the sustainability of the CO III achievements (and the achievements of the previous phases) will be heavily affected.

- *Partnership building and multi-stakeholder engagement*: As noted extensively in previous sections this report, UNDP has actively engaged in partnership building and multi-stakeholder engagement to mobilize resources, expertise, and networks for the long-term success of its interventions.

- *Knowledge management and learning*: UNDP has invested in knowledge management and learning to systematically capture, share, and apply lessons learned and best practices for continuous improvement. For example, the *Legal Aid* (Phase II) project supported establishing the Learning Management System (LMS), as a component of the capacity-building strategy. The LMS serves as an online platform to augment the skills and knowledge of legal aid providers, fostering improved coordination and network strengthening. In addition, the evaluation team finds an example of using of the lessons learned from the pilot phase of the *Applied SME Capability Center* feasibility to inform the design and establish implementation structure and scaling up of the Model Factories initiative. Another example is the development of various knowledge products and tools, such as the Innovation Management Assessment Gadget for Enterprises (IMAGE) and the Design and Establishment Reports for the Innovation Centers,[29] which help to codify and

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[29] Developed under the "*Developing a Model to Improve Technology Use in OIZs*" project.

share the project's approaches, methodologies, and lessons learned. Despite UNDP's catalytic and convening role in various areas, several interviewees identified sustainability and scalability of results as key challenges of UNDP's interventions. While several projects have successfully piloted innovative approaches and delivered positive outcomes, UNDP's limited financial and human resources constrain its ability to independently sustain and scale these interventions.

Several examples of sustainability concerns were bought up by evaluation participants, which indicated the need for more effective contingency planning for sustainability.

- Innovation Centers: There is no concrete plan by the government to take over and scale up these centers after UNDP's exit, which raises concerns about their long-term sustainability.

- Rural Digitalization Centers: Despite protocols for municipalities to take over the centers, interviewees acknowledged risks to their sustainability.

Several factors contribute to these sustainability challenges. The transition to the presidential system in 2018 has brought about significant changes in government counterparts and priorities, highlighting the challenges of adapting to new governance dynamics. Moreover, limited institutional capacities and ownership of some government partners have constrained the sustainability and scaling up of results. Also, some UNDP projects have lacked clear strategies for sustaining and scaling up their outcomes beyond the project period.[30]

Evaluation participants identified several priorities related to sustainability on which UNDP could focus more closely going forward. The following are the main areas that emerged in the course of this evaluation:

- Strengthening linkages between project-level interventions and broader systemic changes to ensure the benefits of UNDP's activities are sustained and scaled up beyond individual projects.

- Developing sound exit strategies, building local capacities, and advocating for the integration of successful models into national policies and programmes. Some evaluation participants even suggested that UNDP should be upfront with government partners about the temporary nature of its support and the need for sustainability plans.

- Enhancing monitoring, evaluation, and reporting of sustainability indicators and outcomes to better demonstrate the long-term impact of UNDP's interventions and inform future programming and policy decisions.

- Investing in the financial sustainability of programme outcomes by exploring innovative financing mechanisms, such as impact investing, blended finance, and public-private partnerships, to mobilize additional resources and ensure the continuity of successful initiatives.

- Promoting active participation and ownership of beneficiaries and local stakeholders in the design, implementation, and monitoring of programmes to foster a sense of shared

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[30] As a good practice example where this lack of longer term and sustainability planning was attempted to be remedied may be that the last phase of the Engineer Girls project was dedicated to exploration and facilitation of the possible sustainability strategies for the EGT Platform. UNDP and Limak Foundation benefited from the service of Impact Hub Ankara to see what types of management and income models may be considered.

responsibility and commitment to the sustainability of outcomes. The evaluation found positive examples under the disaster recovery framework, by restoring the social service centers of municipalities and opening new ones, while improving their capacities through social worker trainings and SOPs. There is a need to expand these positive examples.

EQ 17: To what extent mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, LNOB agenda, human rights and human development by primary stakeholders considering the post pandemic and post-earthquake conditions?

Finding 17: UNDP has prioritized reaching and empowering the most vulnerable groups, such as refugees, marginalized and excluded women and girls, youth, persons with disabilities, and rural communities, through targeted interventions and the integration of gender considerations into all aspects of its programming. There are, however, opportunities to further enhance the sustainability and impact of these cross-cutting efforts by adopting a systematic mainstreaming approach, ensuring gender participation and transformation, strengthening the capacity of UNDP staff and partners, advocating for the integration of cross-cutting issues into national policies and accountability frameworks, institutionalizing gender-related mechanisms, and strengthening engagement with advocacy groups.

Interviews for this evaluation and the analysis of programme documents revealed that UNDP has clearly prioritized reaching and empowering the most vulnerable refugees, marginalized and excluded women and girls, youth, persons with disabilities, and rural communities. For example, the *Legal Aid- Phase II* project supported Türkiye's institutions for a more coordinated, qualified, and systematic legal aid practice accessible to a broader audience, especially vulnerable and disadvantaged groups with specific needs. Complementary to this, the *Enhancing Access to Public Services and Recourse for Violence Against Women (VAW) Survivors* strengthened VAW response mechanisms, employing a multi-sectoral strategy that involved collaborations with crucial entities such as the MoJ, the UTBA, and CSOs. This approach has been instrumental in providing VAW survivors legal aid and basic services, improving counselling and protection services, and enhancing the referral and coordination systems among organizations assisting VAW survivors. Additionally, the project focused on sensitizing justice sector personnel, such as judges, prosecutors, and law enforcement officers, to the offerings of Judicial Support and Victims' Services Directorates and Forensic Interview Rooms, aiming to safeguard privacy, prevent secondary victimization, and support individuals through the legal process. Efforts to boost CSO service visibility and accessibility, particularly for refugees and migrants, included coordination meetings to review existing practices and devise innovative cooperation methods to strengthen support for VAW survivors. Its support for Syrian refugees and host communities through vocational training, language courses, and job placement services demonstrates its commitment to promoting the socio-economic inclusion of displaced populations. UNDP's focus on empowering NEET (Not in Education, Employment, or Training) women through targeted skills development and job matching initiatives, such as the partnership with Sabanci Foundation on the NEET project, demonstrates its efforts to address the specific needs and vulnerabilities of this group. The "*Technical Assistance for the Establishment and Operationalization of Adana Vocational Training Centre*" project has provided training and employment opportunities for Syrian refugees under Temporary Protection and host community members, while the "*Resource Efficiency in*

Agriculture" project has specifically targeted poor and vulnerable rural households in the GAP region. In the aftermath of the COVID-19 and the devastating earthquakes in 2023, UNDP adapted its programme and partnerships to ensure that women and girls, youth the most affected and vulnerable groups are prioritized in the response and recovery efforts. For instance, UNDP's support to micro-businesses and women-led enterprises through recovery grants and technical assistance and its collaboration with local partners to provide accessible living centers and mobile care services for persons with disabilities and the elderly demonstrate its commitment to leaving no one behind in crisis contexts. In parallel, the *Legal Aid Project* responded to the increased need for legal assistance during the time of COVID-19, providing on-line support, establishing mobile centers and reconstructing Bar associations' premises in earth affected areas. The *"Uplands Rural Development Programme"* has instituted an extensive gender action plan which drives the execution of gender-focused initiatives, with an emphasis on women among the target groups and delivering capacity development support to them.

UNDP has made tangible efforts to integrate gender equality and women's empowerment into its outcomes and outputs. UNDP has adopted a twin-track approach, which involves both targeted interventions for women and girls, as well as the integration of gender considerations into all aspects of its programming. Examples of targeted interventions include UNDP's support for the prevention of violence against women and strengthening protection mechanisms (under the project *Enhancing Access to Public Services and Recourse for VAW Survivors)* to ensuring free legal aid for women and girls, especially from marginalized and vulnerable communities (*under the Legal Aid Project*). UNDP also supported women's cooperatives and entrepreneurs and the digital literacy and marketing training for women. Examples of gender integration into programming include the "*Engineer Girls of Türkiye*" project, which has integrated gender equality considerations throughout its design and implementation, including through the provision of scholarships, mentorship, and networking opportunities for female engineering students and professionals. The project has also engaged in gender mainstreaming efforts with private sector partners to encourage the adoption of inclusive policies and practices like first implementation of Gender Seal in Private Sector both in Türkiye and RBEC Region. The large-scale initiatives, *Local Administration Reform III and Civilian Oversight III* have integrated gender, prioritizing gender participation. For example, the Local Protection and Security Boards under the CO III project required gender parity, while the LAR III involved efforts to enhance gender-sensitive policy-making through more active participation of women at the local level. In this context, one civil society representative noted UNDP's key role in establishing women's councils across Türkiye and promote women's participation in decision-making at local levels, suggesting some level of institutionalization of gender equality mechanisms. Interviewees also noted UNDP's support for the establishment of rural digitalization centers, which had a focus on digital skills training for women.

UNDP has made progress in mainstreaming gender equality, women's empowerment, the Leave No One Behind (LNOB) agenda, human rights, and human development into its country programme in Türkiye. However, there are several opportunities to further enhance the sustainability and impact of these cross-cutting efforts. The participants of this evaluation put forward the following key measures:

- *Adopting a systematic mainstreaming approach*: Integrating cross-cutting issues in a more systematic manner across projects, using standardized and harmonized approaches, will

ensure that project results are sustained and scaled up in a more inclusive, equitable, and resilient way. This includes the creation of practical strategies and approaches to mainstream gender equality, LNOB, human rights, and human development considerations across all project components and partnerships, with clear targets, indicators, and responsibilities.

- ***Ensuring gender-balanced participation and working systematically on gender transformation:*** The evaluation found a difference between advancing balanced gender participation and ensuring a real gender transformation within the initiatives. The projects involved efforts to ensure gender parity and participation and facilitated the preparation of gender-sensitive policies and plans. Despite these efforts, there has been a shortfall in systematically implementing and evaluating policies to assess the actual changes in gender sensitivity and results on a disaggregated basis. This highlights the necessity for a more structured and deliberate approach to incorporate gender considerations into projects and policies and measure their effects, ensuring that gender inclusivity efforts translate into tangible and meaningful advancements towards gender equality and empowerment.[31]

- ***Strengthening capacity of UNDP staff and partners***: Enhancing the capacity of UNDP staff, partners, and stakeholders to apply gender-responsive, rights-based, and inclusive approaches in all aspects of programming, implementation, and monitoring will be crucial, particularly in the context of post-crisis recovery and resilience-building efforts in Türkiye.

- ***Advocating for the integration of cross-cutting issues into national policies, budgets, and accountability frameworks***: There will also be benefits in continuing to advocate for the integration of gender equality, human rights, and inclusive development principles into national and local policies, budgets, and accountability frameworks. This will contribute to the sustainability and institutionalization of these cross-cutting issues.

- ***Institutionalizing gender-related mechanisms (especially at the local level):*** Several interviewees noted that establishing sustainable mechanisms for institutionalizing gender is paramount. By embedding gender considerations into local governance structures and community initiatives, there is an opportunity to foster a more inclusive and equitable societal structure that actively promotes gender equality. Experiences from the LAR III and COIII projects have been important, and especially issues to ensure sustainability and gender inclusivity as the core principle in local decision-making processes.

- ***Strengthening engagement with advocacy groups***: Enhancing engagement and partnerships with women's organizations, human rights groups, and other civil society actors working on these issues will allow UNDP to leverage their expertise, networks, and resources to sustain and amplify project results. This collaboration will also ensure that project interventions are responsive to the evolving needs and priorities of women and disadvantaged groups with specific needs in the post-pandemic and post-earthquake context in Türkiye.

These measures have the potential to enable UNDP to further strengthen its efforts to mainstream gender equality, women's empowerment, the LNOB agenda, human rights, and

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[31] Examples of meaningful results include gender equality in political participation, participation in economic activities such as employment and company ownership, enrollment in education, including STEM fields, etc.

human development into its country programme and enhance the sustainability and impact of interventions.

EQ 18: To what extent partners have committed to providing continuing support (financial, staff, aspirational, etc.)?

Finding 18: Many UNDP's partners have shown commitment to providing ongoing support for sustaining the outcomes of UNDP's interventions. However, challenges remain in ensuring the long-term sustainability and scalability of certain results, particularly in the context of changing government priorities, economic challenges, and the need for more strategic planning and diversified resource mobilization.

UNDP's partners have demonstrated varying levels of commitment to providing continuing support (financial, staff, aspirational, etc.) to sustain the outcomes of UNDP's interventions in Türkiye. While there are some positive examples of partner commitments, the extent and nature of these commitments vary across projects and thematic areas.

- UNDP initiatives have emphasized building the capacities of partner organizations. For instance, the COIII initiative honed in on enhancing the capabilities of those in civilian oversight roles, such as district governors and professionals within the Ministry of Interior and Internal Security Forces, with training to improve administration and service coordination. This focus extended to local governance through the LAR III project, which broadened capacity development to include urban service managers, councillors, and municipal staff from diverse social service units, including Women, Youth, Elderly and Child Development Centres. Furthermore, the initiative on access to justice improved the capacity of lawyers to provide legal aid, particularly for gender-based violence victims, and fostered a coordinated network for legal support involving NGOs and civil society. The Demining Project amplified the skills and efficiency of demining personnel, contributing to workforce expansion and enhanced operational effectiveness in mine clearance operations.

- The evaluation found evidence of the Turkish government's commitment to providing continuing support to UNDP's interventions, particularly in the areas of inclusive sustainable growth. For instance, the Ministry of Industry and Technology has committed to scaling up the "Model Factories" initiative. The ministry has also allocated additional funds for the replication of new Model Factories and the expansion of their services, demonstrating a strong financial and aspirational commitment to sustaining and scaling up the project's impact. Likewise, in the case of the rural digitalization centers established in collaboration with Trendyol, the local municipalities have contributed buildings and staff to support the centers, which demonstrates a level of buy-in and resource commitment from local government partners.

- International development partners, such as the European Union and KfW, have also demonstrated willingness to continue to provide financial support for UNDP interventions. Similarly, in the agriculture-related projects, IFAD has shown strong commitment to the project by providing ongoing financing.

- Private sector partners have demonstrated their commitment to providing ongoing support for various projects. Anadolu Efes, for example, has extended its funding for the "*Future is in Tourism*" project until the end of 2024, showcasing their dedication to the long-term development of sustainable tourism. Similarly, Limak Holding has renewed its partnership for the "*Engineer Girls of Türkiye*" project, entering a second phase and reaffirming the company's commitment to fostering women's empowerment in STEM fields in 2021. In the area of financial literacy, Visa has provided continuous financial support for the project beyond the initial period.

- Civil society partners, such as women's organizations, youth groups, and local NGOs, have also shown commitment to providing continuing support to UNDP's interventions. The partnership with local NGOs and cooperatives for the implementation of the "Business to Social Cohesion Project" demonstrates the support of civil society actors to UNDP's efforts to promote inclusive and sustainable development at the local level.

While the examples provided above suggest that partners are generally committed to providing ongoing support to UNDP's interventions, there are also challenges and uncertainties that may impact the sustainability and scalability of the results. As noted previously, there is uncertainty about the future of Innovation Centers, as there is no clear plan for their continued financing and maintenance.

Furthermore, programme documentation and interviews indicate that UNDP and its partners have not adequately planned and implemented activities to ensure sustainability in the governance environment (upon transition to the Presidential system). This challenge is becoming even more significant considering increasing challenges in democratic governance[32], and complexities in scaling up initiatives and potential funding shortfalls. This situation is further complicated because exit strategies from the original project documents are usually superficial and generic, not updated or adjusted during the implementation. For example, while initiatives like *LAR*, *CO* III, and *Demining* were executed in phases, there was a lack of a cohesive framework and comprehensive sustainability plan in partnership with national stakeholders. For instance, within the CO III Project, the preparation of new laws to regulate local boards and the central office, like the National Crime Prevention Office (NCPO) under the MoI, is meant to bolster national efforts for civilian and democratic oversight of internal security. This is mainly by coordinating the work of Local Public Security Boards (LPSBs) at the provincial level. The envisioned NCPO is tasked with enhancing the decentralised organisation and effectiveness of the LPSBs, including allocating funds for preventive actions chosen by Governors. Despite the MoI completing all the necessary steps for the new legislation to enhance the oversight of internal security, the formal approval and enactment of this law are still pending, and the NCPO has not been established. This legislative delay poses a risk to the assumed smooth progression towards the sustainability of the project's outcomes. The Court of Cassation Project presents a contrasting case where deliverables are actively being used to foster more effective work and ethical behaviour among judges and other judicial figures.

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[32] The various sources indicated challenges Including judicial backsliding, executive overreach, worsening of the situation of CSOs, human rights violation, and institutional weakening. (Same comment above applies for this statement as well)

Moreover, securing ongoing financial support for the strengthened institutions at both national and local levels remains as a significant challenge. This situation underscores the need for a more strategic and integrated approach to ensure the sustainability of reforms and the continued effectiveness of service delivery.

Two key factors influence the sustainability of these initiatives. Firstly, changes in government priorities, policies, and budgets, especially during staff turnover and political transitions, affect the level and continuity of public sector support for UNDP interventions. There is also a lack of a comprehensive human resource development strategy for public servants, the lack of a performance-based system, and high turnover in public institutions have negatively impacted the sustainability of developed capacities. Further, the current economic challenges, coupled with the long-term effects of the COVID-19 pandemic and the devastating earthquakes, have impacted the availability of resources.

These issues underscore the need for a strategic and integrated approach to sustainability that accounts for the complex interplay of financial, institutional, and policy factors within the governance sector. The evaluation team identified a pressing need for strategies that address these constraints to ensure the long-term stability and effectiveness of the workforce and service.

One non-governmental interviewee candidly assessed the challenges of securing firm commitments from government partners, noting that UNDP should be more proactive in obtaining these commitments upfront. UNDP staff acknowledged the challenges of maintaining government engagement and ownership over time, suggesting that while UNDP may have succeeded in getting certain issues or approaches integrated into government policies and plans, there is not always the corresponding political will or institutional capacity to follow through on implementation.

Evaluation participants emphasized the need for UNDP to be more proactive in securing and sustaining partner support while diversifying the partner base and engaging in joint resource mobilization. To ensure the financial sustainability and scaling up of successful interventions, it is crucial to mobilize additional and diversified funding sources beyond traditional donor assistance. The private sector in Türkiye, which is relatively developed, appears to have greater potential. Although UNDP has successfully engaged with the private sector, there is room for further expansion. Additionally, investing in building partners' capacity to sustain project outcomes through training, technical assistance, and knowledge-sharing activities is essential to foster a stronger sense of ownership and commitment among partners.

EQ 19: To what extent partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Finding 19: UNDP has established partnerships with a wide range of stakeholders to sustain the results attained. However, there are opportunities for further strengthening and leveraging these partnerships through advocating for strengthened institutional commitments, exploring engagement with universities and research institutions, promoting strategic long-term collaborations, and building the capacity of local partners.

UNDP has established partnerships with various stakeholders, including national institutions, government entities, private sector companies, civil society organizations, and other United

Nations agencies, to align project objectives with national priorities, promote the institutionalization of project results, and ensure their sustainability.

Partnerships with national institutions and government entities are key to the sustainability of UNDP initiatives. For example, UNDP's partnership with the Ministry of Industry and Technology has been instrumental in establishing and scaling up the "*Model Factories*" and "*Innovation Centers*" initiatives. The ministry's commitment and allocation of additional funds have been crucial for replicating the model and expanding its services to new provinces. The "*Goksu-Taseli Watershed Development Project*", *"Uplands Rural Development Programme"* and the "*Resource Efficiency in Agriculture*" project have benefited from strong partnerships with the Ministry of Agriculture and Forestry (MoAF) and the GAP Regional Development Administration (GAP RDA), respectively. Similarly, *the CO III Project* has facilitated the institutional development of the Ministry of Interior (MoI) and Department of Smuggling, Intelligence, Operations and Data Collection (DSIODC) in identifying priorities and supporting the functioning of the Local Security Boards as the participative and collaborative mechanisms for addressing local security priorities. The *LAR III project* has worked with local authorities and the Ministry of Environment, Urbanization and Climate Change's (MoEUCC) to implement a new local administration model, enhancing performance and improvements in legislative comprehension, municipal finance, and budgeting practices, alongside adopting standards for urban transport infrastructure and public services. In addition, under *the Demining Project*, UNDP has partnered with the Ministry of Defense to support the TURMAC with the demining initiative, which has built sustainable capacities and facilitated progress in its institutional development. The *Court of Cassation (CoC)* project improved Türkiye's high courts' institutional and administrative capacities to align with international standards and adopt the Code of Judicial Conduct. These collaborations have been key to delivering project outputs, achieving outcome-level results, and embedding project approaches and results within local institutional frameworks and strategies.

Partnerships with private sector companies and civil society organizations are another crucial aspect of UNDP's work in Türkiye. Several projects have engaged private sector companies and civil society organizations to reach target beneficiaries, build local capacity, and sustain project outcomes. For example, the "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project's partnerships with women's cooperatives and NGOs to promote the social and economic empowerment of Syrian and host community women. The long-standing partnership with the Habitat Association has been instrumental in delivering results for youth and women's empowerment projects. Through the *Civic Engagement Project,* innovative engagement mechanisms such as Task Forces have been introduced, and the Union of Municipalities of Türkiye's (UMT) network has been leveraged to develop scalable models for collaboration between local authorities and CSOs. The project also supported legal reforms in volunteerism, aiming to enhance the national volunteerism infrastructure and support its expansion. , marking a significant step towards broader policy transformation in civic engagement and volunteerism. The partnership with the Union of Bar Association and CSOs under the *Legal Aid- Phase II* project resulted in development of Violence Prevention and Monitoring Centers (VPCs), bolstering local mechanisms for violence prevention and improving access to legal aid services. However, there is a need to address structural issues like insufficient budget and capacity limitations, enhancing commitment and ownership of the Bars and UTBA for their full operationalization.

Also, the partnerships with Visa and Trendyol have been significant in expanding rural digitalization centers. The "*Future is in Tourism*" project's partnership with Anadolu Efes, a major private sector company has enabled financial support for sustainable tourism practices. The "Model Factory" project's engagement with private sector entities has enhanced the competitiveness and innovation capacity of SMEs in the manufacturing sector. Furthermore, the partnership with Limak Holding for the "*Engineer Girls of Türkiye*" project, has demonstrated the potential of private sector collaboration for sustaining and scaling up results in women's empowerment. The ET finds that the partnerships with the Better Cotton Initiative (BCI) has promoted sustainable cotton production.

Through partnerships with other United Nations agencies, UNDP has leveraged their capabilities to promote synergies, share expertise, and mobilize resources. For example, the partnership with ILO, which has been crucial for promoting decent work and skills development opportunities for Syrian refugees and host communities, complementing UNDP's efforts in this area. The collaboration of the project "*Resource Efficiency in Agriculture*" with UNFPA was instrumental in providing training on health, hygiene, and labor rights for seasonal women agricultural workers. The partnerships of the project "*Covid-19 Rapid Response Facility*" with WHO, IsDB, and UNOSSC mobilized support for the health system's response capabilities and promote South-South cooperation in the context of the pandemic. Also, the partnership with IFAD has been crucial for promoting sustainable agricultural practices and rural development through projects such as the "Goksu-Taseli Watershed Development Project" and the "Uplands Rural Development Programme". Under the *Enhancing Access to Public Services and Recourse for Violence Against Women (VAW) Survivors,* UNDP cooperated with UN Women and UNHCR to expand the reach and enable services to the most vulnerable groups, including refugees and third-country nationals. Also, under the *BHR project*, UNDP partnered with the UN Working Group on Business and Human Rights, OHCHR, ILO, UNICEF and UNEP.

UNDP has also collaborated with development partners such as KfW and European Union, which has been crucial for continued support for SMEs and entrepreneurship in the context of the Syria crisis response.

While recognizing the multitude of partnerships that UNDP has established to sustain the attained results, several evaluation participants noted that there are opportunities for further strengthening and leveraging these partnerships. The following are the main ideas that emerged in the course of this evaluation.

- Advocating with government partners to strengthen institutional commitments for taking over and scaling up successful pilots, as securing firm financial and operational commitments from government partners to sustain initiatives after UNDP's exit has been challenging.

- Exploring greater engagement with universities and research institutions, as there is untapped potential for collaboration with academia and the research community.

- Promoting more strategic and long-term partnerships, beyond project-based collaborations, to address systemic challenges.

- Strengthening the capacity of partners, particularly local NGOs and private sector actors, to sustain and scale up the results achieved by providing targeted technical assistance, knowledge-sharing, and networking opportunities.

3.5. Cross-cutting Issues

This section provides an assessment of the integration of cross-cutting issues (gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches) into UNDP's programme in the two outcome areas. This dimension is assessed on the basis of the following evaluation questions, which were presented by the Country Office in the evaluation's ToR.

EQ 20: To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in the design of the programmes and projects? How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in the delivery of outputs?

Finding 20: UNDP has demonstrated a commitment to adopting gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches in the design of its programmes and projects, with notable examples across its governance, inclusive and sustainable growth, and Syria crisis response portfolios. However, the extent to which these approaches were systematically and comprehensively incorporated has varied across interventions, and there are opportunities for UNDP to further strengthen its programme and project design by more effectively mainstreaming inclusion and non-discrimination principles, involving target groups more extensively, forging strategic partnerships with representative bodies of marginalized communities, and establishing clear targets and indicators related to these approaches.

UNDP has made significant efforts to adopt gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches in the design of its programmes and projects.

- *Gender Responsiveness*: UNDP has demonstrated commitment to the gender dimension in the design of many projects. In the area of governance, UNDP's commitment to gender sensitivity and women's empowerment is exemplified through its strategic integration of gender-equal practices in projects like the Legal Aid- Phase II, Civilian Oversight Phase III (CO III), and Local Administration Reform Phase III (LAR III). The Legal Aid- Phase II project notably stands out for its direct support to vulnerable women by crafting accessible, efficient, and gender-informed legal aid services. This initiative, along with the establishment of Violence Prevention and Monitoring Centers (VPCs), underscores UNDP's comprehensive approach to supporting women, particularly survivors of gender-based violence. These centers offer a range of services, from legal assistance to psychological support, encapsulating UNDP's commitment to providing comprehensive aid and empowerment to women seeking justice. Furthermore, the CO III and LAR III projects illustrate UNDP Türkiye's broader strategy to incorporate gender-sensitive measures into governance and administrative reforms. CO III enhances the gender responsiveness of internal security practices, ensuring the needs and rights of women are considered in security and oversight mechanisms. Similarly, LAR III focuses on elevating women's roles in local governance, advocating for their active participation and developing gender-sensitive local policies. These efforts collectively contribute to dismantling barriers to gender equality, demonstrating UNDP's dedication to fostering inclusive and equitable governance systems that address and prioritize women's empowerment and equality. In the area of economic growth and private sector development, several projects, such as "*Future is in Tourism*" and "*Support to the Piloting Phase of SDG Impact Accelerator*", explicitly

incorporated gender equality as a significant objective and developed specific tools and strategies to mainstream gender considerations. The "*Future is in Tourism*" project provided training and capacity-building specifically targeted at women, supported women-led cooperatives and businesses, and raised awareness about gender equality through its communications and advocacy activities. The "*Engineer Girls of Türkiye*" project delivered scholarships, mentorship, and training programs designed to empower female engineering students and promote their academic and professional success. This project showcased a gender-sensitive design by including a Gender Analyst in the project team and preparing a gender action plan as well as UNDP global tool on Gender Equality SEal in private sector.. UNDP also designed targeted initiatives to promote women's economic empowerment, such as the "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project and digital literacy and marketing training for women. The NEET Women project was based on a comprehensive assessment of the needs of NEET women in Türkiye, ensuring that the interventions were tailored to their specific situation. In general, the programme has exhibited an adequate level of gender sensitivity in the design of interventions.

- **Human Rights-based Approach**: UNDP has focused on promoting the rights and inclusion of **vulnerable** groups, such as refugees, persons with disabilities, and rural communities. In the area of governance, through the Legal Aid- Phase II project, UNDP has contributed to improved access to justice for vulnerable groups, focusing on women and refugees, by establishing legal aid centers that adhere to gender-sensitive practices and enhance the legal literacy of marginalized communities. Similarly, the *CO III* initiative fostered a participatory approach to security governance, emphasizing transparency and accountability within internal security forces, strengthening public trust and democratic governance. The *LAR III* project advanced human development at the local level by promoting inclusive policies and enhancing service delivery to meet the diverse needs of all community members, including the most vulnerable. Moreover, the *Demining* Project contributes to community safety and socioeconomic development by clearing landmines, reclaiming land for productive use and enhancing the physical security of affected communities. The Business and Human Rights Project addresses businesses' compliance with human rights standards and fosters responsible business practices among Turkish suppliers and Japanese companies by expanding the scope of UNDP's commitment to human rights and development. This initiative underscores the importance of integrating human rights due diligence in business operations, aligning with global standards. Additionally, the *Civic Engagement Project* exemplifies UNDP's dedication to strengthening democratic governance by empowering civil society and promoting participatory governance practices. By engaging citizens, especially disadvantaged groups with specific needs, in policymaking processes, these projects collectively embody UNDP Türkiye's strategic efforts to promote gender equality, empower women, and operationalize the Leave No One Behind principle, ensuring that interventions are finely tuned to the diverse needs and rights of the communities they aim to serve. In the area of economic growth and private sector development, the "*Support to Syrians and Host Communities*" project aimed to enhance refugees' access to basic services, livelihoods, and social cohesion opportunities, aligning with international human rights standards. UNDP also applied human rights-based approaches in projects like "*Resource Efficiency in Agriculture*", which

emphasized decent work, occupational health and safety, and the prevention of child labor through training and capacity-building activities. The *"Goksu-Taseli Watershed Development Project"* and "*Uplands Rural Development Programme*" project's focus on supporting local communities and benefiting disadvantaged groups suggests an inclusive and rights-based approach. These examples demonstrate UNDP's efforts to incorporate human rights principles into the design of its interventions.

- ***Conflict Sensitivity***: UNDP has included conflict sensitivity in some projects operating in regions affected by social tensions or instability. The "*COVID-19 Resilience and Response*" project aimed to tailor its interventions to the needs of different population groups and engage with diverse stakeholders, including communities affected by conflict. The "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project was designed with a conflict-sensitive lens, promoting joint economic activities and dialogue between Syrian refugees and host communities to foster trust and understanding. The partnership with KfW on SME support and entrepreneurship was framed in the context of the Syria crisis response.

- ***Inclusive Approach***: UNDP has demonstrated commitment to inclusivity in the design of its projects, particularly those targeting marginalized and disadvantaged groups. Under Outcome 4.1, UNDP Türkiye has exemplified its commitment to promoting inclusion among disadvantaged groups with specific needs through impactful initiatives such as the Legal Aid- Phase II Project and the Violence Against Women (VAW) Project. These programs have been instrumental in enhancing access to justice for vulnerable populations, particularly marginalized and excluded women, and creating safer communities. The Legal Aid- Phase II Project stands out for its comprehensive approach to legal aid, making these services more accessible to disadvantaged groups and integrating gender-sensitive measures that support women affected by violence. The VAW Project complemented these efforts, strengthening mechanisms for gender-based violence response through critical collaborations, capacity building of civil society organizations, and specialized training for service providers. Furthermore, the Demining Project has significantly contributed to community safety and socioeconomic development by clearing landmines and facilitating job opportunities in cleared areas. This project removes physical threats and advances security sector reform and border management in compliance with international standards, providing tangible benefits to local communities. Together, these initiatives showcase UNDP Türkiye's strategic integration of inclusive and rights-based approaches in its program design and delivery. Under Outcome 2.1, the "*Social Cohesion between Syrian and Host Communities in Türkiye through Women's Empowerment*" project aimed to promote the social and economic inclusion of Syrian refugees and host communities. The "*Today's Youth, Future Jobs*" project focused on developing the digital skills of youth and adolescents from disadvantaged backgrounds. The *NEET Women* project targeted a particularly marginalized group and involved extensive consultations with NEET women, NGOs, and public institutions to ensure that the interventions were responsive to their specific needs and aspirations. The *"Goksu-Taseli Watershed Development Project"* and "*Uplands Rural Development Programme*" provided grants and support to poor and disadvantaged households in rural areas. The "*COVID-19 Resilience and Response*" project ensures equitable access to health services and support for all population groups, including

marginalized communities. UNDP's support for youth empowerment and participation, including the establishment of youth councils and efforts to lower the age of eligibility for political office, further demonstrates its commitment to inclusivity. In general, UNDP has exhibited a high level of inclusivity in the design of its programmes and projects.

While UNDP has made efforts to integrate gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches in its projects, the extent to which these approaches were systematically and comprehensively incorporated has varied across interventions. An analysis of programme documentation revealed that the adoption of these approaches was not consistently applied across all projects. Some projects lacked explicit human rights or conflict analyses in their design, while others did not have clear strategies or frameworks for mainstreaming gender, inclusion, and human rights throughout their interventions.

Interviewees for the evaluation identified several areas where UNDP could further strengthen its programme and project design in relation to these target groups:

Many evaluation participants thought that there is scope for more effective mainstreaming of inclusion and non-discrimination principles across all projects, rather than treating them as standalone issues or target groups.

- Interviewees also pointed out the need to involve target groups more extensively in the design, implementation, and monitoring of projects to ensure that interventions are responsive to their specific needs, priorities, and experiences. This can be achieved by engaging more effectively with diverse stakeholders, including women's groups, youth organizations, and representatives of marginalized communities, in project design consultations to better understand and respond to their needs and priorities. Some partners thought that it will be useful for UNDP to establish beneficiary feedback mechanisms that allow women, youth, and disadvantaged groups with specific needs to provide input on the accessibility, relevance, and quality of the provided services, and flag any concerns or barriers they face in participation.

- Another idea provided by several evaluation participants was for UNDP to build on efforts that emerged with the Earthquake Response coordination structures to forge more actively strategic partnerships with women's organizations, youth groups, disabled persons' organizations, and other representative bodies of marginalized communities, and involving them not just as beneficiaries but as active partners in programme planning, delivery, and monitoring.

- As noted previously in this report, it is also important for UNDP to establish clear, measurable targets and indicators related to gender equality, human rights, conflict sensitivity, and inclusion in project results frameworks and regularly monitor progress. This will help ensure that these approaches are effectively implemented and that progress is tracked and evaluated.

By addressing these areas, UNDP will be able to further strengthen its commitment to gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches in the design and implementation of its programme.

EQ 21: To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women? And to what extent have disadvantaged groups with specific needs, poor and disadvantaged groups benefited within LNOB agenda?

Finding 21: While UNDP has demonstrated a strong commitment to gender equality, women's empowerment, and the Leave No One Behind (LNOB) agenda through various initiatives that have generated positive results, the lack of disaggregated data and robust monitoring systems hinders a comprehensive analysis of the programme's impact on disadvantaged groups with specific needs. To further strengthen the programme's impact, UNDP needs to improve monitoring systems to better capture disaggregated data, incorporate comprehensive gender analyses and targeted strategies, and develop systematic results frameworks for tracking key indicators on gender equality, women's empowerment, and LNOB across all relevant projects and programmes.

The challenge with addressing this evaluation question is the lack of data on the impact of UNDP's programme on vulnerable groups. The results framework used by UNDP Türkiye to monitor its programme (results table included in Annex 7 of this report) provides disaggregated only for a few output indicators (see below). Also, most projects do not have robust monitoring systems to track and measure their impact on gender equality and LNOB. Even when the disaggregation of results data is present, it is done sporadically, without consistency and regularity. Moreover, the reporting focuses on activities, rather than results. For these reasons, it is not possible to do a consistent and rigorous analysis of the programme's impact at the outcome and out level across all projects.

Nevertheless, based on the review of the project documentation and interviews with stakeholders, this evaluation found that UNDP has shown significant commitment to gender equality and women's empowerment and dedication to uplifting marginalized, poor, and disadvantaged groups, resonating with the Leave No One Behind (LNOB) agenda. These initiatives have significantly impacted various sectors, demonstrating the multifaceted benefits of targeted interventions.

Based on the gender-disaggregated data that is available, the evaluation team derived the following statements.

- *Gender Equality and Women's Empowerment*: The results data tracked by the Country Office shows that women's participation in accessing financial and non-financial assets (Output 2.4) and skill formation and employment opportunities (Output 2.4) is below the targeted 40%. This indicates that women still face barriers in accessing economic resources and opportunities, which hinders their economic empowerment.

- *Leaving No One Behind (LNOB) Agenda*: The results data tracked by the Country Office is not disaggregated by other criteria, other than gender. While the provided data does not explicitly mention the impact on disadvantaged groups with specific needs, poor, and disadvantaged groups, some inferences can be made. The low participation of women in accessing financial and non-financial assets and skill formation and employment opportunities suggests that women, particularly those from disadvantaged backgrounds, may face additional barriers in benefiting from UNDP initiatives.

Despite the lack of gender-disaggregated data, UNDP's interventions in Türkiye have contributed to generating positive results for gender equality, women's empowerment, and the inclusion of disadvantaged groups with specific needs, particularly in the areas of economic opportunities, skills development, and access to services.

In terms of gender equality and women's empowerment, the following are the main contributions:

- Empowered vulnerable women by improving access to legal aid and support services.

- Addressed systemic barriers to justice for women and promoted gender equality.

- Promoted gender-sensitive workplace policies, business practices and protection of workers' rights.

- Promoted gender equality and women's empowerment in local governance and decision-making processes.

- Developed and implemented gender-sensitive and inclusive policies within internal security forces.

- Increased women's access to economic opportunities, skills development, and financial services, benefiting both Syrian refugees and host communities.

- Improved women's digital literacy and economic participation through targeted training and support.

- Supported women-led cooperatives, businesses, and entrepreneurs, contributing to increased employment and income-generation opportunities.

- Provided scholarships, mentorship, and training to female engineering students, promoting women's representation in STEM fields.

- Delivered vocational training, job matching, and grants to women not in education, employment, or training (NEET), fostering their economic and social empowerment.

Regarding the inclusion of disadvantaged groups with specific needs within LNOB agenda, UNDP's interventions have:

- Raised awareness and compliance with human rights standards in the business sector.

- Provided training on environmental law and climate justice issues, highlighting the intersectionality of climate change, gender, and social inequalities.

- Empowered legal professionals and community leaders to advocate for policies protecting vulnerable populations from climate change effects.

- Improved accessibility and responsiveness of local services to disadvantaged groups with specific needs.

- Incorporated gender perspectives and addressed the needs of disadvantaged groups in internal security and civilian oversight.

- Promoted democratic governance, human rights, transparency, accountability, and participation in the security sector.

- Increased the access of Syrian refugees and host communities to livelihoods, skills development, and basic services, facilitating the employment of over 6,000 individuals.[33]

- Supported sustainable agricultural practices, livelihoods diversification, and capacity building for poor and marginalized farmers, particularly women and youth, through projects like the "*Göksu-Taşeli Watershed Development Project*" and the "*Uplands Rural Development Programme*".

- Targeted poor and disadvantaged households in rural and agriculturally-disadvantaged areas, providing grants and support for sustainable livelihoods.

- Aimed to ensure equitable access to health services and support for disadvantaged groups with specific needs during the COVID-19 pandemic.

However, there are opportunities for further strengthening and mainstreaming these efforts across the programme. Some projects lacked comprehensive gender analyses or targeted strategies for addressing the specific needs and barriers faced by women and disadvantaged groups with specific needs. Also, as noted previously in this report, many projects did not have robust monitoring and evaluation systems to track and measure their impact on gender equality and LNOB, with a lack of disaggregated data and concrete evidence of results for specific disadvantaged groups with specific needs.

To further strengthen the programme's impact on gender equality, women's empowerment, and LNOB, UNDP needs to strengthen monitoring systems to better capture disaggregated data and concrete evidence of results for women and disadvantaged groups with specific needs. This will require the development of more systematic results frameworks for tracking and aggregating key indicators on gender equality, women's empowerment, and LNOB across all relevant projects and programmes, including both quantitative metrics and qualitative assessments of normative and institutional changes. There is also a need to ensure that all projects incorporate comprehensive gender analyses and targeted strategies for addressing the specific needs and barriers faced by women and disadvantaged groups with specific needs.

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[33] The refugee aspects of the UNDP Country Programme are larger than this evaluation.

CHAPTER 4: LESSONS LEARNED

The following "lessons learned" emerged in the course of this evaluation:

Adaptive Management and Flexibility in Responding to Crises and Changing Contexts

UNDP's experience in Türkiye has demonstrated the critical importance of adaptive management and flexibility in responding effectively to crises and navigating complex governance environments. The COVID-19 pandemic and the devastating earthquakes in 2023 demonstrated the need for UNDP to be agile and responsive in its programming, quickly repurposing funds, adjusting project activities, and leveraging partnerships to address the emerging needs and priorities of targeted communities and stakeholders. Moreover, the challenges posed by Türkiye's governance environment, including the centralization of decision-making and restrictions on civil society organizations (CSOs), have highlighted the necessity of adaptive strategic planning in governance reforms. To successfully implement systemic changes in such a context, UNDP must develop resilient and adaptable initiatives that can navigate the intricacies of Türkiye's governance structure. This requires engaging a broad spectrum of stakeholders, particularly CSOs, in the planning and implementation phases to ensure that governance reforms are inclusive and capable of achieving and sustaining their intended impact despite external adversities.

Furthermore, the extensive and complex legal and policy-making processes in Türkiye, coupled with the dynamic political landscape, have significantly impacted the timely delivery of project results. To mitigate these challenges, UNDP had to adopt a flexible and adaptive management approach that emphasized strategic partnerships and ongoing dialogue with all stakeholders. UNDP's experiences during the COVID-19 pandemic and the aftermath of the 2023 earthquakes have demonstrated the value of adaptability and resilience, underlining the need for initiatives to be prepared to adjust swiftly to unforeseen challenges. By incorporating flexibility in project designs and fostering strategic partnerships, UNDP was able to enhance its ability to sustain project activities and ensure continuous progress toward its goals.

Comprehensive and Participatory Programming Approach

The crisis experienced by Türkiye in recent years have highlighted for UNDP the critical importance of adopting a comprehensive and participatory programming approach that integrates flexibility, technology, and context sensitivity to achieve resilient and sustainable development outcomes. UNDP's experience has shown that maintaining uninterrupted activities and leveraging technology is crucial for improving programme outcomes, particularly in times of crisis. This points towards the need for a comprehensive programming approach that extends beyond traditional partnerships with governmental bodies to include the private sector, civil society, and community groups.

By adopting a multifaceted delivery method and engaging diverse stakeholders, UNDP can more effectively address the interconnected challenges communities face. Involving a wide range of stakeholders in all programming stages, from design to implementation and monitoring, enhances the relevance and sustainability of initiatives, fostering a sense of ownership and commitment among beneficiaries and partners.

In particular, the private sector has emerged as a key partner in UNDP's programme, especially given Türkiye's fairly developed and sophisticated private sector, with major companies that

are competitive internationally. Harnessing their innovation and investment potential at scale remains a work in progress, but it presents a significant opportunity for UNDP to amplify its impact and contribute to sustainable development. Digitalization also provides an avenue for expanding engagement with multiple stakeholders and across initiatives, as demonstrated by successful examples such as the e-consulate system, SME digitalization, digital agriculture, and online skilling platforms.

By embracing a comprehensive and participatory programming approach that leverages the strengths of diverse partners, capitalizes on technology, and adapts to the local context, UNDP can lay the foundation for resilient societies capable of withstanding future shocks and achieving long-term sustainable development in Türkiye.

CHAPTER 5: CONCLUSIONS

The following set of highly-relevant conclusions have emerged from the analysis of findings generated during this evaluation.

<u>Relevance and Coherence</u>

UNDP's programme in the outcome areas 2.1 and 4.1 has demonstrated significant relevance and responsiveness to the country's development priorities and needs, as well as alignment with the Agenda for Sustainable Development. By focusing on key issues such as inclusive sustainable growth, private sector development, democratic governance, and the inclusion of vulnerable groups, UNDP has contributed to addressing some of the most pressing development needs and challenges in Türkiye.

However, the rapidly evolving situation, marked by economic and governance challenges, and external shocks like the COVID-19 pandemic and the 2023 earthquakes, have demonstrated the need for continuous adaptation and a more integrated and focused approach to programming that prioritizes areas with the greatest potential for transformative change. For UNDP to remain relevant and responsive in the face of the evolving context and challenges it is imperative that it continues to adapt and innovate its programming, in close consultation with the government, civil society, private sector, and development partners.

<u>Effectiveness</u>

UNDP's programme has achieved important results and progress towards its intended outcomes and outputs, particularly in terms of promoting inclusive and sustainable economic development, strengthening democratic governance and the rule of law, enhancing resilience and social cohesion, and mainstreaming gender equality and women's empowerment. UNDP has played a critical role in strengthening the capacities of government, private sector, and civil society partners to advocate for and implement inclusive sustainable development initiatives. It has also produced several unexpected outcome-level results, such as enhanced resilience, strengthened social cohesion, and spillover effects on various dimensions of sustainable development, which demonstrate its potential to catalyze transformative change, beyond its immediate objectives UNDP's effectiveness in achieving results has been enabled by its ability to forge multi-stakeholder partnerships, provide technical expertise and capacity building support, pilot innovative solutions, and adapt to crises. UNDP's partnerships with civil society and local communities have been instrumental in promoting participatory, context-specific interventions and strengthening democratic governance. However, to further enhance the effectiveness and impact of its programme, there is clearly a need for UNDP to strengthen its results-based management and reporting systems, invest in more rigorous and systematic monitoring and evaluation, and promote more scalable and sustainable approaches that systematically address the root causes of inequality and exclusion. There is also scope for more systematic and institutionalized mechanisms for civil society engagement, as well as enhanced collaboration with academic and research institutions.

<u>Efficiency</u>

UNDP has generally shown good efficiency and cost-effectiveness in the use of resources by leveraging partnerships, mobilizing co-financing, and adopting innovative and digital solutions. UNDP has also shown its ability to adapt and respond quickly to emerging needs and

opportunities, by repurposing funds, adjusting project activities, and leveraging its operational and technical capacities. However, challenges related to delays, operational bottlenecks, and external factors have affected the timely delivery of quality outputs in some projects, pointing to the need for more agile and resilient planning and implementation. the recent changes in UNDP's procurement and recruitment processes at the corporate level have led to significant delays, eroding the organization's previously renowned efficiency. While the country office has limited control over these changes, it can adapt by implementing longer-term planning windows and managing the expectations of local partners. Also, strengthening the comprehensiveness, consistency, and use of monitoring systems will be crucial for enhancing programme performance and demonstrating higher-level results.

Sustainability

UNDP has established various mechanisms to support the sustainability of results, such as capacity development, policy advocacy, and knowledge management. Its diverse partnerships have been particularly instrumental in sustaining outcomes. However, the long-term sustainability and scalability of results remains a challenge in several programme areas due to factors such as resource constraints, projectized interventions, institutional capacity gaps, and inconsistent commitment and ownership by national partners. There are opportunities to further leverage partnerships through more systematic coordination with UN agencies, deepened private sector engagement, and enhanced collaboration with academia and research institutions. Further, it will be also necessary to strengthen the linkages between its interventions and national development plans and budgets, invest in more systematic and long-term capacity development efforts, and promote more inclusive and participatory approaches at the policy level.

Cross-Cutting Issues

UNDP's programme has demonstrated its commitment to leaving no one behind and reaching the furthest behind first. The programme has had a significant focus on the most vulnerable and disadvantaged groups with specific needs, such as refugees, women, youth, persons with disabilities, and rural communities. UNDP has also promoted the integration of gender equality, human rights, and social inclusion principles into most aspects of its programme, and has advocated for more inclusive and equitable development policies and practices. However, the lack of systematic mainstreaming, comprehensive gender analyses, and robust monitoring systems hindered assessing the programme's full impact on disadvantaged groups with specific needs. To further enhance its effects on leaving no one behind, UNDP will need to invest in more comprehensive and disaggregated data and analysis to inform its targeting and programming, strengthen its partnerships with grassroots organizations, and promote more transformative and systemic approaches that address the structural barriers to equality and inclusion.

CHAPTER 6: RECOMMENDATIONS

The following are a set of key recommendations derived from this evaluation.

1. **For the next Country Programme Document, develop a comprehensive, and to the extent possible integrated, programmatic framework that incorporates with priority resilience building, sustainable economic recovery, and social cohesion, with a focus on innovation and digital transformation.**

    ➢ Prioritize interventions with the greatest potential for transformative change, resilience building, sustainable economic recovery, and social cohesion, informed by a robust analysis of the evolving development context, lessons learned, and stakeholder priorities.
    ➢ Continue efforts to support critical governance institutions in the country. It will be critical to ensure the further organizational strengthening of the crucial national institutions- such as the DGLG of the Ministry of Environment, Urbanization and Climate Change, other national level institutions (MoI/ MoJ), the UOM, and local authorities.
    ➢ Maintain the flexible and adaptive programming approach that allows for rapid response to emerging challenges and opportunities.

2. **Strengthen the results framework and monitoring systems to better capture and communicate the impact of UNDP's interventions.**

    ➢ Articulate more robust, and at the same time flexible, theories of change for each programme area, identifying with greater clarity the pathways from project-level interventions to higher-level outcomes and impacts, and identifying key assumptions, risks, and mitigation strategies.
    ➢ Strengthen the results framework at project and programme levels to ensure that indicators, baselines and targets are well-defined and capture more effectively the wide range of UNDP's contributions.
    ➢ Undertake more systematic impact assessments and evaluations to generate evidence on UNDP's role in driving systemic changes. This includes cluster or portfolio evaluations, like this one.
    ➢ Collect more effectively disaggregated data by gender, region, special needs, and other relevant criteria to track the impact on disadvantaged groups with specific needs and inform targeted strategies.
    ➢ Invest in capacity building for UNDP staff and partners on results-based management, data collection and analysis, and adaptive management.
    ➢ Leverage more effectively digital technologies and data visualization tools to enhance the accessibility, user-friendliness, and actionability of monitoring data for decision-making and communication purposes.

3. **Establish a more strategic partnership framework to strengthen cooperation with private sector, civil society, academia and other UN entities.**

- ➢ Support the development of formal mechanisms and platforms for regular dialogue and collaboration between government and civil society on sustainable development priorities and policies.
- ➢ Further strengthen strategic and long-term partnerships with business associations, impact investors, and other private sector actors.
- ➢ Strengthen long-term partnerships with key academic institutions and research networks to leverage their expertise and research capacities for evidence-based policy-making and programme design.
- ➢ Strengthen collaboration with UNDP's Regional Hub, the Private Sector Development Center, and other UNDP Country Offices to facilitate cross-country exchanges and South-South cooperation.
- ➢ Establish stronger mechanisms and platforms for regular dialogue, coordination, and joint planning with UN agencies to improve alignment and complementarity.

4. Enhance the programme's operational efficiency and adaptive management capacities.

- ➢ Conduct a comprehensive review of operational processes and identify opportunities for streamlining and simplification, particularly in areas such as procurement, recruitment, and decision-making.
- ➢ Strengthen synergies and complementarities across UNDP's portfolio of projects and programmes to maximize impact and resource utilization.
- ➢ Invest in capacity building for staff and project teams on agile management, adaptive planning, systems thinking, and partnership building to foster a culture of innovation, experimentation, and continuous learning across the organization.

5. Prioritize sustainability and local ownership in programme design and implementation

- ➢ Develop comprehensive sustainability and exit strategies for all projects from the outset, in close consultation with government and local partners, outlining key actions, milestones, and resources needed to ensure the long-term viability and scalability of results.
- ➢ Establish the practice of seeking more actively the explicit commitments from government and non-government partners to take over and scale up successful pilots, engaging in targeted policy dialogue and advocacy to create an enabling environment for sustainability.
- ➢ Integrate capacity development and institutional strengthening components into all projects, focusing on building the technical, managerial, and financial capacities of local partners to assume ownership and sustain results beyond UNDP's intervention.
- ➢ Integrate systematically the analysis of potential spillover effects and catalytic impact into project design and results frameworks, prioritizing interventions with the potential for transformative change and establishing clear strategies and mechanisms for scaling up successful initiatives.

Annex 1: Terms of Reference for the Evaluation

Terms of Reference for

Final Outcome Evaluation for Outcomes 2.1 and 4.1 under UNDP Türkiye CPD 2021-2025

Services/Work Description: United Nations Development Programme (UNDP) conducts outcome evaluations to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level as articulated in the Country Programme Document (CPD) and in the United Nations Sustainable Development Cooperation Framework (UNSDCF).

In line with the Evaluation Plan of UNDP Türkiye Country Office, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance related to the two outcomes namely "Outcome 2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners" and "Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and judiciary services are improved quality". Outcome 2.1 is mostly covered by Inclusive and Sustainable Growth (ISG) Portfolio and Private Sector (PS) Programme while Outcome 4.1 is covered by Inclusive Democratic Governance (IDG) Portfolio. The proposed evaluation will evaluate both pillars against the relevant Sustainable Development Goals (SDGs), the Country Programme Document (CPD) of Türkiye covering the period 2021-2025 and the relevant outcomes and outputs as stated in the CPD. This ToR aims to hire a Team Leader for overall coordination and conduction of ISG&PS (Outcome 2.1) part of the final outcome evaluation.

Project/Programme Title: Outcomes 2.1 and 4.1 under UNDP Türkiye CPD 2021-2025

Consultancy Title: Final Outcome Evaluation for Outcomes 2.1 and 4.1 under UNDP Türkiye CPD 2021-2025

Duty Station: Duty Station for the assignment is **home-based** with specific travel requirements for the field mission. The Individual Consultant will be requested to travel to provinces where the Project is being implemented, as indicated in the expected interview schedule.

Expected start & end dates: 18-Dec-2023 – 30-Apr-2024

1. BACKGROUND

United Nations Development Programme (UNDP) conducts outcome evaluations to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level as articulated in the Country Programme Document (CPD) and in the United Nations Sustainable Development Cooperation Framework (UNSDCF). These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy and aim to undertake the following:

Provide evidence to support accountability of programmes and for UNDP to use in its accountability requirements to its investors,

- Provide evidence of the UNDP contribution to outcomes,
- Guide performance improvement within the current global, regional and country programmes by identifying current areas of strengths, weaknesses and gaps, especially in regard to:
    - The appropriateness of the UNDP partnership strategy,
    - Impediments to the outcome being achieved,
    - Mid-course adjustments (for Outcome MTRs),
    - Lessons learned for the next programming cycle.
- Provide evidence and inform higher-level evaluations, such as ICPE, UNSDCF evaluations and evaluations of regional and global programmes, and subsequent planning based on the evaluations.

The framework of the priorities of UNDP Türkiye is guided by its Country Program Document (CPD) covering 2021-2025 and United Nations Sustainable Development Cooperation Framework (UNSDCF) for 2021-2025 and in line with the priorities of the Government of Türkiye. UNSDCF for 2021-2025 which is signed between Government of Türkiye and UN System in Türkiye has four interconnected strategic priority areas which are i. Inclusive and equitable social development, ii. Competitive production, productivity and decent work for all,

iii. Climate change, sustainable environment and liveable cities and iv. Good governance and quality of judiciary services. Parallel to this strategic direction, UNDP Türkiye has based its overarching vision on equitable and rights-based, inclusive and sustainable growth. "Risk-informed, sustainable economy and environment", "Durable solutions to displacement" and "Effective, modern governance systems" are the three main priorities of CPD for 2021-2025 together with the empowerment of women and girls via equal access to resources, opportunities and the right to be free from violence and discrimination as cross-cutting dimensions.

In line with the Evaluation Plan of UNDP Türkiye Country Office, an outcome evaluation will be conducted to assess the impact of UNDP's development assistance related to the two outcomes namely "Outcome 2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners" and "Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and judiciary services are improved quality" Outcome 2.1 is mostly covered by Inclusive and Sustainable Growth (ISG) Portfolio and Private Sector (PS) Programme while Outcome 4.1 is covered by Inclusive Democratic Governance (IDG) Portfolio. The proposed evaluation will evaluate both pillars against the relevant Sustainable Development Goals (SDGs), the Country Programme Document (CPD) of Türkiye covering the period 2021-2025 and the relevant outcomes and outputs as stated in the CPD.

In the field of Inclusive and Sustainable Growth, CPD for 2021-2025 aimed to address several structural problems to support risk-informed, sustainable economy. To increase the productivity and competitiveness and also as a response to Covid-19, use of critical technologies and solutions was one of the main components of the theory of change (ToC). Supporting the innovation agenda with the use of lean manufacturing and digitalization, promotion of innovative sustainable tourism models, improving resource efficiency, and promoting innovative financing schemes including impact investment and entrepreneurship support were stated main intervention areas in this field. Another structural problems the CPD addressed was the specific needs of people with disabilities and elderly, youth unemployment, rural poor, and unpaid work of women together with empowerment of disadvantaged groups. Skills formation, social cohesion and supporting inclusive social policies were the ways to find solutions.

On the other hand, the CPD for 2021-25 also aimed to support effective, modern governance systems. Access to justice and effectiveness and quality of judicial services; full implementation of the "Guiding Principles on Business and Human Rights"; the transparency, accountability and integrity of legislative bodies and the judiciary; effective and quality local service delivery and transparent and participatory local governance; support to voluntarism and civil society; development of capacities and means in integrated border management and security service delivery; support to e-governance systems were the main priorities of this pillar. National and local government authorities, civil society, private sector and the academia are the key partners that UNDP Türkiye has been cooperating in achieving above mentioned development goals. While approaching and responding to the structural challenges, ISG and IDG pillars aimed to bridge linkages with the Sustainable Development Goals mainly on SDG 1, 4, 5, 8, 9, 10, 11 and 16.

The following outcomes and outputs of UNDP Türkiye CPD for 2021-2025, are to be part of this evaluation:

- Outcome 2.1: By 2025, public institutions and private sector contribute to a more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities for all, in cooperation with the social partners.
    - o Output 2.1: Capacities at national and local levels strengthened to promote inclusive local economic development,
    - o Output 2.2 Solutions scaled up for sustainable commodities and green and inclusive value chains,
    - o Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment,
    - o Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and non-financial assets and skill formation to benefit from sustainable livelihoods and jobs.
- Outcome 4.1: By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and judiciary services are improved quality.

- o Output 4.1 Legislative and policymaking processes at national and local levels supported to promote participation, transparency, and accountability,
- o Output 4.2 Capacities and functions of judicial system, NHREI, Ombudsman Institution strengthened to expand access to justice and combat discrimination, with a focus on women and other disadvantaged groups,
- o Output 4.3 Capacities enhanced for integrated border management and security sector reform fully compliant with international standards,
- o Output 4.4 Capacities of institutions strengthened to promote women's rights and policies, including at local level,
- o Output 4.5: Capacities of local and national actors developed for enhanced coordination, financing/ analysis of progress towards the Sustainable Development Goals,
- o Output 4.6 Use of digital technologies and e-governance enabled for improved public services and other government functions,

This evaluation will cover the above mentioned two outcomes rather than individual projects to further strengthen the application of integrated and issues-based approach. The projects implemented within this CPD cycle under the framework of Inclusive Sustainable Growth and Inclusive Democratic Governance, are summarized below:

Projects and initiatives to be included in the Evaluation	Budget of the project (USD)	Implementation Period	Donor	Relevant Country Programme Outcome
MFA E-Consulate - Phase II	5,800,000	2016-2023	GOV	Outcome 4.1
Civilian Oversight Phase III	6,143,344	2019-2021	EU	Outcome 4.1
Court of Cassation	1,000,000	2016-2023	GOV	Outcome 4.1
Local Administration Phase III	5,480,000	2018-2022	EU	Outcome 4.1
Legal Aid Phase II	1,511,812	2019-2023	SIDA	Outcome 4.1
Demining Phase III	24,575,001	2020-2023	EU	Outcome 4.1
VAW Project Initiation Plan	289,000	2021-2022	UNDP	Outcome 4.1
Business and Human Rights	300,000	2022-2023	UNDP	Outcome 4.1
Civic Engagement	6,451,800	2023-2025	EU	Outcome 4.1
Awareness Raising and Capacity Building on Climate Justice	95,000	2023	Gov. of the Netherlands	Outcome 4.1 3.1
Business and Human Rights II	110,000	2023-2024	UNDP	Outcome 4.1
Data Governance Framework Project	37,000	2023	GOV	Outcome 4.1
Future Lies in Tourism Support	1,434,172	2012-2024	Anadolu Efes	Outcome 2.1
GAP-Resource Efficiency in Agriculture	1,494,486	2016-2023	GOV	Outcome 2.1
Goksu Taseli (GTWDP)	17,395,944	2017-2025	GOV-IFAD	Outcome 2.1
Health System Strengthening	16,000,000	2016-2024	GOV	Outcome 2.1
Uplands Rural Development Programme	73,447,680	2020-2027	GOV-IFAD	Outcome 2.1
BPPS Social Cohesion - Women Emp	300,000	2019-2021	UNDP	Outcome 2.1

Replication of Vocational Training Center in Adana	348,418	2019-2023	EBRD	Outcome 2.1
IP - Green Destination Model	233,740	2021-2022	EnerjiSA	Outcome 2.1
IP - Awareness Raising in Sustainable Tourism	21,870	2021-2022	Jolly Tour	Outcome 2.1
Neet Women Project	1,000,000	2021-2024	Sabancı Foundation	Outcome 2.1
Model Factory	12,772,556	2016-2023	GOV-KFW-Private S.	Outcome 2.1
Model for OIZs	1,844,799	2022-2024	GOV	Outcome 2.1
Türkiye's Engineer Girls	615,060	2016-2021	Limak Foundation	Outcome 2.1
SDG Impact Accelerator Pilot Phase	675,000	2019-2023	GOV	Outcome 2.1
SDGIA Phase II with UNTB	627,480	2020-2023	UNTB	Outcome 2.1
SDG Investment Initiative	230,000	2021-2022	UNDP	Outcome 2.1
Digital Villages Initiative for Inclusive Growth	350,000	2022-2024	Trendyol	Outcome 2.1
IP - Tourism Recovery	38,525	2022	UNWTO	Outcome 2.1
Today's Youth Future Jobs Project	8,412,710	2023-2027	EU	Outcome 2.1
Model Factory Phase II	8,500,000	2022-2024	GOV	Outcome 2.1
Covid-19 Resilience & Response	2,602,286	2021	Japan Gov.	Outcome 2.1
Understanding the Impact of Covid-19 on the Agri-food	35,000	2020-2022	IFAD	Outcome 2.1
Covid-19 RFF Beyond Recovery of SMEs Digitalization	350,000	2020-2022	UNDP	Outcome 2.1
I Can Manage My Business	1,737,178	2019-2024	VISA	Outcome 2.1
Harnessing Financial Awareness	5,914,806	2009-2024	VISA	Outcome 2.1

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

Evaluation Purpose

The purpose of this evaluation is to find out how UNDP Türkiye has contributed towards achieving risk-informed, sustainable growth and effective, modern governance systems. Especially the evaluation will assess whether or to what extend the outcomes 2.1 and 4.1 of UNSDCF have been or are being achieved as a result of UNDP's work in the area of Inclusive Sustainable Growth and Inclusive Democratic Governance covering the CPD period of 2021-2025. This evaluation will help the Country Office to understand whether the intended outcomes are still relevant or need an update to be incorporated in the next programme period, as well as the actual development change created by UNDP's development assistance throughout the programme period for the selected outcomes.

The UNDP Türkiye will make use of the exercise as a learning opportunity, to improve future initiatives and generate knowledge for wider use, as inclusively as possible including its key partners and stakeholders. In particular, the findings and recommendations generated by the evaluation are expected to identify which UNDP approaches have worked well and which have faced challenges. UNDP Türkiye will incorporate the findings of the evaluation while preparing its next Country Programme Document and providing inputs to the preparations of the next UNSDCF.

Considering the two serious crises faced in the programming period, namely Covid 19 and the earthquakes occurred in February 2023, the evaluation will provide recommendations for strengthening the ISG and IDG related initiatives through the recovery lenses, which will be used by UNDP Türkiye to better respond to the crisis in the future.

Scope of Work and Objectives of the Evaluation

The independent evaluation aims to assess the Inclusive Sustainable Growth & Private Sector (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1) pillars covering the period of 2021-2025; providing evidence-based information that is credible, reliable and useful.

The Evaluation team is expected to follow a participatory and consultative approach ensuring close engagement with relevant national counterparts including ministries, local authorities, civil society and other related stakeholders.

Additionally, the evaluation needs to assess to what extent UNDP Türkiye adopted its principle of leaving no one behind, giving the priority to those with special needs including the poor, women, youth, the unemployed, people with disabilities and those worst affected by disasters. In order to make these groups visible, to the extent possible, findings should be disaggregated by gender, age, disability, ethnicity, vulnerability and other relevant differences. The evaluation should result in concrete and actionable recommendations for the proposed future programming.

Specifically, the outcome evaluation will seek to:

Assess the effectiveness of the UNDP Türkiye's programmes and projects in contributing the Inclusive Sustainable Growth (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1) with a view to understand their relevance and contribution to the national priorities.

Asses the progress made towards achieving these outcomes and the key factors that have affected (both positively and negatively, contributing and constraining) this.

Review and assess the Programme's partnerships across government, the private sector and civil society and actions through inclusive platforms and how these have contributed to the achievement of the outcomes. Also provide recommendations on increasing synergies between ISG and IDG pillars in programme implementation.

Assess the extent to which UNDP Türkiye's interventions have been effective for building capacities of key institutions.

Assess the programme implementation approach (operational procedures, structure, monitoring, control and evaluation procedures, financial and technical planning, project modality/structures) and their influence on the programme effectiveness.

Assess the extent to which the outputs and implementation arrangements of UNDP Türkiye have been effective in strengthening linkages between the outcomes of the CPD

Provide recommendations for performance improvement within the current global, regional and country programmes by identifying current areas of strengths, weaknesses and gaps for stock taking and lessons learning.

Inclusive Sustainable Growth and Private Sector (ISG&PS) pillar contributes to achievement of Outcome 2.1 of UNSDCF which is: "By 2025, public institutions and the private sector contribute to more inclusive, sustainable and innovative industrial and agricultural development, and equal and decent work opportunities

for all, in cooperation with the social partners." UNDP reports against two outcome indicators under this outcome:

- Land allocated to organic and good agricultural practices,
- Proportion of high- and medium-high-tech manufacturing industry value added in total value added.

The following outputs with their respective indicators falling under this outcome, as stated in CPD of UNDP Türkiye covering 2021-2025, are to be part of this evaluation:

Output 2.1: Capacities at national and local levels strengthened to promote inclusive local economic development.

- 2.1.1 Number of inclusive local economic development partnerships at scale for accelerating sustainable economic growth

Output 2.2 Solutions scaled up for sustainable commodities and green and inclusive value chains.

- 2.2.1 Number of enterprises and initiatives promoting inclusive business models
- 2.2.2 Number of enterprises and initiatives promoting sustainable value chains and climate resilient development

Output 2.3 Capacities strengthened to raise awareness on and to fight structural barriers to women's economic empowerment.

- 2.3.1 Number of partnerships raising awareness to remove barriers in front of women's economic empowerment

Output 2.4: Disadvantaged groups, particularly the rural poor, women and youth, gain access to financial and non-financial assets and skill formation to benefit from sustainable livelihoods and jobs.

- 2.4.1 Number and proportion of people accessing financial and non-financial assets disaggregated by sex:
- 2.4.2 Number of people benefiting from skill formation and employment opportunities disaggregated by sex

Ministry of Industry and Technology, Ministry of Family and Social Services, Ministry of Agriculture and Forestry, Ministry of Foreign Affairs, Delegation of the European Union to Türkiye, IFAD, other line ministries, municipalities, Development Agencies, private sector and NGOs are the main stakeholders contributing to this outcome either as donors or key partners.

Inclusive Democratic Governance (IDG) pillar contributes to achievement of Outcome 4.1 of UNSDCF: "By 2025, governance systems are more transparent, accountable, inclusive and rights-based, with the participation of civil society, and judiciary services are improved in quality". UNDP reports against three outcome indicators under this outcome:

Proportion of Sustainable Development Goal indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics

- Existence of independent national human rights institutions in compliance with the Paris Principles
- Unsentenced detainees as a proportion of prison population

The following outputs with their respective indicators falling under this outcome, as stated in CPD of UNDP Türkiye covering 2021-2025, are to be part of this evaluation:

Output 4.1 Legislative and policymaking processes at national and local levels supported to promote participation, transparency and accountability.

- 4.1.1 Number of proposals developed by UNDP for preparation of legislative and regulatory frameworks that enable civil society to engage in public sphere and contribute to sustainable development,
- 4.1.2 Number of civil society partners empowered by joint work to participate in policymaking,
- 4.1.3 Number of mechanisms strengthening integrity systems at national and local levels

Output 4.2 Capacities and functions of judicial system, NHREI, Ombudsman Institution strengthened to expand access to justice and combat discrimination, with a focus on women and other disadvantaged groups.

- 4.2.1 Number of strengthened institutions in line with international principles
- 4.2.2 Number of people who have access to justice
- 4.2.3 Number of legal and regulatory frameworks adopted with UNDP assistance to promote effectiveness and quality of judicial services

Output 4.3 Capacities enhanced for integrated border management and security sector reform fully compliant with international standards.

- 4.3.1 Amount of land released from anti-personnel mine hazards in the border regions of Türkiye
- 4.3.2 Number of legislative and regulatory frameworks adopted with UNDP assistance to promote efficient and effective security service delivery

Output 4.4 Capacities of institutions strengthened to promote women's rights and policies, including at local level

- 4.4.1 Number of gender sensitive legislative and regulatory frameworks and mechanisms adopted with UNDP assistance

Output 4.5: Capacities of local and national actors developed for enhanced coordination, financing/ analysis of progress towards the Sustainable Development Goals

- 4.5.1 New data collection/analysis mechanisms providing to monitor progress towards the Goals
- 4.5.2 Number of innovative financing frameworks for SDG achievement

Output 4.6 Use of digital technologies and e-governance enabled for improved public services and other government functions

- 4.6.1 Number of proposals developed by UNDP assistance for preparation of frameworks that leverage digital technologies and e-governance for delivery and monitoring of services
- 4.6.2 Number of adopted systems and frameworks for increased efficiency and accountability in the public sector

Ministry of Interior, Ministry of Environment, Urbanization and Climate Change, Delegation of the European Union to Türkiye, National Human Rights and Equality Institution, Union of Bar Associations of Türkiye, Ministry of Foreign Affairs IT department, Ministry of National Defence, Ministry of Foreign Affairs Directorate for EU affairs, Union of Municipalities, other line ministries, and NGOs are the main stakeholders contributing to this outcome either as donors or key partners.

Methodology and Approach

Composition of the Evaluation Team

The Evaluation will be conducted jointly by a team of two Individual Consultants (ICs). One of the ICs will be responsible for the ISG&PS Pillar, while the other will be responsible for the IDG pillar. The IC responsible for the ISG&PS pillar assumes the role of Team Leader and undertakes overall responsibility for the coordination of this assignment including overall planning, review, consolidation, merging and finalization of the deliverables working closely with the IC responsible for the IDG pillar. Both ICs are expected to conduct document review, semi structured interviews, site visits related to the outcome they are evaluating, as explained in the methodology and approach section of this ToR.

The evaluation will use the OECD/DAC evaluation criteria including relevance, coherence, effectiveness, efficiency, and sustainability, as defined and explained in the UNDP Evaluation Guidelines & Companion Guide. The final report should comply with the UNEG Norms and Standards for Evaluation.

Evaluation criteria and key guiding questions

To define the information that the evaluation intends to generate, the potential evaluation questions have been developed (the questions are provided below under the relevant evaluation criterion). The questions may be amended at inception stage and upon consultation with the relevant stakeholders.

Evaluation Team members will refer to the evaluation questions within his/her specific focus. In other words, the IC responsible for the ISG pillar and Private Sector Programme will provide answers to all below listed

Relevance and Coherence

To what extent is the program and project design relevant in addressing the identified priorities in the CPD for 2021-2025?

- To what extent is UNDP's outcome-related support relevant to the achievement of the SDGs in the country?
- To what extent UNDP's outcome-level results are relevant to and consistent with the national agenda and guiding strategic plans of Government of Türkiye, including national priorities and obligations in line with international conventions?
- Which programme areas, also considering the impact of the COVID-19 crisis and the devastating earthquakes that occurred in Türkiye in February 2023, are the most relevant and strategic for UNDP going forward? What adjustments are needed to stay relevant?
- To what extent was the method of delivery (for example, use of UNDP's different implementation and partnership modalities) selected by UNDP appropriate to the development context?
- To what extent the complementarity, harmonisation and coordination created/generated with other stakeholders acting in the same field?

Effectiveness

- To what extent progress has been made towards achievement of Outcomes 2.1 and 4.1? What has been the UNDP contribution to the observed change?

- Which factors have contributed to achieving (or not) the intended outcomes?
- Which key results and changes were attained? How has delivery of country programme outputs led to outcome-level progress?
- Have there been any unexpected outcome-level results achieved beyond the planned outcomes?
- To what extent has UNDP succeeded in national partners' capacity development to advocate on inclusive sustainable growth, inclusive democratic governance and SDGs?
- To what extent has UNDP partnered with civil society and local communities to promote inclusive sustainable growth and inclusive democratic governance?

Efficiency

- To what extent the programme or project outputs resulted from economic use of resources? To what extent the quality country programme outputs have been delivered on time? What could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the programme?

- To what extent did monitoring systems provide management with a stream of data that allowed to learn and adjust implementation accordingly?
- To what extent partnership modalities were conducive to the delivery of country programme outputs? To what extent UNDP has managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? To what extent UNDP engaged or coordinated with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Sustainability

- To what extent UNDP established mechanisms to ensure the sustainability of the related country programme outcomes?

- To what extent mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, LNOB agenda, human rights and human development by primary stakeholders considering the post pandemic and post-earthquake conditions?

- To what extent partners have committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Cross-cutting issues

- To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in design of the programs and projects?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women? And to what extent have disadvantaged groups with specific needs, poor and disadvantaged groups benefited within LNOB agenda?
- How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in the delivery of outputs?

The methodology

The methodology described in this section is UNDP's suggestion that will likely yield the most reliable and valid answers to the evaluation questions. However, final decisions about the specific design and methods for evaluation should emerge from consultations among UNDP, the evaluators, and key stakeholders.

Considering the above, UNDP suggests the evaluation to rely on the methods including but not limited to the following:

Document review of all relevant documentation: The evaluators will collect and review all relevant documentation, including the following:

- United Nations Sustainable Development Cooperation Framework 2021-2025 (UNSDCF),
- UNDP Türkiye Country Programme Document for 2021-2025,
- UNDP Türkiye web site,
- Results Oriented Annual Reports (ROAR) for the programming cycle,
- Financial overview of the related projects (excel sheet),
- Presentation: overview of the related programmes,
- Previous related Outcome Evaluation Report,
- Project evaluations and project donor reports,
- Relevant government publications such as the 10th and 11th Development Plans, Medium Term Plans, Strategy documents on manufacturing industry, technology development, productivity, rural and regional development, women empowerment etc.

Semi-structured interviews with stakeholders: The evaluators will conduct semi-structured interviews with stakeholders who have worked with UNDP in the fields of ISG, Private Sector Programme and IDG. The evaluators are expected to follow a collaborative and participatory approach ensuring close engagement with UNDP staff (senior management, programme and project level), government counterparts, donors, beneficiary groups, UN Agencies working to contribute to the same outcomes, and other key stakeholders. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

The tentative suggestion is to perform approximately 30 interviews (20 interviews by the IC responsible for the ISG&PS pillar and 10 interviews by the IC responsible for IDG pillar). The preliminary list of interviewees is provided below:

- Ministry of Industry and Technology, 3 persons
- Ministry of Family and Social Services, 2 persons
- Ministry of Agriculture and Forestry, 1 person
- Ministry of Environment, Urbanization and Climate Change, 1 person
- Ministry of Foreign Affairs, D. of EU Affairs/IT Dep., 4 persons
- Ministry of Interior, 2 persons
- Ministry of National Defence, 1 person

- National Human Rights and Equality Institution, 1 person
- Programme donors, 5 persons;
- Local partners, 5 persons
- UNDP staff, 10 persons;
- Private sector, 3 persons;
- Civil sector organisations/NGOs/Unions/Associations, 7 persons;
- Academic institutions, 2 persons.

EXPECTED INTERVIEW SCHEDULE

Partners/ Stakeholder(s) to be Interviewed	Location[34]	Responsible Consultant	Estimated Day(s) of Interview	Method
Ministry of Industry and Technology	Ankara	IC responsible for the ISG&PS pillar	0.5	In person
Ministry of Family and Social Services	Ankara	IC responsible for the ISG&PS pillar	0.25	In person
Ministry of Agriculture and Forestry	Ankara	IC responsible for the ISG&PS pillar	0.25	In person
Ministry of Environment, Urbanization and Climate Change	Ankara	IC responsible for IDG pillar	0.25	In person
Ministry of Interior	Ankara	IC responsible for IDG pillar	0.25	In person
Ministry of National Defence	Ankara	IC responsible for IDG pillar	0.25	In person
National Human Rights and Equality Institution	Ankara	IC responsible for IDG pillar	0.25	In person
Ministry of Foreign Affairs, D. of EU Affairs/IT Dep.	Ankara	Evaluation Team (both ICs)	0.50	In person
5 Key Donors*	In various locations	Evaluation Team (both ICs)	1.25	In person/Remote
5 Key local partners*	In various locations	Evaluation Team (both ICs)	1.25	In person/Remote
10 Key UNDP Staff*	Ankara	Evaluation Team (both ICs)	2	In person/Remote
3 private sector representatives*	In various locations	Evaluation Team (both ICs)	0.5	In person/Remote

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[34] The locations of partners and stakeholders do not rule out the probability of a remote monitoring mission if approved by the Commissioning Unit under exceptional circumstances. The names of cities are there to inform the reader about the location of stakeholders and do not mean that the Individual Consultant must pay an in-person field visit to each city indicated in this list.

7 NGO/Union/Association representatives*	In various locations	Evaluation Team (both ICs)	**1**	In person/Remote	
2 representatives of academic institutions*	In various locations	Evaluation Team (both ICs)	**0.25**	In person/Remote	
SUB-TOTAL of Individual Interviews for IC responsible for the ISG&PS pillar:			**1**		
SUB-TOTAL of Joint Interviews for IC responsible for the ISG&PS pillar:			**4**		
ESTIMATED TOTAL:		**IC responsible for the ISG&PS pillar**	**5**		

* To be specified in the inception period

Briefing and debriefing sessions with UNDP staff and management

Site Visits: Three or four site visits will be organised during the mission to some of the project sites depending on availability and time schedule. Interviews with beneficiaries and local community will be organised in parallel to the interview schedule.

Data review and analysis of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team (both ICs) will ensure triangulation of various data sources.

Gender and human rights lens is critical. All evaluation products need to address gender, disability, and human right issues.

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 fully discussed and agreed between UNDP, key stakeholders and the evaluators.

3. **Duties and Responsibilities of the IC (Responsible for ISG&PS Pillar)**

UNDP will mobilize an Individual Consultant (IC) for Final Outcome Evaluation of Outcomes 2.1 under UNDP Türkiye CPD 2021-2025. Within the scope of the assignment, duties and responsibilities of the IC are as follows:

Participate in the kick-off meeting to receive the document package,
- Desk review of documents, development of draft methodology, detailed work plan and Evaluation outline,
- Briefing with UNDP CO, agreement on the methodology, scope and outline of the Evaluation report together with the other international consultant,
- Development of the mission agenda,
- Participate in and conduct interviews with project implementing partners, relevant government bodies, NGOs, independent experts, beneficiaries and donor representatives,
- Elaborate a summary of key findings based on interviews performed, debriefing with UNDP,
- Development and submission of the Evaluation report draft. The draft will be shared with the UNDP CO, and key project stakeholders for review and commenting,
- Finalization and submission of the final Evaluation report through incorporating suggestions received on the draft report,
- Participate in the mission wrap-up meeting and presentation/debriefing.

On top of the above joint responsibilities, the Team Leader (IC responsible for ISG&PS pillar) will be responsible for the below additional duties:

- Lead the evaluation and assume jointly with the with the IC responsible for IDG pillar the overall responsibility for its quality and timeliness
- Act as interlocutor with UNDP for all communication on behalf of the Evaluation Team and for submission of deliverables
- Coordinate with the IC responsible for IDG pillar to streamline and consolidate the Evaluation Team's inputs into the deliverables. Collate and incorporate the contributions of IC responsible for IDG pillar and review of the inputs

4. Expected Outputs and deliverables

The Outcome Evaluation (OE) is expected to be conducted between 18-Dec-2023 and 30-Apr-2024 and take approximately 60 working days for the evaluation team (ISG&PS pillar 40 days, IDG pillar 20 days). The evaluation process is expected to be completed over a period of 12 weeks between December 2023 and March 2024. The following table provides an indicative breakout for activities and delivery <u>for IC responsible for the ISG&PS pillar</u>:

#	Deliverable	Estimated number of person/days	Due Date	Review and Approvals Required
1	Final Outcome Evaluation Inception Report	6 days	January 24, 2024	Reviewed and approved by Evaluation Manager in consultation with the Portfolio Managers and the Deputy Resident Representative (DRR)
2	Draft Outcome Evaluation Report (including field mission)	27 days	February 21, 2024	Reviewed and approved by Evaluation Manager in consultation with the Portfolio Managers and the DRR
3	Final Outcome Evaluation Report* + Audit Trail	6 days	March 13, 2024	Reviewed and approved by Evaluation Manager in consultation with the Portfolio Managers and the DRR
4	Presentation	1 day	March 18, 2024	Reviewed and approved by Evaluation Manager in consultation with the Portfolio Managers and the DRR

*All final OE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.

Deliverable	Related Activity	Responsible Party	Expected Date of Completion
	Kick off meeting	UNDP, Evaluation Team (both ICs)	December 21, 2023
	Review of relevant documentation and secondary data collection	Evaluation Team (both ICs)	January 10, 2024

Final Outcome Evaluation Inception Report	Submission of Draft OE Inception Report	Evaluation Team (both ICs)	January 10, 2024
	Providing feedbacks to Draft OE Inception Report	UNDP	January 17, 2024
	Finalized Inception Report based on the feedback received from UNDP	Evaluation Team (both ICs)	January 24, 2024
Draft Outcome Evaluation Report	Primary data collection and interviews with UNDP and key stakeholders (in parallel to finalization of the Inception Report)	Evaluation Team (both ICs)	January 24-February 14, 2024
	Mission wrap-up meeting & presentation of initial findings; earliest end of OE field mission	Evaluation Team (both ICs)	February 15, 2024
	Delivery of Draft OE Report compiling findings from data collection and interviews with key stakeholders	Evaluation Team (both ICs)	February 21, 2024
Final Outcome Evaluation Report* + Audit Trail	Review the Draft OE Report and provide feedback	UNDP, Evaluation Reference Group	March 6, 2024
	Delivery of the Final OE Report and Recommendations by taking into consideration the feedback from UNDP	Evaluation Team (both ICs)	March 13, 2024
Presentation	**De-briefing/Presentation to UNDP and Stakeholders**	Evaluation Team (both ICs)	March 18, 2024

*All final OE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.

5. **Institutional arrangements/reporting lines**

UNDP has full ownership of the activity and of its final product. Thus, any public mention (including through social media) about the activity should state clearly that ownership. In addition, any public appearance or related published work related to the activity should be coordinated and approved by UNDP in advance. Likewise, any visibility material or product produced for this assignment must be in the name of UNDP.

The principal responsibility for managing this evaluation resides with the UNDP Country Office. UNDP CO will contract the consultants and ensure the timely provision of travel arrangements within the country.

On operational level, the IC will work under the guidance and the supervision of UNDP Monitoring and Evaluation and Knowledge Management Analyst (M&E and KM Analyst) as the Evaluation Manager in

coordination with ISG Portfolio Manager. The payment for services provided by the IC will be made according to deliverables completed and approved by the Evaluation Manager in consultation with the ISG Portfolio Manager and the DRR.

The following are the key actors involved in the implementation of this OE:

1. Evaluation Manager

This role will be conducted by the **M&E and KM Analyst of UNDP Country Office** who will have the following functions:

· Supervise the evaluation process throughout the main phases of the evaluation (preparation of the ToR, implementation and management and use of the evaluation)
· Participate in the selection and recruitment of the Individual Consultant
· Provide the International Consultants with administrative support and required data and documentation
· Ensure the evaluation deliverables meet the required quality
· Safeguard the independence of the exercise, including the selection of the Individual Consultant
· Review the Inception Report, Draft OE Report and Final OE Report and give necessary approvals on behalf of UNDP
· Collect and consolidate comments on draft evaluation reports and share with the evaluation consultant for finalization of the evaluation report
· Contribute to the development of management responses and key actions to all recommendations addressed to UNDP
· Ensure evaluation Terms of Reference, final OE reports, management responses are publicly available through Evaluation Resource Center within the specified timeframe
· Facilitate, monitor and report on implementation of management responses on a periodic basis

2. Portfolio Manager will have the following functions:

· Establish the Evaluation Reference Group with key project partners when needed
· Ensure and safeguard the independence of the evaluation
· Provide comments and clarifications on the Terms of Reference, Draft OE Inception Report and Draft OE Report
· Ensure the International Consultants' access to all information, data and documentation relevant to the intervention, as well as to key actors and informants who are expected to participate in interviews, focus groups or other information-gathering methods
· Respond to evaluation recommendations by providing management responses and key actions
· Ensure dissemination of the evaluation report to key stakeholders
· Be responsible for implementation of key actions of the management response

3. Evaluation Team (both ICs) will be responsible for the overall coordination and quality of all the deliverables to be produced. The Evaluation Team (both ICs) will conduct the evaluation study by fulfilling their contractual duties and responsibilities in line with their ToRs, Evaluation Guidelines, Companion Guide and Evaluation Policy of UNDP, United Nations Evaluation Group (UNEG) norms and standards and ethical guidelines. This includes submission of all deliverables stipulated under Payment Schedule section of their ToRs, to the satisfaction of UNDP. Evaluation Team (both ICs)'s functions do not include any managerial, supervisory and/or representative functions in UNDP, end beneficiaries and implementing partners.

All documents and data provided to the both ICs are confidential and cannot be used for any other purpose or shared with a third party without any written approval from UNDP. There will be two evaluators conducting the Final Outcome Evaluation. Both ICs shall not have participated in the programme/project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with programme's/projects' related activities. The scope of work for the Evaluation Team of this evaluation will include but not be limited to:

- To develop and finalize the OE inception report that will include elaboration of how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures;
- To design the tools and data collection;
- To conduct data collection, analysis and interpretation;
- To develop the draft evaluation report;
- To finalize the evaluation report;
- To present findings and debrief;
- To plan, execute and report, kickoff and feedback meetings and debriefings;
- To ensure compliance with the ToR; and
- To utilize best practice evaluation methodologies.

The Evaluation Team shall avoid any kind of discriminatory behavior including gender discrimination and ensure that

- human rights and gender equality is prioritized as an ethical principle within all actions;
- activities are designed and implemented in accordance with "Social and Environmental Standards of UNDP";
- any kind of diversities based on ethnicity, age, sexual orientation, disability, religion, class, gender are respected within all implementations including data production;
- differentiated needs of women and men are considered;
- inclusive approach is reflected within all actions and implementations, in that sense an enabling and accessible setup in various senses such as disability gender language barrier is created;
- necessary arrangements to provide gender parity within all committees, meetings, trainings etc. introduced.

4. Evaluation Reference Group: UNDP and selected key stakeholders including key implementing partners will function as the Evaluation Reference Group to be decided at the inception stage. This Group is composed of the representatives of the major stakeholders involved in decision making in the programmes/projects and will review and provide advice on the quality of the evaluation process, as well as on the evaluation products (more specifically comments and suggestions on the draft report and final report) and options for improvement.

UNDP will assist the Evaluation Team with below services;

- Provide support in collection of background materials;
- Participation in debriefings with UNDP CO and partner representatives;
- Organize the mission program, arrange and facilitate meetings with key stakeholders;
- Assistance to the Evaluation Team in conducting interviews with relevant stakeholders and provide translation during the interviews when necessary;
- Participation in debriefing with UNDP and project partners;
- Necessary support will be provided to Evaluation Team in circulation of the draft OE report among the key project stakeholders for review and commenting.

Reporting Line

The Individual Consultant will be responsible to the Evaluation Manager for the completion of the tasks and duties assigned throughout this Terms of Reference. All the reports are subject to approval from Evaluation Manager, for the payments to be affected to the IC.

Reporting Language and Conditions

The reporting language shall be in English. All information should be provided in electronic version in word format. The Individual Consultant shall be solely liable for the accuracy and reliability of the data provided, along with links to sources of information used.

Title Rights

The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of these TORs will be vested exclusively in UNDP.

Work Place

Duty Station for the assignment is **home-based** with specific travel requirements for the field mission. The IC will be requested to travel to provinces where the outcomes are achieved, as indicated in the expected interview schedule table in this ToR. All the costs associated with travel, accommodation and any other living costs shall be borne by UNDP, therefore should not be included in the price proposal of the IC. UNDP will arrange economy class roundtrip flight tickets through its contracted Travel Agency.

Assignment-related travel and accommodation costs outside of the Duty Station, which are pre-approved by UNDP, will be borne by UNDP in line with UNDP's corporate rules and regulations. The costs of these missions may either be;

- Arranged and covered by UNDP CO from the respective project budget without making any reimbursements to the Consultant, through UNDP's official Travel Agency or,
- Reimbursed to the Consultant upon the submission of the receipts/invoices of the expenses by the Consultants and approval of the UNDP. The reimbursement of each cost item is subject to the following constraints/conditions provided in below table or,
- Covered by the combination of both options.

The following guidance on travel compensation is provided as per UNDP practice:

Cost item	Constraints	Conditions of Reimbursement
Travel (intercity transportation)	Full-fare economy class tickets	1- Approval by UNDP of the cost items before the initiation of travel
Accommodation	Up to 50% of the effective DSA rate of UNDP for the respective location	2- Submission of the invoices/receipt, etc. the Consultant with the UNDP's F-10 Form
Breakfast	Up to 6% of the effective DSA rate of UNDP for the respective location	3- Acceptance and approval by UNDP of the invoices and F-10 Form.
Lunch	Up to 12% of the effective DSA rate of UNDP for the respective location	
Dinner	Up to 12% of the effective DSA rate of UNDP for the location	
Other Expenses (intra city transportations, transfer cost from /to terminals, etc.)	Up to 20% of effective DSA rate of UNDP for the respective location	

As per UNDSS rules, the IC is responsible for completing necessary online security trainings and submitting certificates and travel clearance prior to assignment-related travels.

"Interviews" referred in this Terms of Reference comprises such telecommuting and online conferencing tools as well. All travel arrangements shall be subject to pre-approval of the UNDP.

Travel:

- International travel will be required to Türkiye during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultant is responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- IC is required to comply with the UN security directives set forth under: https://dss.un.org/dssweb/
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

Responsibilities of the evaluator:

- The IC shall have the needed skills to carry out the assignment. The evaluation will be fully independent, the IC will retain enough flexibility to determine the best approach in collecting and analyzing data for the outcome evaluation,
- Responsible for the follow-up on attaining all documents and reports as needed.

Responsibilities of UNDP:

- To facilitate the evaluation process, the UNDP M&E and KM Analyst (Evaluation Manager) will assist in connecting the IC with the senior management, and key stakeholders. In addition, the UNDP will assist in organizing the field visits and meetings. During the evaluation, UNDP will help identify key partners for interviews by the IC.

*COVID-19 Specific Measures:

The IC shall review all local regulations, as well as that of UN and UNDP concerning the measures, he/she must take during performance of the contract in the context of COVID-19. The IC shall take all measures against COVID-19 imposed by local regulations, as well as by UN and UNDP during performance of the contract to protect his/her health and social rights, as well as UNDP personnel, Project Stakeholders and third parties. UNDP shall not be held accountable for any COVID-19 related health risks or events that are caused by negligence of the IC and/or any other third party.

Evaluators' Ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation. The IC shall 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 IC shall 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.

Annex 2: Evaluation Criteria and Key Questions

Relevant evaluation criteria	Key questions suggested by UNDP
Relevance	• To what extent is the program and project design relevant in addressing the identified priorities in the CPD for 2021-2025? • To what extent is UNDP's outcome-related support relevant to the achievement of the SDGs in the country? • To what extent UNDP's outcome-level results are relevant to and consistent with the national agenda and guiding strategic plans of Government of Türkiye, including national priorities and obligations in line with international conventions? • Which programme areas, also considering the impact of the COVID-19 crisis and the devastating earthquakes that occurred in Türkiye in February 2023, are the most relevant and strategic for UNDP going forward? What adjustments are needed to stay relevant? • To what extent was the method of delivery (for example, use of UNDP's different implementation and partnership modalities) selected by UNDP appropriate to the development context? • To what extent the complementarity, harmonisation and coordination created/generated with other stakeholders acting in the same field?
Effectiveness	▪ To what extent progress has been made towards achievement of Outcomes 2.1 and 4.1? What has been the UNDP contribution to the observed change? ▪ Which factors have contributed to achieving (or not) the intended outcomes? ▪ Which key results and changes were attained? How has delivery of country programme outputs led to outcome-level progress? ▪ Have there been any unexpected outcome-level results achieved beyond the planned outcomes? ▪ To what extent has UNDP succeeded in national partners' capacity development to advocate on inclusive sustainable growth, inclusive democratic governance and SDGs? ▪ To what extent has UNDP partnered with civil society and local communities to promote inclusive sustainable growth and inclusive democratic governance?
Efficiency	▪ To what extent the programme or project outputs resulted from economic use of resources? To what extent the quality country programme outputs have been delivered on time? What could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect the performance of the programme? ▪ To what extent did monitoring systems provide management with a stream of data that allowed to learn and adjust implementation accordingly? ▪ To what extent partnership modalities were conducive to the delivery of country programme outputs? To what extent UNDP has managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? To what extent UNDP engaged or coordinated with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Sustainability	▪ To what extent UNDP established mechanisms to ensure the sustainability of the related country programme outcomes? ▪ To what extent mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, LNOB agenda, human rights and human development by primary stakeholders considering the post pandemic and post-earthquake conditions? ▪ To what extent partners have committed to providing continuing support (financial, staff, aspirational, etc.)? ▪ To what extent partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
Cross-cutting	▪ To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in design of the programs and projects? ▪ To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women? And to what extent have disadvantaged groups with specific needs, poor and disadvantaged groups benefited within LNOB agenda? ▪ How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in the delivery of outputs?

Annex 3: Evaluation Matrix

Evaluation Criteria	Key Questions	Sub-Questions	Indicators/Success Standard	Data Sources	Data Collection Methods/Tools
Relevance	To what extent is the programme and project design relevant in addressing the identified priorities in the CPD for 2021-2025?	How do programme and project objectives align with CPD goals and CPD indicators?? What are perceived gaps between activities and priorities?	Alignment degree between objectives and CPD goals; Stakeholder perception of effectiveness.	CPD document, programme documents; Feedback from stakeholders.	Document Review, Online Survey.
	To what extent is UNDP's outcome-related support relevant to the achievement of the SDGs in the country?	How are UNDP's outcomes contributing to SDGs? Key areas where support is most impactful for SDGs?	Contribution to specific SDG targets; Evidence of SDG-related improvements.	SDG progress reports, UNDP outcome reports; Interviews with stakeholders.	Focus Group Discussions, Interviews.
	To what extent UNDP's outcome-level results are relevant to and consistent with the national agenda and guiding strategic plans of Government of Türkiye?	How aligned UNDP outcomes with national plans? Opportunities for further alignment? Opportunities for new activities in the two programme areas?	Alignment with national strategic plans; Identification of improvement areas.	National planning documents, UNDP reports; Interviews with officials.	Interviews, Document Review.
	Which programme areas, considering the impact of the COVID-19 crisis and the earthquakes in Türkiye, are most relevant for UNDP going forward? What adjustments are needed?	What are the Most effective programme areas post-COVID and earthquake? Required programme adjustments for relevance?	Effectiveness in addressing crises; Identified adjustments for improved relevance.	Post-crisis assessments, programme evaluations; stakeholder feedback.	Interviews, Online Survey, Focus Group Discussions.

	To what extent was the method of delivery by UNDP appropriate to the development context?	Effectiveness of implementation and partnership modalities? Suitable alternatives that could be considered?	Effectiveness of modalities; Comparative analysis of alternatives.	Programme implementation reports; Project reports; Partner feedback and expert opinions.	Interviews, Document Review.
	To what extent the complementarity, harmonization and coordination with other stakeholders in the same field ensured?	Were there any instances of overlap, gaps, or potential for collaboration during the project design and portfolio generation?	Coordination effectiveness; Identification of overlaps, gaps, or collaboration opportunities.	Programme reports; LPAC minutes, Project reports; Feedback from stakeholders and experts.	Interviews, Document Review.
Effectiveness	To what extent has progress been made towards achievement of Outcomes 2.1 and 4.1? What has been the UNDP contribution to the observed change?	How does the progress towards Outcomes 2.1 and 4.1 compare to initial benchmarks? How has UNDP contributed to this progress?	Degree of progress towards Outcomes 2.1 and 4.1; UNDP's role in facilitating this progress.	Project progress reports, CPD indicator and ROAR reports Outcome evaluations; Stakeholder testimonials.	Document Review, Interviews, Online Survey.
	Which factors have contributed to achieving (or not) the intended outcomes?	What were the key facilitating and hindering factors in achieving the outcomes?	Identification of key factors influencing outcome achievement; Analysis of contribution of each factor.	Project evaluations, Stakeholder feedback; Expert analysis.	Document Review, Focus Group Discussions, Interviews
	Which key results and changes were attained? How has delivery of country programme outputs led to outcome-level progress?	What are the key results achieved? How have the outputs of the country programme contributed to these results?	List of key results and changes; Correlation between programme outputs and outcome-level progress.	Project progress reports; Project evaluations; Stakeholder feedback.	Document Review, Online Survey with Project Beneficiaries

	Have there been any unexpected outcome-level results achieved beyond the planned outcomes?	What unexpected results were achieved? Were these positive or negative?	Identification and analysis of unexpected results; Impact assessment of these results.	Project evaluations, Project reports; Beneficiary and stakeholder feedback.	Document Review, Interviews, Focus Group Discussions
	To what extent has UNDP succeeded in national partners' capacity development to advocate on inclusive sustainable growth, inclusive democratic governance and SDGs?	How effective has UNDP been in enhancing the policy, strategy, programme development and implementation capacity of national and local public institutions? How effective has UNDP been in strengthening the capacity of CSOs, the private sector and other stakeholders to advocate for policy reforms?	Level of improvement in policy, strategy, programme development and implementation skills among national partners; Relevance to growth, governance, and SDGs.	Project reports; Stakeholder feedback; Assessment reports.	Document Review, Interviews, Online Survey with Project Beneficiaries
	To what extent has UNDP partnered with civil society and local communities to promote inclusive sustainable growth and inclusive democratic governance?	How extensive and effective have partnerships with civil society private sector and local communities been?	Extent and effectiveness of partnerships; Impact of these partnerships on sustainable growth and governance.	Project reports; Stakeholder feedback; Impact assessments.	Focus Group Discussions, Document Review
Efficiency	To what extent the programme or project outputs resulted from economic use of resources? To what extent the quality country programme outputs have been delivered on time? What could be improved and how UNDP practices, policies, decisions, constraints and capabilities affect	How effectively were resources utilized in producing programme outputs? Were outputs delivered on time and with expected quality? What areas require improvement in UNDP's practices and policies?	Resource utilization efficiency; Timeliness and quality of outputs; Areas needing improvement.	Programme financial and performance reports; Feedback from project managers and stakeholders.	Document Review, Interviews

	the performance of the programme?				
	To what extent did monitoring systems provide management with a stream of data that allowed to learn and adjust implementation accordingly?	How effective were the monitoring systems in providing data for learning and adjustment?	Effectiveness of monitoring systems in providing actionable data; Adjustments made based on data.	Project reports; Feedback from project teams and stakeholders.	Document Review, Interviews, Focus Group Discussions
	To what extent partnership modalities were conducive to the delivery of country programme outputs? To what extent UNDP has managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes? To what extent UNDP engaged or coordinated with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?	How conducive were partnership modalities to output delivery? How Effective were the partnership strategies in achieving outcomes? ? How did the level of engagement and coordination with various stakeholders impacted the efficiency of the outcomes	Conduciveness of partnerships to outputs; Effectiveness of partnership strategies; Stakeholder engagement level.	Project reports; Feedback from Stakeholders and Beneficiaries, as well as UN agencies.	Document Review; Online Survey with Project Beneficiaries, Focus Group Discussions
Sustainability	To what extent UNDP established mechanisms to ensure the sustainability of the related country programme outcomes?	What mechanisms has UNDP established for sustainability during the design and implementation of projects? How effective were these mechanisms?	Effectiveness of established mechanisms for sustainability; Implementation and adoption rate of these mechanisms.	Project reports; various assessments by projects; Feedback from UNDP staff and stakeholders.	Document Review, Interviews
	To what extent mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, LNOB agenda, human rights and human development by	What mechanisms, procedures, services and policies are in place for sustaining results on key agendas? How have these	Existence and effectiveness of mechanisms, procedures, and policies; Adaptation to changing conditions.	Programme and Project documents; Project evaluations; Stakeholder interviews.	Focus Group Discussions, Document Review

	primary stakeholders considering the post pandemic and post-earthquake conditions?	adapted to post-pandemic and post-earthquake conditions?			
	To what extent partners have committed to providing continuing support (financial, staff, aspirational, etc.)?	What commitments have partners made for ongoing support? In what forms is this support provided?	Level and forms of commitment by partners; Continuity of support post-programme.	Programme and Project Reports; Financial records; Interviews with partners and stakeholders.	Document Review, Online Survey, Interviews
	To what extent partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?	What partnerships have been established for sustainability? How effective are these partnerships in sustaining results?	Number and effectiveness of partnerships; Sustainability of results through partnerships.	Programme and Project Reports; Feedback from partner institutions and agencies; Sustainability reports.	Interviews, Focus Group Discussions, Document Review
Cross-cutting	To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in design of the programmes and projects?	What specific gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches were adopted in programme design? Were these designs adequately reflected in programmatic design and M&E arrangements?	Adoption rate of these approaches in programme design; Assessment of how these approaches were integrated.	Programme and project reports; Feedback from programme staff and stakeholders.	Document Review, Interviews
	To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women? And to what extent have disadvantaged groups with specific needs, poor and disadvantaged	What specific results have been achieved for gender equality and women's empowerment? How have disadvantaged groups with specific needs benefited from	Level of achievement in gender equality and women's empowerment; Benefits to disadvantaged groups with specific needs under the LNOB agenda.	Project evaluation reports; Feedback from stakeholders and disadvantaged groups with specific needs.	Document Review, Online Survey, Focus Group Discussions

	groups benefited within LNOB agenda?	the outcomes and outputs within the LNOB agenda?			
	How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in the delivery of outputs?	What strategies and actions were employed to promote gender equality, women's empowerment, LNOB principles, human rights, and human development in output delivery?	Effectiveness of strategies in promoting these principles; Integration of these principles in output delivery.	Programme and project reports; Feedback from programme implementers and stakeholders.	Interviews, Document Review

Annex 4: Interview Guides and Survey Questionnaire

INTERVIEW GUIDE - UNDP CO TÜRKIYE

Thank you for participating in this interview to assess UNDP Türkiye's efforts and achievements that have contributed towards achieving sustainable growth and effective and modern governance systems under the Inclusive Sustainable Growth & Private Sector (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1) pillars during the period of 2021-2025.

Relevance (and coherence):

- To what extent is the UNDP's programme and project design relevant in addressing the identified priorities in the UNDP CPD for 2021-2025?

  - *To what extent have UNDP initiatives responded to the needs of institutions and citizens of Türkiye?*

  - *To what extent have the outcome areas been relevant and consistent with the national strategic priorities (spelt out in the plans of the Government of Türkiye)?*

- To what extent is UNDP's outcome-related support relevant to the achievement of the SDGs in the country?

- Which programme areas, considering the impact of the COVID-19 crisis and the earthquakes in Türkiye, are most relevant for UNDP going forward? What adjustments are needed?

  - *What are in your view most effective post-COVID and earthquake programme areas?*

  - *Is there a need for programme adjustments (to enhance its relevance)?*

- To what extent was the method of delivery by UNDP appropriate to the development context?

  - *To what extent have the implementation and partnership modalities been effective?*

  - *Are there suitable alternatives that could be considered?*

- To what extent the complementarity, harmonization and coordination with other stakeholders in the same field?

  - *To what extent has the effectiveness of coordination with stakeholders been achieved?*

  - *Have there been Instances of overlap, gaps, or potential for collaboration?*

Effectiveness

- To what extent has progress been made towards achievement of Outcomes 2.1 and 4.1?

  - *What are the key results achieved?*

  - *How have the outputs of the country programme contributed to these results?*

  - *To what extent UNDP contributed to these changes under Outcomes?*

- Have there been any unexpected outcome-level results achieved beyond the planned outcomes?

- What worked well and what went wrong, and how did UNDP adapt to the COVID-19 pandemic and earthquake impacts?

- Which factors have contributed to achieving (or not) the intended outcomes?

- To what extent has UNDP succeeded in national partners' capacity development to advocate on inclusive sustainable growth, inclusive democratic governance and SDGs?

- To what extent has UNDP partnered with civil society and local communities to promote inclusive sustainable growth and inclusive democratic governance?

    - *How extensive and effective have partnerships with civil society and local communities been?*

Efficiency

- How effectively were resources utilized in producing programme results?
- To what extent the quality country programme results have been delivered on time? What areas require improvement in UNDP's practices and policies?

- To what extent did monitoring systems provide management with a stream of data that allowed to learn and adjust implementation accordingly?

- To what extent has UNDP managed to establish viable and effective partnership strategies in relation to the achievement of the outcomes?

- To what extent UNDP engaged or coordinated with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?

Sustainability

- To what extent UNDP established mechanisms to ensure the sustainability of the results?

    - *To what extent will the results under Outcomes 2.1. and 4.1. be sustained? What are the possible systems, structures, and staff that will ensure its sustainability? What are the challenges and opportunities?*

- Are the legal frameworks, policies, governance structures and processes in place for sustaining benefits?

- To what extent have development partners committed to continuing support?

- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

- To what extent do mechanisms, procedures, and policies exist to carry forward the results attained on gender equality, women empowerment, LNOB agenda, human rights and human development by primary stakeholders considering the post-pandemic and post-earthquake conditions?

Cross-cutting

- To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in the design of the initiative you participated in?

- To what extent has your initiative generated results for gender equality and women's empowerment?

- *Have these results contributed to transformative changes?*

- To what extent have disadvantaged groups with specific needs benefited within the LNOB agenda?

- How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in delivering outputs?

INTERVIEW GUIDE- NATIONAL PARTNERS

Thank you for participating in this interview to assess UNDP Türkiye's efforts and achievements that have contributed towards achieving risk-informed, sustainable growth and effective, modern governance systems under the Inclusive Sustainable Growth & Private Sector (Outcome 2.1) and Inclusive Democratic Governance (Outcome 4.1) pillars covering the period of 2021-2025.

For national partners: You were selected as a partner/ beneficiary of UNPD's programme, and we would like to discuss with you several issues that will help us understand the effects of these efforts and recommend possible improvements for future similar actions.

Participation is voluntary and confidential; nothing you say will be linked to your identity. We will use this information only for this evaluation.

Please briefly present yourself and indicate which project activities you have participated in.

Relevance (and coherence):

- To what extent has the UNDP initiative you have participated in or engaged with responded to the needs of institutions and citizens of Türkiye?

  - *To what extent has the initiative been relevant and consistent with the national strategic priorities (spelt out in the plans of the Government of Türkiye)?*

- To what extent has this initiative been relevant to achieving the SDGs in the country?

- In your view, in which areas should UNDP Türkiye focus its efforts (considering the impact of the COVID-19 crisis and the earthquakes in Türkiye)?

- To what extent was the UNDP delivery method for the initiative you participated in/engaged with appropriate to the development context of the country?

- To what extent did the initiative achieve complementarity, harmonization, and coordination with other stakeholders in the same field?

Effectiveness

- What are the main results that you have achieved in partnership with UNDP? Which key results and changes were attained?

  - *To what extent has progress been made towards achieving sustainable growth (Outcome 2.1)?*

  - *To what extent has progress been made towards effective, modern governance (Outcomes 4.1)?*

  - *What has been the UNDP's contribution to the observed change?*

- Have any unexpected results been achieved beyond those planned?

- What worked well and what went wrong, and how did UNDP adapt to the COVID-19 pandemic and earthquake impacts?

- To what extent has your partnerships with UNDP succeeded in developing your capacity to advocate for inclusive, sustainable growth, democratic governance and SDGs?

- Are you familiar with UNDP's collaborations with civil society and local communities? If so, to what extent has that partnership contributed to inclusive, sustainable growth and democratic governance?

Efficiency

- If you were involved in operational aspects of UNDP's programme, to what extent did UNDP's programme or project outputs result from an economic use of resources?

- From your experience, to what extent has the UNDP initiative been delivered on time? What could be improved, and how do UNDP practices, policies, decisions, constraints and capabilities affect the implementation and delivery of results?

- To what extent were partnership modalities conducive to delivering the initiative you participated in?

  - *What has been your observation on the extent of effective partnerships established by UNDP to achieved the intended outcomes?*

  - *What has been your observation on the extent of UNDP's coordination with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?*

Sustainability

- To what extent UNDP and its national partners have established mechanisms to ensure the sustainability of the related country programme outcomes?

  - *What has been your observation on the extent to which the results you achieved in partnership with UNDP will be sustained? What are the possible systems, structures, and staff that will ensure its sustainability? What are the challenges and opportunities?*

- Are the legal frameworks, policies, governance structures and processes in place for sustaining achieved benefits?

- To what extent have development partners committed to continuing support?

Cross-cutting

- To what extent did UNDP adopt gender-sensitive, human rights-based, conflict-sensitive and inclusive approaches in the design of the initiative you participated in?

- To what extent did the joint initiative with UNDP generate results for gender equality and women's empowerment?

  - *Have these results contributed to transformative changes?*

- To what extent have disadvantaged groups with specific needs, poor and disadvantaged groups benefited within the LNOB agenda?

- How did UNDP promote gender equality, empowerment of women, LNOB principles, human rights and human development in delivering outputs?

ONLINE SURVEY FOR NATIONAL STAKEHOLDERS

1. Which of the following best describes the focus of your organization's work:

    ☐ National authorities (The Government, Governmental Bodies, Line Ministries, Independent and Regulatory Bodies, Grand National Assembly of Türkiye and other Public Institutions)

    ☐ Local authorities (Metropolitan Municipality, Provincial Municipality, District Municipality, Special Provincial Administration)

    ☐ Non-governmental organization/ Civil Society Organization

    ☐ Academic institution/ Think-tank organization

    ☐ Other- Please indicate

2.1. How familiar are you with UNDP support for the Sustainable Growth & Private Sector (Outcome 2.1) pillar in Türkiye?

    ☐ Very familiar
    ☐ Familiar
    ☐ I know a few things
    ☐ Unfamiliar

If, option a/b/c are chosen…

2.2. How familiar are you with UNDP support for the Inclusive Democratic Governance (Outcome 4.1) pillar in Türkiye?

    ☐ Very familiar
    ☐ Familiar
    ☐ I know a few things
    ☐ Unfamiliar

If, option a/b/c are chosen…

3. What is the extent to which UNDP and its initiative have addressed your needs and the needs of partners and stakeholders in Türkiye?

    ☐ A lot
    ☐ Sufficiently
    ☐ To a certain degree
    ☐ Not at all
    ☐ I don't have enough information about it

4. If you have answered d), can you please explain why you think so?

5. How consistent have UNDP's contributions been with the national agenda and strategic plans of the Government of Türkiye, particularly in light of recent challenges such as COVID-19 and the 2023 earthquakes?

6. In your opinion, which programme areas require adjustment to maintain relevance in the current context?

7. To what extent was the UNDP delivery method for the initiative you participated in appropriate to the development context of the country?
   - ☐ A lot
   - ☐ Sufficiently
   - ☐ To a certain degree
   - ☐ Not at all
   - ☐ I don't have enough information about it

Effectiveness

8. Have you participated in any of the UNDP-implemented activities?
   - ☐ Yes
   - ☐ No

9. (only to be answered if the answer to Question 7 was yes) If you have participated, what are the main results that you have achieved in partnership with UNDP? (You can provide more than one result)

10. How well did the UNDP initiatives respond to your needs and improved your situation/condition?

    - ☐ Significantly
    - ☐ UNDP contributed to some improvements
    - ☐ UNDP did not help at all
    - ☐ I don't have enough information about it

11. If you have answered c, can you please explain why you think so?

12. To what extent has UNDP succeeded in enhancing your personal capacity or the capacity of your organization?

    - ☐ A lot
    - ☐ Sufficiently
    - ☐ To a certain degree
    - ☐ Not at all

☐ I don't have enough information about it

13. In your opinion, to what extent has UNDP engaged with civil society organizations and local communities in its activities?

   ☐ A lot
   ☐ Sufficiently
   ☐ To a certain degree
   ☐ Not at all
   ☐ I don't have enough information about it

Efficiency

14. From your experience, to what extent has the UNDP initiative been delivered on time?

   ☐ Significantly
   ☐ UNDP delivered activities with some delays
   ☐ UNDP has encountered significant delays
   ☐ I don't have enough information about it

15. What could be improved, and how do UNDP practices, policies, decisions, constraints and capabilities affect the implementation and delivery of results?

16. How would you assess your cooperation and communication with UNDP and its team?

   ☐ Excellent
   ☐ Very good
   ☐ Fair
   ☐ Not Good

17. Please explain why you think so.

_____

18. How successful would you say the UNDP was in coordinating activities and including all relevant national and local authorities and stakeholders?

   ☐ A lot
   ☐ Sufficiently
   ☐ Insufficiently
   ☐ Not at all
   ☐ I don't have enough information about it

19. If you think it was insufficient, can you please explain why you think so?

Sustainability

20. To what extent did UNDP establish mechanisms to ensure the sustainability of the results achieved?

☐ Fully
☐ Sufficiently
☐ Insufficiently
☐ Not at all
☐ I don't have enough information about it

21. Have there been any new initiatives, services you have implemented or applications you have adapted to your ongoing work processes thanks to your participation in UNDP activities?

☐ Yes
☐ No

If yes, please explain what it is in detail.

22. Will it be operationally and financially sustainable to continue this initiative?

☐ Yes

☐ No

23. There are some prerequisites for UNDP accomplishments to be sustainable. Could you indicate which of the three are the most important aspects for the sustainability of achieved results in ranking order?
(meaning, give 1 to the most important aspect, give 2 to the second most important and 3 for the last most important aspect)

☐ National Ownership

☐ Allocation of enough financial resources

☐ High-quality human resources

☐ Continued demand from the target groups

☐ Political Stability

☐ Economic Stability

☐ Other (Please explain) …………

24. Where do you think these sustainability dimensions stand as we speak?

☐ National Ownership: Very strong – Strong- Neither strong nor weak – Weak – Very weak

☐ Allocation of enough financial resources: Very strong – Strong- Neither strong nor weak – Weak – Very weak

☐ High-quality human resources: Very strong – Strong- Neither strong nor weak – Weak – Very weak

☐ Political Stability: Very strong – Strong- Neither strong nor weak – Weak – Very weak

☐ Economic Stability: Very strong – Strong- Neither strong nor weak – Weak – Very weak

☐ Other (Please explain) …………

25. How effectively has UNDP incorporated gender equality and empowerment of women in its programme activities?

☐ Sufficiently

☐ Insufficiently

☐ Not at all

☐ I don't have enough information about it

If you think it was insufficient, can you please explain why do you think so?

26. How effectively has UNDP incorporated human rights in its programme activities?

☐ Sufficiently

☐ Insufficiently

☐ Not at all

☐ I don't have enough information about it

If you think it was insufficient, can you please explain why do you think so?

27. What changes should be made to the design and implementation of the UNDP programme to better serve and support your needs?

28. Are there any additional comments you wish to make for consideration by the evaluation team?

Questionnaire for Programme Team

The questions are open-ended to encourage detailed responses. Each question is tailored to elicit specific information aligned with the evaluation criteria: relevance, effectiveness, efficiency, sustainability, and cross-cutting issues.

Section 1: Relevance

1. How well was the programme design for the two relevant outcome areas aligned with the priorities outlined in the CPD for 2021-2025?
2. Can you provide specific examples of how the programme has supported the achievement of the SDGs in Türkiye?
3. How does the programme align with Türkiye 's national agenda and strategic plans, especially evolving needs in light of recent challenges like COVID-19 and the 2023 earthquakes?
4. Which areas of the programme do you consider most relevant and strategic for UNDP's future direction in Türkiye, and what adjustments would you suggest going forward?
5. How effective have the delivery methods/mechanisms adopted by UNDP been in the development context of the country?

Section 2: Effectiveness

1. What progress has been made towards achieving Outcomes 2.1 and 4.1 of the CPD, and what has been UNDP's role in this progress? How can we separate the effect of UNDP from other factors?
2. What factors have significantly impacted the achievement of the intended outcomes?
3. What key results and changes at the outcome level have been attained, including any unexpected outcomes?
4. Describe UNDP's efforts and success in capacity development of national partners and collaboration with civil society and local communities. Use of examples will be helpful.

Section 3: Efficiency

1. How are the projects under the two outcome areas coordinated? What mechanisms are used for the coordination? Are there regular meetings attended by all project managers?
2. Are there any projects that share more than information with each other? Let's say – they share staff, or premises, or they have joint activities, etc.
3. What delivery/implementation challenges has the UNDP team encountered in the implementation of these two outcomes? Are there any project that faced significant challenges?
4. What have been the main actions taken to address major problems?
5. How the projects monitored by the programme staff? Are the indicators in the CPD RRF used? Is there a system for tracking progress along identified CPD outcomes?
6. How effective have the monitoring systems been in providing data for learning and adjustment?
7. How are activities coordinated with government partners?
8. Do all projects have functioning boards chaired by government counterparts?
9. Are activities at the sub-national level coordinated with the national level?

Section 4: Sustainability

1. Are there any challenges with securing the sustainability of interventions?
2. How are the programme's results, including regarding gender equality, empowerment of women, and human rights, being sustained post-pandemic and post-earthquake?
3. What is the level of commitment from partners for ongoing support?
4. Describe the nature and effectiveness of partnerships with other stakeholders in sustaining the programme's results.

Section 5: Cross-cutting Issues

1. How are gender-sensitive, human rights-based, conflict-sensitive, and inclusive approaches incorporated in the programme?
2. What impact has the programme had on gender equality, empowerment of women, and disadvantaged groups with specific needs?
3. How has UNDP promoted gender equality, LNOB principles, human rights, and human development through its outputs?

Annex 5: Reviewed Documents

<u>General Documents</u>

- Revised UNDP Evaluation Policy and Guidelines

- Independent Evaluator Induction Package

- UNDP Guidelines on "Gender Mainstreaming in Practice: A Toolkit"

- UNDP Gender Equality Strategy (2018-2021)

- UNDP Social and Environmental Standards (January 2021)

- UNEG Ethical Guidelines for Evaluation (2020)

- Guidance on Evaluation Institutional Gender Mainstreaming (2018)

- UNEG Norms and Standards for Evaluation

- UNEG Integrating Human Rights and Gender Equality in Evaluations

- United Nations Sustainable Development Cooperation Framework 2021-2025 (UNSDCF),

- UNDP Türkiye Country Programme Document for 2021-2025,

- UNDP Türkiye web site,

- Results Oriented Analytical Reports (ROAR) for the programming cycle,

- Financial overview of the related projects (excel sheet),

- Presentation: overview of the related programmes,

- Previous related Outcome Evaluation Report,

- Monitoring and Evaluation Matrix.

<u>Project Documentation</u>

- Project Documents;

- Project evaluations and project donor/ progress reports;

- Annual Workplans;

- Quality Assurance reports;

- Reports prepared by project experts;

<u>Third-party Reports</u>

- Relevant government publications such as the 10th and 11th Development Plans, Medium Term Plans, Strategy documents on manufacturing industry, technology development, productivity, rural and regional development, women empowerment etc.

Annex 6: List of Stakeholders

<u>Government Departments and Agencies</u>

1. DG of Strategic Research and Productivity, Ministry of Industry and Technology (MoIT)

2. Ministry of Foreign Affairs, Directorate of EU Affairs

3. Ministry of Family and Social Services

4. Ministry of Foreign Affairs /DG of Information Technologies

5. Strategy and Budget Presidency

6. DG of Industrial Districts, MoIT

7. DG for Legal Affairs (DGLA), Ministry of Justice

8. DG of Agricultural Reform, Ministry of Agriculture and Forestry

9. DG of Investments and Establishments, Ministry of Tourism

10. Ministry of Interior, Department of Smuggling, Intelligence, Operations and Data Collection

11. Ministry of Justice

12. Ministry of Environment and Urbanization

13. Court of Cassation

14. Human Rights and Equality Institution of Türkiye (TIHEK)

15. Digital Transformation Office (DTO)

<u>Non-Governmental Organizations</u>

1. Federation of Women's Associations of Turkiye (TKDF)

2. Union of Municipalities of Turkiye (UMT)

3. Turkish Confederation of Employer Associations (TISK)

4. Habitat Derneği

5. CONFEDERATION OF TURKISH CRAFTSMEN AND TRADESMEN (TESK)

6. Turkonfed

7. TUSIAD (Turkish Industry and Business Association)

8. STGM (Association of Civil Society Development Center)

<u>Other Entities</u>

1. Visa Türkiye

2. Manisa Organized Industrial Zone (Manisa OIZ)

3. Trendyol

4. KfW (Kreditanstalt für Wiederaufbau) Türkiye Representation

5. EU Delegation to Türkiye

6. SIDA (Swedish Development Agency)

Annex 7: Results Framework for Outcome Areas 2.1 and 4.1

Outcome/output	Indicator Description	Baseline (31 Dec 2021)	Milestone/Target (2023)	2023 Cumulative Realization
Outcome 2	Proportion of high- and medium-high-tech manufacturing industry value added in total value added	35.00%	38.00%	33.20%
Outcome 2	Land allocated to organic and good agricultural practices (Hectares)	637,419	1,018,709	517,477
Outcome 2	Percentage of land allocated to organic and good agricultural practices	2.80%	5.80%	2.50%
Output 2.1	Number of inclusive local economic development partnerships at scale for accelerating sustainable economic growth	64	78	84
Output 2.2	Number of enterprises and initiatives promoting inclusive business models	27	44	69
Output 2.2	Number of enterprises and initiatives promoting sustainable value chains and climate resilient development	12	25	24
Output 2.3	Number of partnerships raising awareness to remove barriers in front of women's economic empowerment	7	20	21
Output 2.4	Number and proportion of people accessing financial and non-financial assets disaggregated by sex (at least 40 % women)	38,042	185,684	185,684
Output 2.4	Number of people benefiting from skill formation and employment opportunities disaggregated by sex (at least 40 % women)	2,165,948	2,585,948	2,618,290
Outcome 4	Existence of independent national human rights	No	No	No

Outcome/output	Indicator Description	Baseline (31 Dec 2021)	Milestone/Target (2023)	2023 Cumulative Realization
	institutions in compliance with the Paris Principles			
Outcome 4	Proportion of Sustainable Development Goal indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics	57.00%	66.00%	63.70%
Outcome 4	Unsentenced detainees as a proportion of prison population	16.00%	14.50%	12.20%
Output 4.1	4.1.1. Number of proposals developed by UNDP for preparation of legislative and regulatory frameworks that enable civil society to engage in public sphere and contribute to sustainable development	1	8	1
Output 4.1	4.1.2. Number of civil society partners empowered by joint work to participate in policymaking	112	134	142
Output 4.1	4.1.3. Number of mechanisms strengthening integrity systems at national and local levels	8	9	8
Output 4.2	4.2.1. Number of strengthened institutions in line with international principles	0	0	0
Output 4.2	4.2.2. Number of people who have access to justice (total)	26768	40,925	32,666
Output 4.2	4.2.3 Number of legal and regulatory frameworks adopted with UNDP assistance to promote effectiveness and quality of judicial services	4	7	7
Output 4.3	4.3.1. Amount of land released from anti-	24	42	28.996

Outcome/output	Indicator Description	Baseline (31 Dec 2021)	Milestone/Target (2023)	2023 Cumulative Realization
	personnel mine hazards in the border regions of Türkiye			
Output 4.3	4.3.2. Number of legislative and regulatory frameworks adopted with UNDP assistance to promote efficient and effective security service delivery	1	7	1
Output 4.4	4.4.1. Number of gender sensitive legislative and regulatory frameworks and mechanisms adopted with UNDP assistance	7	8	7
Output 4.5	4.5.1. New data collection/analysis mechanisms providing to monitor progress towards the Goals	3	5	4
Output 4.5	4.5.2. Number of innovative financing frameworks for SDG achievement	1	2	2
Output 4.6	4.6.1. Number of proposals developed by UNDP assistance for preparation of frameworks that leverage digital technologies and e-governance for delivery and monitoring of services	3	4	3
Output 4.6	4.6.2. Number of adopted systems and frameworks for increased efficiency and accountability in the public sector	3	4	3