Independent Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION

TÜRKIYE

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INDEPENDENT COUNTRY PROGRAMME EVALUATION: TÜRKIYE

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ACRONYMS

3RP	Regional Refugee and Resilience Plan - Türkiye
BLS	Basic Language Skills model
ÇATOM	Multipurpose community centre
CPD	Country Programme Document
CSO	Civil society organization
EU	European Union
GSSC	Global Shared Services Centre
ICPE	Independent Country Programme Evaluation
IEO	Independent Evaluation Office
ILO	International Labour Organization
INSURE	Integration through Employment Support in Urban and Rural Environments programme
IPA	Instrument for Pre-accession Assistance
ISKUR	Turkish Employment Agency
LAR	Local Administration Reform project
LNOB	Leave no one behind
LVGP	Low-value grant programme
M&E	Monitoring and evaluation
MoFA	Ministry of Foreign Affairs
MoNE	Ministry of National Education
MSME	Micro, small and medium enterprise
NDP	National Development Plan of Türkiye
NEET	Not in education, employment or training
NGO	Non-governmental organization
POPs	Persistent Organic Pollutants
PV	Photovoltaic
SDG	Sustainable Development Goal
SuTP	Syrian under Temporary Protection
TURKONFED	Turkish Enterprise and Business Confederation
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organization
UNSDCF	United Nations Sustainable Development Cooperation Framework
WFP	World Food Programme

Evaluation Brief: Türkiye

Türkiye, an upper-middle-income country with a population of 85.4 million, experienced significant shocks during the 2021–2025 programme period. The country was severely affected by two powerful earthquakes in 2023, which caused over 50,000 deaths and displaced over 3 million people, and hosts the world's largest population of refugees, over 4 million, primarily from Syria. These overlapping crises exacerbated existing socioeconomic vulnerabilities, strained public institutions and deepened disparities.

The UNDP Türkiye Country Programme (2021–2025) was aligned with the country's 11th National Development Plan and the United Nations Sustainable Development Cooperation Framework. It focused on four strategic outcomes: (1) strengthening resilience to shocks and crises; (2) advancing poverty eradication and inclusive growth; (3) promoting environmental sustainability and climate resilience; and (4) accelerating governance and institutional transformation. The programme comprised 69 projects and non-project activities, with a total budget of US$ 181 million and expenditure reaching $139 million by mid-2024. Most projects were nationally implemented, with the European Commission and Government of Türkiye providing 63 percent of total funding.

Key Findings and Conclusions

UNDP programming remained relevant and adaptive amid evolving national priorities and successive crises. UNDP was one of the first United Nations entities to respond to the 2023 earthquakes, leveraging its decentralized presence and trusted relationships to support local authorities. Early UNDP recovery efforts included mobile care units, the restoration of public infrastructure, and micro-grants to over 4,600 micro, small and medium enterprises. The grants provided psychosocial support and essential recovery capital, though challenges with targeting and complaints mechanisms limited their equity and accountability.

In response to the protracted refugee crisis, UNDP contributed to social cohesion and livelihood integration through vocational training, digital inclusion and support to community institutions like Local Employment Agency Offices and Multi-Purpose Community Centres. UNDP efforts were recognized for fostering mutual understanding and engagement between refugee and host communities, though systemic barriers, such as employment restrictions for Syrians under Temporary Protection, hampered broader impact.

The UNDP programme also made significant contributions to Türkiye's climate and environmental agenda. UNDP supported foundational studies that fed into the draft Climate Law, including the proposed Emission Trading System, helped to expand access to solar energy in forest villages, and supported sustainable agriculture practices through public-private partnerships, notably the Better Cotton initiative. However, some interventions, such as waste and debris management and remediation for Persistent Organic Pollutants, faced design and implementation challenges, including insufficient health safeguards or stakeholder consultation.

In the area of governance, UNDP built on its long-standing partnerships with national institutions, to contribute to judicial reform, legal aid, civilian oversight and civic engagement. Though stakeholder appreciation was high, a shift in donor focus reduced support for democratic governance activities. Digital governance efforts, such as "e-Consulate" services and "Digital Villages", showed potential for scalability and social inclusion, especially for women and rural populations.

UNDP integrated equality between men and women and women's empowerment across its portfolio, with positive results in the areas of education, employment and crisis recovery. Flagship initiatives such as "Engineer Girls of Türkiye" and "Young Women Building Their Future", focusing on women not in education, employment or training, reached thousands of beneficiaries. However, the application of intersectional and transformative approaches to gender equality and women's empowerment was inconsistent, especially in the earthquake response.

Recommendations

Recommendation 1. Refugees and livelihoods. UNDP should build on its results and take advantage of its comparative advantage by continuing to work on social cohesion and integrating refugees into the Turkish economy. UNDP should adopt a holistic and coherent approach to employment, with comprehensive interventions that extend beyond downstream activities. This way forward should emphasize policy support and partnerships with the private sector and international organizations with an employment mandate. UNDP should continue advocating for issues affecting SuTPs employability, such as freedom of movement, work permits and skills matching. Considering developments in Syria in late 2024, UNDP Türkiye should continue to work and build coherence with relevant regional bureaux and country offices in supporting SuTPs.

Recommendation 2. Inclusive governance. In light of the evolving priorities of the EU, a significant donor in governance-related initiatives in Türkiye, UNDP needs to recalibrate how it can best integrate inclusive governance within its portfolio. This does not necessarily mean having a standalone governance outcome. Instead, governance should be a cross-cutting theme embedded throughout its next CPD outcomes, whether in environment, local administration reform, private sector engagement, support to refugees, or earthquake recovery. UNDP is recommended to continue strengthening cooperation with civil society, the private sector and the Government at central and local levels.

Recommendation 3. Coherence. UNDP should continue to work on development themes such as rural development, poverty, climate change, energy and environmental resource management. UNDP should build on its results with initiatives involving public-private-partnerships and link them to policy reforms.

Recommendation 4. Capacity. UNDP should consolidate its work and experience and build expertise in designing, implementing and learning from grant schemes. It should leverage its United Nations norms to influence current grant schemes. While doing so, UNDP needs to ensure that its implementing partners are also learning and developing their own standards, with UNDP guidance based on its norms as a United Nations agency, including the LNOB principle, women's empowerment and equality between men and women.

Recommendation 5. Equality between men and women. UNDP should continue its work in this area, and improve the mainstreaming of equality and women's empowerment in outcomes related to the environment and inclusive governance. UNDP should build an architecture moving away from mechanical approaches to equality and towards dismantling structural barriers, aimed at more transformative targets and paying closer attention to heterogeneity within women as a group and intersectionality with LNOB.

CHAPTER 1
BACKGROUND AND INTRODUCTION

1.1 Purpose, objectives and scope of the evaluation

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts Independent Country Programme Evaluations (ICPEs) to capture and demonstrate evaluative evidence of UNDP contributions to development results at the country level. ICPEs assess the effectiveness of the UNDP strategy in facilitating and leveraging national efforts to achieve development results. ICPEs are independent exercises carried out within the overall provisions contained in the UNDP Evaluation Policy.[1]

This was the fourth ICPE conducted by the IEO in Türkiye since 2004.[2] This evaluation covered the UNDP Türkiye country programme 2021-2025, including all programme activities from January 2021 to September 2024. This covered 69 projects and non-project activities across the areas of resilience, inclusive and sustainable economic development, environment and climate change and rights-based governance (see Annex 4). The aim of the ICPE was to inform the preparation of UNDP Türkiye's new country programme, starting in 2026.

BOX 1: Evaluation questions

1. To what extent has the UNDP country programme strategically addressed key national development priorities and needs of its main stakeholders, including those at risk of being left behind?
2. To what extent were UNDP approaches and interventions successful in achieving the intended objectives of the country programme and in contributing to broader national development goals?
3. To what extent has UNDP supported resilience building? To what extent has it supported durable solutions to the refugee crisis? To what extent has UNDP responded to the 2023 earthquakes?
4. To what extent was UNDP fit-for-purpose in responding strategically to changes in context and emerging opportunities during the period under review?

1.2 Evaluation methodology

This ICPE was conducted according to the approved IEO process and the methodology adhered to United Nations Evaluation Group norms and standards.[3] The evaluation had four main evaluation questions, which framed the whole exercise (box 1). In line with the UNDP gender mainstreaming strategy, it examined the level of gender mainstreaming across the country programme and operations. The detailed methodology of the ICPE is described in Annex 1 (Terms of Reference).

The evaluation relied on information collected from different primary and secondary sources to capture and triangulate evidence:

- Desk review (key documents consulted are listed in Annex 5).
- A tabulation of the programme portfolio and outcome and output indicator matrix (Annex 6).
- In-person and online interviews of 167 stakeholders (85 women and 82 men), comprising UNDP personnel, beneficiaries and representatives of 45 institutions, including government, United Nations country team, development partners, donors, civil society organizations (CSOs) and academia.
- Visits to project sites in Adana, Ankara, Gaziantep, Hatay, Kilis, Konya, Kahramanmaraş and Şanlıurfa.
- Geographical Information System analysis.

[1] See http://web.undp.org/evaluation/policy.shtml
[2] The previous ICPE was published in 2019 and Assessments of Development Results in 2010 and 2004.
[3] See United Nations Evaluation Group, http://www.unevaluation.org/document/detail/1914

The ICPE report was quality assured by IEO senior management and internal and external reviewers. The UNDP Türkiye country office and Regional Bureau for Europe and Central Asia, and the Government of Türkiye, were given the opportunity to review and comment on the report.

1.3 Evaluation limitations

Limitations to the evaluation included the duration of fieldwork, given the scale and scope of the UNDP programme and partnerships, and the lack of resources for systematic, independent collection of data on programme impacts or verification of available sources. The findings are only as accurate as the data on which they are based. To mitigate risks, efforts were made to ensure that key findings were based on multiple credible independent sources, such as decentralized evaluations, academic studies or primary and secondary data collection. The evaluation added a forward-looking element to the analysis for country programme portfolio projects in the middle of implementation. Where key informants were not available for interview, the evaluation team sent written questions via email.

1.4 Context

The information below highlights key milestones relevant to the evaluation.[4] More detailed information can be found in Annexes 1 and 2.

In 2024, Türkiye was classified as an upper-middle-income country and ranked 45 of 193 countries in the Human Development Report.[5] At the time, its population was approximately 85.4 million people. The graphs (right) show some indices and statistical data to situate the context in Türkiye before and during the country programme period.

Key events

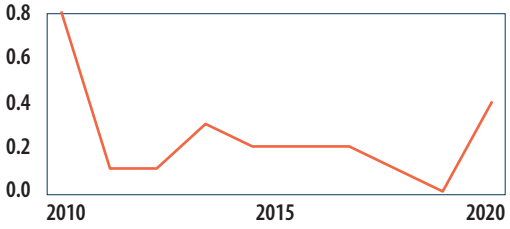
2011: The Syrian civil war broke out, Türkiye became the world's largest refugee host country, with over 3.6 million from Syria alone.[6]

2013: The ISIL conflict began in Iraq, leading to further refugee movement towards Türkiye.

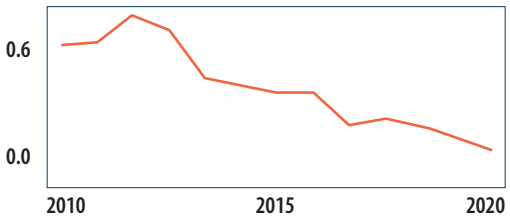
2017: A constitutional referendum passed, expanding Executive Branch powers.

2018: Türkiye's currency crisis began, leading to a sharp decline in the value of the Turkish Lira and adverse macroeconomic conditions.

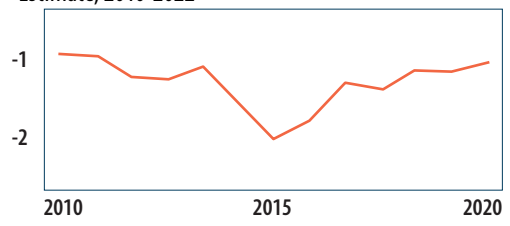
Poverty Headcount Ratio at $2.15 a day (2017 PPP) (% of the population), 2010-2022



Control of Corruption: Estimate, 2010-2022



Political stability and absence of violence/terrorism: Estimate, 2010-2022



[4] See Türkiye timeline from BBC - https://www.bbc.com/news/world-europe-17994865; and Al Jazeera - https://www.aljazeera.com/news/2022/11/13/timeline-of-attacks-in-turkey-since-2015

[5] United Nations (2024) Press release. Türkiye ranks 45th of 193 countries in human development, new UNDP report says.

[6] The term "refugee" as utilized in this document refers to international protection applicants, international protection status holders (refugees, conditional refugees and subsidiary protection status holders) and temporary protection beneficiaries as per the Law on Foreigners and International Protection (2013).

2019: Shifts in municipal administrations from ruling party to opposition parties.

2020: COVID-19 pandemic, Türkiye implemented various measures to control the spread.

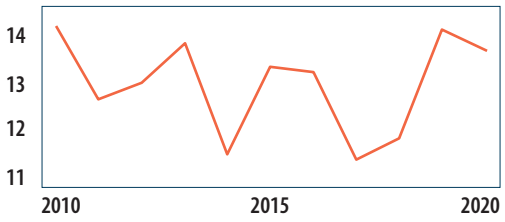
2021: Wildfires and floods caused significant damage and loss of life, highlighting the country's vulnerability to climate change.

2022: Inflation peaked at 85.51 percent, a 25-year high. The Russian invasion of Ukraine began.

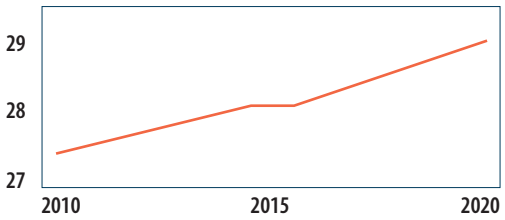
2023: Two powerful earthquakes with magnitudes of 7.8 and 7.5 struck Southern and Southeastern Türkiye, causing widespread destruction and significant loss of life. The Israel-Hamas war began, affecting regional security and economies, especially trade and fuel.

Sources for graphs: https://unstats.un.org/UNSDWebsite/; https://www.worldbank.org/en/publication/worldwide-governance-indicators; https://wdi.worldbank.org/table/3.6.

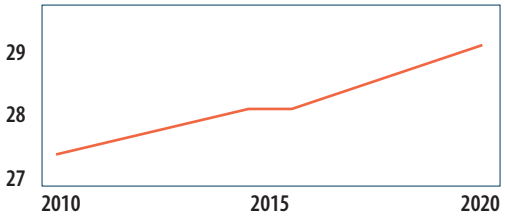
Access to electricity (% of population), 2010-2021



Forest Area (% of land area), 2010-2021



Gender Inequality Index by Year and Country, 2010-2021



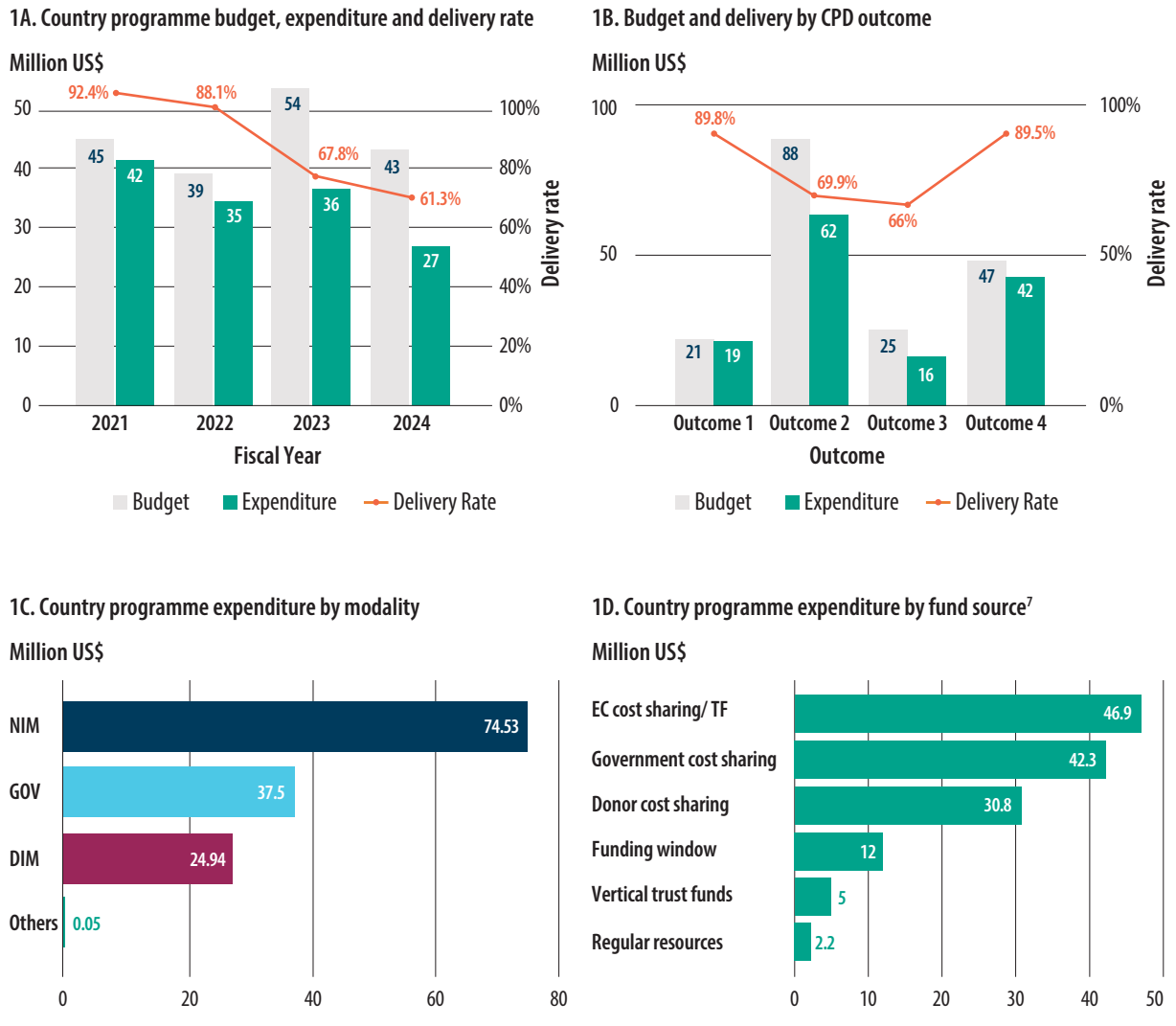
1.5 UNDP country programme under review

The UNDP country programme 2021-2025 was developed with the Government of Türkiye, with four outcomes aligned with the 11th National Development Plan (NDP) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) (2021-2025). During the evaluation period, the total programme budget of was US$ 181 million, with expenditure of $139 million. Mobilized resources peaked in 2023 and the delivery rate dropped from 88.1 percent in 2022 to 67.8 in 2023. 2024 activities were still being implemented at the time of the evaluation (Figure 1A). About 82 percent of the country programme was nationally implemented projects (NIM and GOV) (Figure 1C). The European Commission (33 percent) and the Government of Türkiye (30 percent) accounted for the largest share of mobilized resources (Figure 1D). The four outcomes (Figure 1B) were:

- **Outcome 1 - Strengthen resilience to shocks and crises.** To enhance the socioeconomic integration of displaced populations, support risk-informed mechanisms and promote inclusive societies. This outcome also focused on strengthening government functions and creating sustainable job opportunities, responding mainly to the refugee crisis ($21 million).
- **Outcome 2 - Advance poverty eradication in all its forms and dimensions.** To encourage local economic development, sustainable commodities and women's economic empowerment, targeting disadvantaged groups like the rural poor, women and youth. This outcome had the largest envelope ($88 million), with rural development projects ($25.2 million), the response to the earthquake ($20 million), watershed development ($12 million) and the rest of the 29 projects ($29.8 million) were a mix of economic development initiatives.

- **Outcome 3 - Biodiversity, climate change, environment and resilience.** To implement gender-responsive climate adaptation and mitigation, promote sustainable natural resource management and develop solutions for energy efficiency and low-carbon development. This outcome included earthquake debris management ($4.8 million) and 22 other initiatives ($19.8 million) in the areas of climate change, invasive species management, renewable energy, chemicals, pollution and waste management.
- **Outcome 4 - Accelerate structural transformations for sustainable development.** To strengthen the legislative framework and participatory policymaking processes, enhance the capacity of judicial and human rights institutions and promote women's rights and digital governance for improved public services. About 56 percent of the outcome 4 budget ($25 million) was dedicated to demining, the rest of the 13 projects included various forms of governance-related initiatives ($22.2 million).

FIGURE 1. Overview of country programme budget, expenditure and delivery



[7] See UNDP funding definitions: https://www.undp.org/sites/g/files/zskgke326/files/2022-08/UNDP_Funding_Compendium_2021.pdf

CHAPTER 2
FINDINGS

Each sub-chapter in this section presents UNDP contributions to development results, underpinning elements contributing to performance, challenges and lessons that could influence broader adoption (sustainability, scaling, replication, mainstreaming). The sub-chapters are arranged along the evident narratives within the country programme, which include: (1) UNDP response to the protracted refugee crisis; (2) UNDP response to the 2023 earthquakes; (3) UNDP contribution to Türkiye's economic development and green and inclusive growth; (4) UNDP contribution to good governance; (5) UNDP contribution to equality between men and women and women's empowerment; and (6) cross-cutting issues on the UNDP business model.

2.1 Responding to the protracted refugee crisis (related to Outcomes 1 and 2)

Around 4 million refugees were living in Türkiye in 2024, primarily from Syria, Afghanistan, Iraq and Iran, many born in Türkiye. or who had spent a significant portion of their lives there. Approximately 3 million were categorized as Syrians under Temporary Protection (SuTPs), with a need for long-term protection due to the ongoing crisis in Syria.[8] About 1 million Syrians were employed in informal, low-skilled and low-paid jobs, often facing precarious conditions. Integrating Syrian refugees into the Turkish economy has been a multifaceted challenge, to overcome barriers related to social cohesion, including language, community engagement, education, social norms and employment. Despite policies introduced in 2016 to allow work permits for SuTPs, only a small number were issued (108,250 in 2023), limiting formal employment.[9] Most working refugees (especially women and youth) were in manufacturing, particularly the textile industry, as well as trade and the construction and hospitality sectors, earning below the minimum wage and facing occupational risks.[10]

Since 2015, the United Nations response to the Syrian crisis was strategically coordinated through the Regional Refugee and Resilience Plan (3RP). This regional platform, co-led by UNDP and United Nations High Commissioner for Refugees (UNHCR), facilitated planning, advocacy, fundraising and programming for humanitarian and development partners. It consisted of one regional plan, with country chapters for Türkiye, Lebanon, Jordan, Iraq and Egypt. The 2019 National Harmonization Strategy Paper and Action Plan (2018-2023) aimed to standardize refugee inclusion efforts, with support from UNDP focusing on improving social cohesion and conditions for Syrians and host communities.[11] Despite contextual challenges, the Government adopted frameworks to extend health, education and social services to refugees. Under the 2021-2025 UNSDCF, the United Nations provided support to Türkiye's Law on Foreigners and International Protection, enacted in 2013. This law laid down the principles and procedures for non-citizens to enter, stay in and exit Türkiye and outlined protection for those seeking asylum or international protection in Türkiye.[12]

Finding 1. Addressing social cohesion. The UNDP country programme was aligned with the Government's national strategies and 3RP. UNDP supported social cohesion through civic engagement, vocational and language training and promoting interaction between Turkish host and refugee communities. Country programme results were affected by broader economic and socio-cultural elements outside of the control of UNDP, such as external crises, a volatile economy and limited resources. Despite these challenges, there were successes in fostering mutual understanding, cultural exchange and collaboration between refugees and host communities.

[8] See UNHCR (2023) Project Global Resettlement Needs 2024; Government of Türkiye - https://www.goc.gov.tr/gecici-koruma5638; UNDP Türkiye (2022) Feasibility Study for Türkiye Compact; IFRC and Turkish Red Crescent (2021) Intersectoral Vulnerability Study.
[9] See UNHCR: https://www.unhcr.org/europe/resources-employers-republic-turkiye
[10] UNDP Türkiye (2022) Feasibility Study for Türkiye Compact; Tumen, S. (2023) The case of Syrian refugees in Türkiye: Successes, challenges, and lessons learned; ILO website https://www.ilo.org/projects-and-partnerships/projects/ilo's-support-refugees-and-host-communities-turkey.
[11] Ensari, P. et al (2023) Migration-relevant policies in Turkey; UNDP Türkiye (2021) CPD 2021-2025.
[12] See Government of Türkiye presentation on the Law on Foreigners: https://www.efta.int/sites/default/files/documents/statistics/training/Turkey%20ANTALYA%20SUNUM.pdf

UNDP aimed to reach 22,200 people with social cohesion services, just over half the 3RP target for 2021-2025 of 41,170 individuals, a modest target overall given the size of the SuTP population. UNDP integrated social cohesion into its interventions by ensuring equal access to services and fostering mutual understanding between SuTPs and Turkish host communities.[13] Emphasizing civic engagement, UNDP involved Syrian non-governmental organizations (NGOs) and community leaders in local taskforces and sub-working groups on education, disaster response and migration. This approach helped to bridge gaps and improve understanding between host and refugee communities. Dialogue and collaboration within UNDP interventions helped both parties to appreciate challenges as shared responsibilities.

Social cohesion elements were embedded in Turkish language and vocational training for both SuTPs and host communities, including practical sessions on accessing public services, booking hospital appointments and managing household affairs. Syrian trainees noted that these trainings fostered integration by providing the opportunity for Turkish and Syrian participants to learn about each other's cultures. Participants shared that discussing topics related to their circumstances helped build relationships and change perceptions, and daily interactions helped to address misconceptions and increase understanding. Syrians who spoke Turkish integrated better and formed more connections within host communities. In the final evaluation of the project, one participant commented that prior to the training, communication struggles led to conflicts and limited job opportunities, which reduced after training.[14] Several municipalities hosting refugees expressed interest in adopting similar social cohesion projects.

Conversely, in some cases without a social cohesion component, increased employment among Syrian communities reinforced potentially divisive social-cultural behaviours, such as tendencies to hire and do business exclusively within their own circles. This restricted opportunities for broader social integration and narrowed business potential for both communities. Furthermore, employment regulations limited the number of Syrian workers in any company to 10 percent of the workforce, unless specific conditions were met.[15] Stakeholders agreed that, to take advantage of the built capacity, UNDP could be more active in advocating for changes to policies affecting SuTP employment.

Around 40 percent of SUTPs resided in areas affected by the 2023 earthquakes. The earthquakes caused the tensions between SuTPs and host communities in these areas to resurface, due to increased needs and limited resources, and created new vulnerabilities, leading more people to require assistance. However, there was ample evidence of SuTPs and host communities coming together during rescue efforts, highlighting community solidarity.

Two evaluations of UNDP social cohesion initiatives reported positive social cohesion emerging from support to women's groups, but recommended further studies to define and measure the effects.[16] Achieving social cohesion between large communities depends on the sociological, economic and political trends and context, beyond the control of any United Nations agency. UNDP results were underpinned by its understanding of the dynamic and multifaceted nature of social cohesion, reflected in its activities to promote community engagement, social networks, livelihood support, psychosocial support, resilient infrastructure and cultural and recreational activities.

[13] In general, most donors to the SuTP response aimed to include both refugees and host communities in their funding and programming. Some limitation to opportunities for host communities included earmarked funding, sector-specific focus, short-term funding cycles or donor policy constraints.
[14] UNDP (2023) Final Evaluation of the Turkey Resilience Project in Response to the Syria Crisis.
[15] Regulation on Work Permit of Refugees Under Temporary Protection, issued on January 15, 2016
[16] UNDP (2021) Final Evaluation of Effective Urban Waste Management for Host Communities Phase II: Strengthening Social Cohesion Through Participatory Waste Management; UNDP (2023) Final Evaluation of UNDP social cohesion projects on waste management and Turkey Resilience Response Project in Response to the Syria Crisis.

Finding 2. Integrating livelihoods. UNDP contributed to enhancing the capacity of public institutions such as Local Employment Agency Offices (ISKURs), Multi-Purpose Community Centres (ÇATOMs) and Public Education Centres.[17] Staff training and upgrades to digital systems contributed to the ability of these institutions to meet increased demand for employment support from SuTPs and host communities. Public Education Centres built, refurbished and equipped by UNDP were valued by the Government for providing services and social interaction spaces, especially for women, and shelter during the earthquake.

UNDP improved the capacity of ISKUR staff in job placement, CV preparation guidance, job search strategies and interviewing skills in communities hosting SuTPs. 16 ISKUR offices were refurbished and digitally upgraded, with a Business Process Management platform and Zoom licenses for online services.[18] These efforts enhanced employment services, and improved user experience and accessibility. Training for ISKUR staff was expected to improve service delivery, leading to increased job placements for SuTPs and host community members, though the 2022 evaluation found it difficult to establish a link between increased staff capacity and enhanced service delivery and job placements, due to a lack of data.[19] Stakeholders reported that, during the 2023 earthquake crisis, UNDP provided housing containers for ISKUR field staff, allowing them to continue service provision despite losing their homes. However, stakeholders identified that sustainability was a concern due to limited human resources.

UNDP supported 22 ÇATOMs by developing inclusive business models and providing training on life skills, self-improvement and communication, benefiting Syrian and Turkish women. ÇATOMs empowered women through vocational training, enabling them to gain financial independence by starting small businesses or securing employment. Childcare services at ÇATOMs allowed women to fully participate in training and activities. Activities in ÇATOMs and Public Education Centres contributed to fostering integration and social cohesion.

UNDP constructed a Public Education Centre in Gaziantep, positively received by the Ministry of National Education (MoNE), in response to increased demand from SuTPs and host communities for vocational training in renewable energy and arts and crafts.[20] UNDP also supported the development of training content and provided devices, collaborating with Vodafone for digital literacy, and others for workshops on fashion and crafts. The centre became a valuable community resource for women to engage in activities outside their homes, fostering social connections and improving mental health, and was visited by people from host communities and refugees of different nationalities, mostly women. One significant unintended positive result of the centre was that, during the earthquake crisis, the building remained intact and served as a shelter. UNDP promptly inquired about the needs of people sheltering in the centre, provided essential support and ensured their safety. Stakeholders underscored that the centre's development and success were made possible through partnerships with municipalities and NGOs, while some noted that consultation during the building's design phase could have been improved, particularly regarding the capacity needs for workshops and training rooms.

[17] ISKUR is a Turkish Employment Agency established for aiding activities of protecting, improving, generalizing of employment and preventing unemployment https://www.iskur.gov.tr/en. ÇATOMs are community based and participatory centres established at the neighbourhoods of cities mostly inhabited by rural migrants, district centres and centrally located villages. https://www.gapcatom.org/en/contact/

[18] UNDP (2023) Final Evaluation of UNDP social cohesion projects on waste management and Turkey Resilience Response Project in Response to the Syria Crisis.

[19] UNDP (2022) Employment and Skills Development Programme Component I Final Evaluation.

[20] UNDP (2023) Final Evaluation of UNDP social cohesion projects on waste management and Turkey Resilience Response Project in Response to the Syria Crisis.

Finding 3. Providing skills training. UNDP vocational courses were valued by Turkish and SuTP trainees, particularly in sectors like renewable energy. Challenges such as regulatory restrictions, language barriers and limited job opportunities continued to hinder employment for SuTPs. Despite some success, the training needed longer practical sessions and better equipment, and support for finding jobs or starting businesses was limited. UNDP introduced a new Turkish language training model, which faced issues in catering to different skill levels. Stronger alignment with labour market needs and employment restrictions would have increased effectiveness.

Syrians in Türkiye faced numerous challenges relating to formal employment, including costly and time-consuming work permit applications and renewals, a six-month residency requirement and the 10 percent employment quota. The Emergency Social Safety Net cash-support programme, though generally positive, discouraged formal work by cutting benefits when any household member was employed.[21] Low education levels and language barriers further hindered access to opportunities. UNDP co-chaired the 3RP and Transition Taskforce, where some efforts were made to engage in advocacy with the Government, but CPD outcomes for SuTP employment were minimal due to challenges beyond the control of UNDP and development partners.

UNDP aimed to reach 30,300 individuals with improved jobs and livelihoods, 124 percent of the combined 2021-2025 3RP target, alongside the International Labour Organization (ILO), International Organization for Migration, UNHCR, United Nations Industrial Development Organization (UNIDO), UN Women and World Food Programme. To increase employability, UNDP provided vocational training and skills certification in renewable energy for Syrians and host communities (i.e., solar and wind equipment production and maintenance). A wider dissemination strategy, through WhatsApp, Facebook, community mechanisms and brochures in English, helped to increase enrolment. This training had the potential to impact livelihoods, and participating young women and men reported that they appreciated the course structure, teaching quality and advanced technical content. One trainee started his own solar energy company to address illegal electricity use, serving hundreds of customers and employing staff.

This evaluation noted that graduates found the theoretical content challenging due to language barriers and the lack of interpreters, affecting exam performance. Practical sessions were easier but could have benefited from longer durations and better equipment. Course timing in the afternoons was convenient for some but challenging for others due to distance and transportation, especially during Ramadan. Beneficiaries considered that more support to find employment or start businesses was needed, particularly for SuTPs, to utilize their newly- gained skills. Inventories of the employment landscape with due consideration of the absorption capacity of the labour market, saturation of certain skill sets and consideration on restriction for SuTPs were needed before designing and implementing such training.

UNDP contributed to addressing the language barrier by introducing a new Turkish language education model focused on Syrian refugees. This Basic Language Skills (BLS) model was successfully integrated into the MoNE Educational Informatics Network with the necessary technological infrastructure, in an initiative aligned with the MoNE digital transformation agenda. UNDP monitoring found that it was challenging to identify enough SuTPs with basic Turkish language skills to join the BLS training, which was too basic for those with advanced Turkish skills.[22] This BLS training model, aimed at higher student performance than traditional approaches, is expected to be scaled to other adult learning courses with further review and refinement.

[21] https://globalcompactrefugees.org/good-practices/emergency-social-safety-net-essn
[22] UNDP Türkiye (2023) Final Evaluation of the Turkey Resilience Project in Response to the Syria Crisis.

Finding 4. Supporting waste management. The influx of refugees significantly increased waste generation, reducing the average lifespan of existing landfills from ten to four years. In response, UNDP collaborated with the ILBANK investment bank to develop multiple waste management facilities in different cities.[23] The largest such facility was the complete waste management Mechanical Biological Treatment and Biogas facility in Gaziantep, to extend landfill capacity and life span, reduce carbon emissions and improve handling and recycling of hazardous materials. The facility continued operations during the earthquake. Additionally, UNDP enhanced the capacity of municipality staff and raised community awareness of environmental issues.

UNDP provided technical support to the construction of a waste management facility in Gaziantep, including project management, tendering and ensuring regulatory compliance, to provide a transfer station (and vehicles) to separate recyclable materials from waste and extend landfill capacity. The facility managed 1.8 to 2 tons of waste daily, recycled materials like aluminium and paper, and reduced carbon emissions by using refuse-derived fuel instead of coal. The facility followed comprehensive safety protocols, including routine lung X-rays for workers, regular doctor visits, equipment safety checks, dust level checks and the use of special masks to minimize asbestos exposure. It created employment opportunities and raised community awareness about waste management and recycling for both host and refugee communities. Schools visited the facility and there were exchanges with other municipalities like Sanliurfa to adopt similar models. At the time of the evaluation, solar panels were being installed to reduce energy consumption. Stakeholders deemed UNDP technical support effective, but considered that the facility required more advanced machinery to improve capacity.

With European Union (EU) funding, UNDP facilitated the construction of a 4 million Euro wastewater treatment plant in Hassa, Hatay Province, where untreated sewage was previously discharged directly into the Tiyek watercourse. The initiative removed a major source of pollution and contributed to a successful campaign to restore the ecological health of the Asi River. Other facilities built by UNDP with EU funding include four solid waste transfer stations in Hatay Province, which serve to reduce greenhouse gas emissions and cut municipal transportation costs by compressing and consolidating garbage into bigger cargo for streamlined delivery to local landfills. Finally, a greenhouse solar dryer facility erected by UNDP in the city of Kilis transformed sludge residue from wastewater treatment plants into high-value byproducts to enrich topsoil or fuel cement production.

UNDP enhanced the capacity of municipality staff in operational management and environmental awareness, in partnership with several entities including the Ministry of Environment, Urbanization and Climate Change for the "Zero Waste" initiative for sustainable waste management practices in some municipalities in Kilis and Haliliye-Şanlıurfa, and the International Solid Waste Association Türkiye for training programmes. These efforts improved waste management efficiency with environmental and operational benefits, adhering to city health directorate standards and Occupational Safety and Health protocols. These interventions included the installation of Civic Amenity Centres and mobile centres, to engage households and train community wardens (48.8 percent women) to enhance community participation and foster sustainable waste management behaviours.

[23] Ilbank A.Ş., short for İller Bankası Anonim Şirketi, is a State-owned development and investment bank based in Ankara, Turkey; It is affiliated with the Ministry of Environment, Urbanization and Climate Change to contribute to sustainable urbanization by producing and developing projects at international standards and by providing loans and technical support for local administrations. https://www.ilbank.gov.tr/

2.2 Responding to the 2023 earthquakes (related to Outcomes 1, 2 and 3)

On February 6, 2023, two powerful earthquakes with magnitudes 7.7 and 7.6 struck Southern and Southeastern Türkiye, as well as Northern and Western Syria, with the epicentre in Kahramanmaraş, followed by numerous aftershocks, further complicating rescue efforts. These devastating earthquakes caused widespread destruction, toppling buildings and resulting in more than 50,000 deaths and thousands of injuries.[24] The disaster impacted approximately 15.73 million people in Türkiye and Syria, with about 3.3 million left homeless in Türkiye.[25] The earthquakes impacted access to shelter, food and other basic services for all survivors. The United Nations immediately launched significant emergency responses, including search and rescue, and support for coordination and technical assistance, and launched a $1 billion flash appeal to support emergency medical care, shelter, food and water.[26] As of 2023, $1.36 billion had been raised, $580 million through the United Nations appeal.

Survivors from Turkish and refugee groups needed resettlement, and the Government of Türkiye and the humanitarian community provided assistance equally, with a focus on vulnerable groups with special needs including at-risk children and adolescents, refugees, and people suffering serious trauma, severe medical conditions or with disabilities. UNHCR reported that national and local capacity and infrastructure were stretched to the limit, which, combined with socioeconomic challenges, led to instances of change in public opinion towards refugees and isolated of social tensions.[27]

Finding 5. Responding with agility and flexibility. With an early recovery approach and an extensive network in the field, UNDP was able to adapt and respond to immediate needs after the earthquakes. UNDP repurposed $0.7 million from project resources, and mobilized $47 million more from numerous donors, to contribute to restoring social care services, refurbishing living centres, providing socioeconomic support through grants for micro, small and medium-sized enterprises (MSMEs), supporting waste management and the restoration of cultural heritage.

Working with the Needs Map, UNDP provided infrastructure support to container cities, delivered mobile care vehicles and constructed prefabricated social care centres.[28] These offered a life-saving environment for the injured, supported prosthetic provision for people with disabilities and assisted the elderly who relied on family care. The centres revitalized livelihoods, offered accessible community spaces and provided recreational areas for children. Municipalities showed strong ownership of these care centres, considering them valuable community assets, especially in regions like Adıyaman and Kahramanmaraş, providing social experts and actively participating in identifying needs and services. UNDP also contributed to the joint Türkiye Earthquakes Reconstruction and Recovery Assessment.[29]

With UNDP support, the Turkish Federation of Women's Associations set up Women and Children's Safe Spaces in the earthquake zone, benefiting around 2,000 people and focusing on protection and the prevention of gender-based violence. UNDP incorporated psychosocial support for survivors through online and in-person sessions, and set up an occupational mental health centre in Reyhanli, to provide counselling

[24] See https://www.undp.org/turkiye-syria-earthquakes
[25] Türkiye-Recovery-and-Reconstruction-Assessment, https://www.sbb.gov.tr/wp-content/uploads/2023/03/Turkiye-Recovery-and-Reconstruction-Assessment.pdf
[26] See press releases on United Nations websites: https://news.un.org/en/story/2023/02/1133177; https://turkiye.un.org/en/219523-un-issues-call-1-billion-help-millions-people-t%C3%BCrkiye-affected-devastating-quakes; OCHA: https://www.unocha.org/publications/report/turkiye/humanitarian-transition-overview-turkiye-earthquake-response-august-2023
[27] UNHCR (2023) Project Global Resettlement Needs 2024.
[28] The Needs Map, established in 2015, is a social cooperative that connects people in need with supporters, including individuals, institutions and organizations. It promotes cooperation and solidarity in areas like education, health, culture & arts and sports using verified geospatial data technology and community-based verification. https://needsmap.coop/
[29] Presidency of the Republic of Türkiye (2023) Türkiye Earthquakes Recovery and Reconstruction Assessment.

for textile workers and their families. A psychological support module was implemented for women not in employment, education or training (NEET) affected by the earthquake in Diyarbakır and Adana as part of the 'Young Women Building Their Future' project, in collaboration with the Turkish Psychological Association.

To protect endangered cultural heritage in the disaster zone, containers were provided to major museums for the temporary protection of at-risk collections. Cameras and drones were supplied to take inventory of damaged cultural heritage assets and a global crowdfunding campaign was launched emphasizing cultural diversity. UNDP supported the restoration of historical artifacts by procuring additional equipment for damage analysis and initial restoration needs, in collaboration with local actors.[30]

Several stakeholders confirmed that, when the earthquake struck, and the losses and needs exceeded the immediate response capacity of the Government and municipalities, UNDP acted swiftly on the ground. UNDP achieved this efficiency by foregoing traditional planning and needs assessments, not feasible due to a lack of data and urgent needs, and relying on its network of local communities and partners, effectively listening and responding to emerging needs in the field. One key respondent noted, *"UNDP's response was based on the needs in the field and it was not designed in the office or regional hub, but they went to the field and identified needs through earthquake groups, field staff and crisis experts."* Another UNDP comparative advantage was its extensive network of national experts and implementing partners engaged in various initiatives and projects on the ground, that it was able to mobilize, recalibrating skills to respond to the crisis.

Finding 6. Delivering training and recovery grants. UNDP provided post-disaster training that improved employability for displaced individuals, and contributed to the recovery of MSMEs by providing immediate financial grants through a scheme with basic feedback, complaints and redress mechanisms and integration of Leave No One Behind (LNOB) principles. Stakeholders and beneficiaries reported that the grants received, however small, contributed significantly to their psychosocial wellbeing and made them feel "visible" during the crisis and, which contributed to their mental and economic recovery.

The earthquakes caused severe workforce disruption and loss, with around 220,000 workplaces out of action and a 16 percent loss in working hours in the affected areas compared to 2021.[31] UNDP conducted vocational training for earthquake victims, including SuTPs, in Konya and Ankara, to acquire new skills and increase employability. For example, stakeholders reported that the urgent post-earthquake needs of the textile sector were addressed by providing training of trainers and on-the-job training to new recruits, easing integration. The incorporation of vocational training with social and mental health awareness increased the effectiveness of both: regular group sessions on mental health and social cohesion during work hours improved the wellbeing of workers and was recognized as a significant achievement by the private sector.

Everyone was affected by the earthquake, but MSMEs, without stability of salaries from larger employers, faced multiple burdens as their households, businesses, inventories, raw materials and equipment were destroyed, and the impact extended to their employees with even fewer resources. UNDP provided a total of $10 million in grants to 4,620 MSMEs.[32] UNDP provided financial assistance through micro-grants to women-led MSMEs in 11 provinces affected by the disaster, later expanded to businesses with fewer than 10 employees. The scheme faced high demand and a large volume of applications, and was managed through a simplified online process. Some found this challenging due to the lack of access to digital devices or the internet in affected areas, leading UNDP to revise the forms and collaborate with local Chambers of Commerce in each province, stationing staff to offer technical guidance and assist with applications.

[30] See UNDP Türkiye press release: https://www.undp.org/turkiye/press-releases/protecting-cultural-heritage-after-earthquakes-turkiye
[31] ILO (2023) The effects of the February 2023 earthquake on the labour market in Türkiye.
[32] UNDP Türkiye (2023) Results Oriented Annal Report.

The grant scheme intended to provide immediate relief, and this was mostly achieved for recipients of larger grants (above $5,000) and MSMEs who were also eligible for loans from financial institutions. While the majority of those receiving under $2,000 appreciated the funding, it did not significantly help to restart their businesses, with some only able to purchase items like tables, chairs and raw materials. In particular, since everyone needed raw materials to rebuild – including organizations conducting earthquake responses, the private sector and consolidators – this increased demand and prices. MSMEs faced challenges integrating themselves into supply chains and establishing formal agreements with suppliers, which was still the case during the evaluation field visits. However, grant recipients and other stakeholders emphasized that the grant scheme, however small, provided significant psychosocial support, giving them hope and making them feel "visible" during the crisis.

The grant criteria designed by UNDP prioritized employers who were women, people with disabilities, or facing greatest damage, but the evaluation found that beneficiary selection was based on solvency and track record, at odds with the LNOB principle. Integration of the Humanitarian Accountability and Quality Management Standards was not evident, especially regarding complaints and redress mechanisms. While some gaps in the selection criteria could be seen as a trade-off for the need for speed and immediate response, the complaints mechanism could have been more elaborated, tending to be in the back-end systems of the grant.

Finding 7. Innovating debris management. UNDP contributed to debris removal, supporting municipal operations and environmental protection, bolstering the ability of local administrations to maintain essential services and manage increased waste. UNDP also led early efforts in recycling earthquake debris, which was very relevant. In the earthquake debris recycling facility, attention to health and safety measures came after the large machineries were procured and installed. Dust abatement and on-site and regular asbestos testing were not present at the testing phase or during the evaluation field visit.

The earthquakes caused significant infrastructure damage in Hatay, Malatya, Kahramanmaraş, Adıyaman and parts of Gaziantep and Kilis, creating an estimated 116 - 210 million tons of rubble.[33] UNDP helped municipalities with debris removal and management in temporary settlements. It provided garbage trucks, quicklime, disinfectant, shovels, personal protective gear, sanitation tools, street sweepers and galvanized dumpster bins. A wastewater treatment plant and a drinking-water purification system were also provided to a container city housing 1,500 displaced persons.[34] These efforts improved sanitation and hygiene and supported local authorities in ensuring that basic needs were met.

UNDP was able to mobilize resources from Japan to procure machinery for earthquake debris recycling. Research on earthquake debris management emphasizes the importance of asbestos testing from the onset of activity.[35] However, during the evaluation field visit, when the facility had been operating in a testing phase for a few months, a lack of use of Occupational Health and Safety equipment or the hygiene facility, irregular asbestos monitoring and no dust control was noted.[36] According to the final evaluation of the initiative, remaining project funds were used to procure dust abatement and asbestos testing equipment not envisioned in the project design.[37] The three recycling machines (two mobile and one stationary crusher) seen by the evaluation were not functioning at full capacity due to lack of machinery for pre-treatment of the raw debris materials.

[33] See press release: https://www.undp.org/press-releases/millions-tons-earthquake-rubble-await-removal-turkiye
[34] UNDP Türkiye (2023) Results Oriented Annal Report.
[35] Mavroulis, S., et al. (2023). Managing Earthquake Debris: Environmental Issues, Health Impacts and Risk Reduction Measures.
[36] At the time of writing, the project manager was informed and planned to procure dust control equipment.
[37] UNDP (2024) Grant Aid for Environmentally Sound Management of Earthquake Debris and Safe Disposal of Hazardous Waste. Final Evaluation.

2.3 Contributing to Türkiye's economic development, green and inclusive growth (related to Outcomes 1, 2, 3 and 4)

At the time of developing the UNDP country programme, in 2021, the Turkish economy faced structural challenges exacerbated by the COVID-19 pandemic and, later, the war in Ukraine, which led to a loss of tourism revenue and rising energy prices. Apart from the human cost of the 2023 earthquakes, an assessment by the Government of Türkiye and international organizations estimated around $103.6 billion of recovery and reconstruction needs. These successive crises led to persistently high inflation, peaking in May 2024 at 75.45 percent, and a sharp depreciation of the Turkish Lira.

These socioeconomic headwinds threatened to reverse decades of progress in poverty reduction. In 2023, the relative poverty rate was 14.9 percent, with nearly a third of the population at risk of poverty or social and economic exclusion.[38] These adverse macroeconomic developments impacted the most vulnerable populations, including refugees and those needing international protection, affecting their access to services and the labour market. Nevertheless, Türkiye made progress in digitalizing government services for businesses and diversifying energy supplies, significantly increasing the share of energy from renewable sources.

Finding 8. Scaling public-private partnerships. UNDP contributed to strengthening the Turkish economy by continuing to scale up model factories and different public-private partnerships for innovation and digitalization.[39] This supported resource efficiency of the MSME manufacturing sector by reducing costs, in terms of space requirements, raw materials and time, without decreasing the labour force. UNDP facilitated several multi-stakeholder platforms with the aim of bringing the private sector into the development sphere, and raising awareness and capacity on the Sustainable Development Goals (SDGs) and human rights in business.

The Model Factories concept of resource efficiency was anchored in the Government's targets set out in the 11th NDP and its Competitiveness and Innovation Operation Programme.[40] The theory of change of the Model Factory concept assumed that the productivity of enterprises would improve through the introduction of lean production methods for increased production, improved operational and labour efficiency, reduced need for production space, improved market opportunities and higher sales. Continuing from the previous CPD and recommendations from the 2019 ICPE, and in collaboration with the Ministry of Industry and Technology, UNDP helped to establish a model factory in Ankara, later scaled to Konya, Kayseri, Bursa, İzmir, Eskişehir, Gaziantep, Adana, Mersin and Samsun to foster lean manufacturing, entrepreneurship and innovation culture. The establishment and operation of these model factories exemplified a successful partnership between the Government and the private sector, facilitated by UNDP. The Government provided seed capital, while the chambers of commerce and industry shared the costs of infrastructure, equipment and personnel, depending on the location.

Participating MSMEs made more efficient use of raw materials and energy and increased productivity, which translated to higher income. Beneficiaries agreed that staff productivity had increased, the rate of machine-related problems, thus maintenance costs, had decreased. For example:

- A factory in Hatay reported that before the lean production training they processed 55 tons of products in three shifts, and after training they managed to process 75 tons in 2 shifts. This result is similar to establishing a second factory without any additional investment.

[38] Turkish Government data: https://data.tuik.gov.tr/Bulten/Index?p=Poverty-and-Living-Conditions-Statistics-2022-49746&dil=2

[39] A Model Factory provides tailored support to companies to improve their operations and help to transition to green production, beginning with a detailed analysis of their current state and offers hands-on, field and classroom applications.

[40] Türkiye's Competitiveness and Innovation Sector Operational Programme is part of the EU IPA. It aims to enhance the competitiveness of the Turkish economy by fostering an export-oriented, private sector-led production structure. The programme focuses on increasing productivity and accelerating industrialization, particularly in the manufacturing sector. See: https://www.eeas.europa.eu/delegations/türkiye/competitiveness-and-innovation-0_en

- A factory in Adana reported that 10 people produced 15 units in the time they had previously produced 10.
- A factory in Konya reported that assembly space had decreased from 200 to 30 m^2, with a 50 percent increase in production.
- Another factory in Konya reported increased profits, productivity and production, including a daily production increase of 36 percent, with a return of the investment in three months.

Overall, the improvement of production in line with EU standards was considered to have improved the status of participating businesses from contract manufacturers to vendors. Efficiency improvements also allowed better use of available labour to cover additional labour force needs. Although job creation is not a priority for Model Factories, UNDP provided vocational training and skills development through complementary activities under the project to increase the employability of host community members and SuTPs. The long-term benefits of increased capacity, which may have been negatively impacted by adverse macroeconomic developments, was difficult to assess.

While initial support was partially funded by public schemes for productivity and innovation, subsequent phases required participating businesses to cover costs, which some managed, demonstrating their commitment due to the financial viability of the Model Factory. Furthermore, new government support packages were expected to increase the number of beneficiaries. The Government's upscaling of model factories attests to the positive results of the initiative. The ICPE noted that documentation on the economic return on investment needed improvement to support advocacy and investment mobilization efforts for broader adoption through scaling, replication, sustaining and mainstreaming.

The model factories were linked to Innovation Centres in Adana, Mersin, İzmir, Gaziantep.[41] However, the evaluation found that there was weak complementarity between the Model Factories and the Innovation Centre in Adana. The selection of equipment in the Innovation Centres did not respond to the needs of the industry, reportedly due to the fact that the industry was not consulted during the procurement process. On the other hand, the services were not extended to cover vocational education institutions. Ownership and sustainability of the projects was low after the financial support ended.

UNDP also helped to develop some platforms, including:

- The *Hayata Artı* programme, implemented in collaboration with Coca-Cola *Hayata Artı* Foundation and *Yaşama Dair* Foundation, which encouraged young people to develop projects in response to environmental and social problems.
- The Business for Goals Platform, established by the Turkish Enterprise and Business Confederation (TURKONFED), the Turkish Industry and Business Association and UNDP, to integrate the SDGs into corporate policies and strategies and foster joint learning, development and collaboration. It was open to enterprises of all sizes, public agencies, local administrations, municipalities, academia, international organizations and NGOs.[42]
- With UNDP, TURKONFED launched the Connecting Business Initiative Türkiye platform in 2018. Along with the Business for Goals platform, this platform aimed to strengthen cooperation between the private sector, civil society, international organizations and public institutions for emergency preparedness,

[41] Similar to a Model Factory, an Innovation Centre hopes to provide innovative ways of approaching manufacturing not necessarily linked to lean production.

[42] TÜRKONFED represents 30 federations and 300 associations with more than 60,000 member companies, meaning that capacity support can increase the chances of wide outreach and increase the prospects of replication and multiplication. Donors are a group of financial institutions, another example of partnership with the private sector. TÜSİAD is Turkey's leading business organization, founded in 1971, a voluntary, independent, NGO dedicated to promoting public welfare through private enterprise. https://tusiad.org/en/tusiad/about

response and recovery. The network organized various webinars and online sessions to identify and respond to the needs of local businesses affected by COVID-19, including preparing a list of trusted protective equipment manufacturers in Türkiye to help match businesses with global buyers.

- The Business and Human Rights project engaged national human rights institutions to develop a National Action Plan, involving CSOs and academia in a situation assessment, including the impact of Artificial Intelligence on human rights.
- The SDG Impact Accelerator Project (Phases I and II) aimed to provide mentorship and financial support to innovative start-ups offering solutions to SDG challenges. Phase I supported the production of prototypes for portable toilets in countries with inadequate access to sewage and digital identification solutions for refugees, but implementation was affected by shipment restrictions during COVID-19, and lack of interest. In Phase II, start-ups on digital agriculture and financial inclusion were supported and piloted in Uganda and Bangladesh, funded by the United Nations Technology Bank for Least Developed Countries and implemented with the coordination of the country offices and embassies. The pilot phase commenced without a decision for further action due to a change in the management of the Ministry of Foreign Affairs (MoFA) and lack of communication between countries.
- UNDP proved its value as a practical solutions partner, especially for innovation, introducing Turkish institutions to international networks such as Global Impact. Within this framework, UNDP facilitated networking of model factories with the Asian Productivity Organization where training for participants from 27 countries was hosted. Also, cooperation for model factories was established with Kazakhstan through the Regional Hub.

Finding 9. Progressing upland and rural development. Aligned with the Government's objective to improve livelihoods and reverse rural-to-urban migration, based on the assumption that an improved economic landscape in rural areas would attract in-migration, UNDP contributed to increasing and greening production by introducing new technologies and environmentally sound farming practices. UNDP facilitated large-scale solar energy adoption in forest villages and upland farms and helped to improve the bargaining capacity of producers by improving marketplaces and facilities. UNDP results and potential for sustainability were underpinned by its knowledge, and ability to partner with the private sector with more market-driven experience.

UNDP implemented the Better Cotton Project, in collaboration with the Good Cotton Practices Association and Regional Development Administration.[43] The project engaged diverse expertise to address aspects of sustainable cotton farming, from planting and crop protection to harvesting, and funded small family businesses to prevent rural-urban migration. Farmers learned about water pH levels, appropriate pesticide use, water use efficiency, combating child labour and record-keeping. The training led to sustained agricultural production, environmental sustainability awareness and decent work conditions, such as using protective equipment to ensure worker safety and reduce health risks. Farmers adopted advanced technologies like drones and geographical information systems for pesticide application and farm management, becoming more environmentally responsible. UNDP support included regular advisory visits by engineers, helping farmers promptly address issues during farming milestones. Women and men farmers reported learning and applying best agricultural practices, which supported efficient water use.

[43] Described as the world's largest sustainable cotton production programme, the Better Cotton project aims to elevate cotton production to world standards for sustainable and environmentally friendly practices and improve the livelihoods of cotton farmers. https://bettercotton.org/where-is-better-cotton-grown/better-cotton-in-turkiye/; https://iyipamuk.org.tr/; http://www.gap.gov.tr/en/#.

The project engineering team observed reduced productivity due to climate conditions, affecting their credibility with farmers who prioritized immediate gains. There was a need for sensitization and capacity-building, to change mindsets for the adoption of new practices and changing non-beneficial norms such as traditional roles that disempower women. The Better Cotton project required extensive data collection and costly sustainable options without financial support, making compliance hard to enforce. Success and expansion depended on continued support and broader adoption of sustainable practices. Achieving sustainability goals required overcoming resource constraints and ensuring widespread implementation.

In instances where success was achieved, the ICPE noted the project's contribution to saving money and increasing profits through improved yields and higher-quality produce. Better Cotton certification helped farmers to sell their cotton more easily, especially to established brands, providing a market advantage and assuring buyers of quality and sustainability. Efforts raised awareness among farmers of the importance of written agreements with buyers to secure fair prices. These efforts improved living conditions in villages and ensured small farmers received necessary assistance, which may have been difficult without UNDP involvement. Adopting a public-private partnership model was a key element in facilitating access and understanding the demands of the market. Having the private sector co-design and co-implement the initiative, similar to the Model Factories, led to better ownership of the process, results and outlook on sustainability.

Emphasis was placed on integrating women into various aspects of agricultural and environmental capacity-building, such as pest management, soil preparation, soil health and irrigation systems. In the Better Cotton project, women's committees were established specifically to address relevant issues in agriculture, the disproportionate impact of climate change on women, child protection, and labour and legal rights. At the time of this ICPE, the committee was in its early stages and results were not available, but more such committees were planned.

UNDP contributed an increase in solar energy use in Türkiye, for household consumption and upland rural production. For example, in partnership with the General Directorate of Forestry and the Forest and Village Relations Department, UNDP financed two land-based solar photovoltaic (PV) demonstration projects with cooperatives, and rooftop solar PV installations for 1,490 households, totalling 3.5 megawatts. This was achieved despite significant challenges during implementation such as COVID-19, adverse macroeconomic and political developments, inflation, exchange rate fluctuations, rising energy prices and supply chain disruptions, UNDP was agile in shifting direction when government policy changed to no longer favour the cooperative-based model of solar energy generation. In addition, the National Framework for Net Metering Renewable Energy allowed individual consumers to produce renewable electricity based on their consumption capacity, favouring rooftop PV installations and continuing to finance solar PV installations for vulnerable populations. UNDP helped to remove barriers to solar PV installations in forest villages, developed a financing model and secured financial commitments to further scale up solar PV.[44] Beneficiaries were selected through a lottery system, which did not favour any groups but also did not prioritize vulnerable groups. The results were underpinned by a simplified application process for forest villagers to enter the programme and finance their PV installations, UNDP partnership with GÜNDER, a private sector network organization with experience and market knowledge, and coherence with other government forest-village projects to deliver a cohesive package.[45]

[44] Sustainable Energy Financing Mechanism for Solar Photovoltaic Systems in Forest Villages in Turkey Project.

[45] GÜNDER is the International Solar Energy Society - Turkey Section. Founded in 1991, GÜNDER represents the entire solar energy value chain in Turkey, including administrators, public officials, academics and industry representatives. It aims to promote the use of solar energy, prevent unfair competition and improve quality in the solar energy industry. https://www.gunder.org.tr/

UNDP continued to provide management support for large-ticket infrastructure projects of the International Fund for Agriculture and Development (IFAD) targeting upland rural farmers, such as livestock marketplaces. UNDP delivered these projects through engagement of long-term national experts with understanding of market trends and government policies, and extensive networks with the Government and private sector. Stakeholders appreciated the convening role with donors and the government implementing partner. Institutional partners trusted UNDP for its operational capacity, technical expertise, experience in implementing similar initiatives and ease of doing business.

Finding 10. Tackling environmental management and climate change. Stakeholders appreciated the UNDP contribution to climate change research, reporting and policy development, invasive species management and management of Persistent Organic Pollutants (POPs). Though some challenges derived from external factors, such as the COVID-19 pandemic and the earthquake crisis, others were related to the design of the interventions.

Stakeholders appreciated the UNDP contribution to mobilize and facilitate experts to produce technical documents, to support policies and strategies related to the environment and climate change. Examples include:

- Social and employment impacts of climate change and green economy policies in Türkiye (in cooperation with ILO). This used the Green Jobs Assessment Model to analyse various scenarios and their implications for the labour market.[46]
- Plastics in Türkiye, suggested policy approaches and instruments.[47]
- Macroeconomic Modelling Report for Nationally Determined Contribution reporting to reduce national emissions and adapt to the impacts of climate change.
- National Climate Change Action Plan and Climate Change Mitigation Action Plan, comprehensive strategies aimed at addressing climate change through both mitigation and adaptation measures.

These foundational documents contributed to the formulation of Türkiye's Climate Law, under public review at the time of the evaluation, which aimed to align Türkiye's climate policies with international standards and the EU Green Deal. Key elements of the Law include: (1) a carbon pricing mechanism to establish an emissions trading system and a carbon pricing board; (2) climate financing mechanisms to promote green capital market instruments; (3) public awareness and education, including revising curriculums to include climate change topics; (4) research and development. The Climate Law was a significant legislation, providing the legal framework for Türkiye's emissions trading system. Even in its draft form, the Law sets the precursor to start pilot trading in the carbon market while Türkiye is developing its longer-term carbon market strategy.

Stakeholders appreciated the UNDP contribution to the management of POPs, a continuation of the previous country programme cycle. The project has two main parts, the "technical assistance" component under UNDP responsibility, and the "works" component, under responsibility of the Government, which aimed to build government capacity for managing POPs. The UNDP component was concluded and appreciated by partners, but the "works" component was prematurely terminated by the donor (the EU) because sites could not be selected using EU guidelines. The evaluation identified this as a design issue, where due diligence should have been observed. UNDP raised the issue of incompatibility of the selected sites for POPs remediation with the project steering committee, but they did not take sufficient adaptive management action. This brings into question the effectiveness of the oversight function of project steering committees over both components.

[46] ILO (2022) Social and Employment Impacts of Climate Change and Green Economy Policies in Türkiye.
[47] UNDP (2023) Synopsis: Plastic in Türkiye.

2.4 Contributing to Türkiye's good governance (related to Outcomes 1, 2, 3 and 4)

Türkiye operates under a unitary government system, which means that the central Government holds the primary authority, with limited autonomy for administrative divisions such as provinces and municipalities. This centralized structure is designed to ensure uniformity in applying laws and policies across the country. Local administration in Türkiye (of the 81 provinces, their districts, neighbourhoods and villages) is split into two: provincial and district governorates are appointed by the Government; and municipalities and aldermen's offices at the level of neighbourhoods and villages are chosen through local elections.

The Fourth Judicial Reform package was issued in 2021, with continued efforts for judicial reform to improve legal predictability, strengthen the independence of the judiciary, and guarantee the right to a fair trial. The Ninth Judicial Reform package was the latest to enter into force.[48] Türkiye also prepared the Fourth National Action Plan on Combatting Violence Against Women 2021-2025, which focused on legislation and legal aid, policy and coordination, protection and prevention services, awareness, data and statistics. In the same year, Türkiye withdrew from the Istanbul Convention international treaty aimed at preventing and combating violence against women and domestic violence, on the grounds that the measures were already incorporated into Law 6284 for the Protection of the Family and to Prevent Violence Against Women, with a focus on family.[49]

Finding 11. Safeguarding inclusive governance. Long-term engagement in Türkiye, and with the EU, has positioned UNDP as a trusted partner in the area of inclusive governance. UNDP was able to achieve gains in various governance themes amid the evolving political context of Türkiye, by establishing strong collaboration with line ministries and local administrations.

Historically, UNDP has been a major actor in promoting good governance practices in Türkiye, as part of its institutional mandate, and due to its years of experience working with the most critical institutions in Türkiye on the development and implementation of sensitive national policies. UNDP established strong relations with several ministries, including MoFA, Ministry of Interior, Ministry of Justice, Ministry of Defence and the Turkish Gendarmerie General Command, for the development and implementation of initiatives. The UNDP governance portfolio was aligned with Türkiye's National Action Plan for EU Accession (2021-2023) under Chapter 23: Judiciary and Fundamental Rights.

Türkiye is eligible for EU financial support through the Instrument for Pre-accession Assistance (IPA), which started in 2007 and was in the third phase in 2024 (IPA III 2021-2027).[50] The UNDP governance portfolio was largely funded by the EU (about $23.5 million out of $42 million) as part of the IPA, which also funds other UNDP thematic areas. Major projects addressed foundational aspects of governance with an intersection with accession requirements. These included:

- Civic Engagement project – to introduce a legal framework for volunteerism in Türkiye and strengthen the capacity of the Directorate General for Relations with Civil Society.
- The Union of Turkish Bar Associations, a key partner in the Legal Aid project, lessons were reflected in the Justice Strategy participation in meetings of the Efficiency of Justice Services Specialized Commission for the 11th NDP as part of the legal procedures for preparing the development plan.
- Violence Against Women project – to prepare a needs assessment for strengthening legal aid service provision and opportunities for better access to justice.

[48] UNDP Türkiye (2021) Results Oriented Annal Report, EU Progress Report 2023.

[49] The declaration outlines 15 principles designed to ensure transparency in judicial processes. These principles emphasize the importance of public access to court proceedings, the availability of information regarding court hearings and the need for judicial systems to be accessible and transparent. The goal is to uphold human rights and the rule of law by ensuring that judicial proceedings are conducted openly and fairly.

[50] For more information on the IPA see: https://www.ab.gov.tr/ipa-i-amp-ipa-ii-programming_45627_en.html.

- Civilian Oversight project – engaging on strategies and draft laws regulating Internal Security Forces actions that may impact citizens' fundamental rights, such as the use of personal data and freedom of expression.
- Transparency and Code of Ethics project – to enhance judicial independence and impartiality.
- Demining project – to improve the capacity for integrated border management and security sector reform.

The UNDP governance portfolio built on the previous country programme and 2019 ICPE recommendations, to support local administration reform and promote good governance in Türkiye, based on lessons learned, assessed gaps and emerging needs of the Government. It built on previous achievements at the local level, such as training on basic concepts, building and institutionalizing partnerships, introducing new legislation and implementing structural changes in local administration. Years of cooperation with the Government and municipalities increased the prospects of long-term changes in local governance. Implementation of the UNDP governance portfolio built a knowledge base resulting in improved skills among relevant institutions at central and local levels, CSOs and the public.

UNDP created opportunities to internalize knowledge through refresher training on good governance for ministries and local actors, and field activities like producing strategic and local action plans in municipalities and participatory processes for drafting legislation. These had the potential for multiplier impact through replication and scale up. The challenge was to transfer this knowledge into practice. Mainstreaming governance practices is a slow process, and long-term changes are complex to trace, as information and knowledge does not always translate to changes in attitudes and practices. Thus, it was not possible to observe changes and spillover effects of UNDP interventions which aimed to change attitudes behaviours and practices within the lifetime of a single project or programme cycle. Without close monitoring and reporting, assessing the contribution of UNDP to higher-level outcomes will be challenging.

The three-year Demining III project was the final phase of a series of demining projects implemented since 2016 to support Türkiye's EU accession process in line with the EU acquis and international standards. The project components consist of land clearance, training, awareness raising and non-technical surveys and have left sufficient capacity in the public and private entities in Türkiye.

IPA III retained a thematic focus on: (1) rule of law, fundamental rights and democracy; (2) good governance, Acquis alignment and good neighbourly relations; (3) green agenda and sustainable connectivity; and (4) competitiveness and inclusive growth. Given the political climate, there were some shifts within the EU strategy to focus more on communal economic gains through competitiveness and inclusive growth. Stakeholders observed less focus on areas (1) and (2), with decreased UNDP activity in governance and a shift in the donor strategy, affecting levels of funding and modalities available for actors working on rule or law and governance themes.

Finding 12. Promoting digitalization. Through digital solutions, UNDP contributed to good governance at national and municipal levels. Digital Villages, in partnership with Trendyol private sector platform, applied digitalization to economic empowerment, as an example of downstream work that helped to reduce the digital divide and supported rural development in Türkiye.

The UNDP partnership with MoFA for the e-consulate project has been going since 1989, and was able to enhance the efficiency and cost-effectiveness of consular services, now fully sustained by the Government.[51] The Health Systems Strengthening project and the Local Info Network produced under Local Administration Reform project (LAR III) were also relevant to e-governance. For example, the Municipality of Karatay

[51] See project webpage: https://www.undp.org/turkiye/projects/project-institutionalization-and-broader-use-e-consulate-system-increased-efficiency-service-delivery-ministry-foreign-affairs

developed their own digital application, *Yanıbaşımda Karatay,* drawing on UNDP-facilitated learning events.[52] A system for performance management and appointment automation for Code of Criminal Procedure lawyers was developed within the framework of the Legal Aid programme through a participatory approach. In addition, the use of digital technologies was promoted through solutions developed under the Accelerator Labs Türkiye, through mapping, 3D printing, online training facilities, initiated as a COVID-19 response and mainstreamed into the in-service training system of implementing partners.

Digital centres established at the village level provided essential training and resources and online marketing platforms for local producers, particularly women, enhancing their economic opportunities and social cohesion. These centres showed considerable community engagement and high prospects of sustainability and scalability. UNDP actively worked to bridge the digital divide and foster rural development in Türkiye. The Villages of Tomorrow/Digital Villages, implemented with Trendyol, aimed to reduce inequalities and promote digitalization in rural areas, especially for women.[53] UNDP and Trendyol renovated and repurposed empty public buildings to establish digital centres in the Kürkçüler Borough in Adana, Ulamış Village in Izmir and Bağıvar Village in Diyarbakır. These centres, designed with local stakeholders, brought digital opportunities to local producers and supported rural development. They engaged youth, women, children and People with Disability in digital learning activities with a focus on women. [54]

Local producers received training and consultancy support in e-commerce, product development, marketing, branding, packaging, finance and quality control. The digital centres also promoted smart agricultural practices to help local farmers increase yields, reduce costs and protect nature. Despite being in the early stages, the centre in Adana showed considerable community engagement and high sustainability prospects, with potential for scaling. They increased self-confidence among women, who began producing and marketing small handicrafts products, improving their economic prospects. Social relations improved, as women from different villages cooperated and supported each other. The macroeconomic situation, including high inflation and currency fluctuations, affected the digital village projects as increased construction costs and resource redirection to earthquake recovery led to budget constraints and project delays.[55] Nevertheless, stakeholders regarded the initiative as having high community ownership and expert support from UNDP, which led to increased participation and positive outcomes, making the centres a replicable model for other municipalities.

[52] Government of Türkiye (2023) Karatay Voluntary Local Review. The app is available here: https://play.google.com/store/apps/details?id=com.yanibasimdakaratay&hl=en_US

[53] Trendyol is a major e-commerce platform based in Turkey, headquartered in Istanbul. Founded in 2010 by Demet Mutlu, it has grown significantly and is now one of the largest online shopping sites in the country.

[54] UNDP Türkiye (2021) Digital Villages PRODOC and https://www.undp.org/turkiye/projects/villages-tomorrow-0

[55] UNDP Türkiye (2023) Results Oriented Annal Report and https://www.undp.org/turkiye/projects/villages-tomorrow-0

2.5 Contributing to equality between men and women and women's empowerment in Türkiye (related to Outcomes 1, 2, 3 and 4)

Gender equality and women's empowerment policies in Türkiye were guided by the NDP and the Women's Empowerment Strategy Document and Action Plan 2024-2028, structured around five main policy areas: education; health; economy; participation in leadership and decision-making; and environment and climate change. Employed women faced a higher risk of job losses or unpaid leave, with 51 percent leaving their jobs due to layoffs (26 percent) or unpaid leave (25 percent), compared to 42 percent of men. Women were also nearly twice as likely to work from home (40 percent) compared to men (23 percent). As of 2023, the overall labour force participation rate among SuTPs was 44 percent: 81 percent men and 12 percent women.

In crisis-affected areas, women and girls face heightened risks due to pre-existing inequalities. The female labour force participation rate was already low in these areas, with 78.7 percent of women in agriculture working as unpaid family labourers. The earthquakes increased women's domestic and care work significantly due to damaged schools and healthcare facilities and the increased number of relatives with disabilities: 70 percent of women entrepreneurs reported increased care burdens. Women faced additional safety and health risks, such as inadequate shelter, sanitation and increased sexual violence. Female-headed households (nearly 8 percent of those in the earthquake-affected regions) and lactating women were among the most vulnerable, with needs for shelter, infant food and reproductive health services.[56]

Finding 13. Improving equality between men and women and women's empowerment. Overall, UNDP Türkiye's programming adequately considered the different needs of women. The country office formulated dedicated annual strategies, considering national constraints like regression of the equality agenda and compounding crises, and successfully identified entry points in many instances. While equality between men and women was effectively mainstreamed, programming mainly addressed intersections on a group-by-group basis, driven largely by donor interests. Limited attention was given to diversity within groups and overlaps with LNOB factors, prominently lacking in the earthquake response.

Equality between men and women and women's empowerment considerations were mainstreamed in the UNDP Türkiye standard operating procedures, with the involvement of gender analysts. Triangulated evidence from project reports and stakeholder interviews suggested that, in most cases, UNDP results were responsive to the specific needs of women. This was in line with the UNDP gender markers, identified at project design stage. Evidence of transformative results, which challenge the root causes of inequality and discriminatory norms, was scarce. An outcome-specific analysis of the gender markers unveiled significant variations. While equality between men and women and women's empowerment were a significant or primary objective of Outcome 1 (Resilience) and Outcome 2 (Economic Empowerment), this was not the case for Outcome 3 (Environment) and Outcome 4 (Governance). Two projects under Output 4 focused on violence against women and legal aid for victims of violence. Other projects were gender neutral, though Civilian Oversight and LAR III had a clear approach for ensuring the rights of women to protection and participation. Similarly, the demining project promoted gender mainstreaming throughout all project activities, creating awareness on gender equality in the region, encouraging contractors to adopt gender-sensitive employment policies and conducting gender mainstreaming training sessions. 15 women were employed by the mine clearance contractor in the field as medics, administration staff and handlers for mine detection dogs.

[56] UN Women Brief on Earthquake in Türkiye Gendered impacts and response.

The UNDP emergency response demonstrated an understanding of crisis management responsive to the specific needs of women. While efforts to prioritize women-led enterprises were commendable, the lack of intersectionality underpinning the selection process, understandably difficult within the context of a rapid response to an emergency, led to unclear selection criteria regarding other compounding vulnerability factors (female-headed households, single parents, non-Turkish speakers among others). The lack of selection data prevented the evaluation team from determining whether the funds reached those most in need.

A notable achievement with elements of transformative results was the Turkish language education component, which integrated remote learning technologies beyond the COVID-19 pandemic, allowing for the participation of women unable to attend in-person, whether due to geographical convenience, care duties, or religious and cultural considerations. The Women and Children's Safe Spaces initiative provided essential services and learning opportunities for Turkish and refugee women, and Engineer Girls of Türkiye was a major emerging transformative initiative which supported young women pursuing careers in science, technology, engineering and mathematics. A follow-up project combining experiences from the Engineer Girls of Türkiye with Model Factories initiatives was also introduced. The Gender Equality Seal, included in work with the private sector, also showed prospects for bringing transformative change in enterprises. The programme was implemented with positive results, but could not be launched due to the simultaneous rollout of competing programmes (workplace transformation certificate programme) and the high cost of key programme assets like the 'equality@work' platform, audit and technical assistance to the companies.

The Young Women Building Their Future project, supported by the Sabancı Foundation, was a pioneering achievement with NEET women, providing tailored vocational and empowerment training, mentorship, a grant programme and an Opportunities Map. Over three years, the project successfully reached 6,000 NEET women, with 800 entering the workforce. Impact analysis revealed significant improvements in self-confidence, empowerment, employability and psychological resilience among participants, while also creating significant awareness about the NEET concept across Türkiye.[57]

2.6 Cross-cutting findings (related to Outcomes 1, 2, 3 and 4)

Finding 14. Capitalizing on the UNDP business model. Stakeholders recognized UNDP as an efficient organization with proven experience and expertise in project management, including operations, procurement and the recruitment of experts. This has afforded UNDP large projects from donors and made it a preferred implementing partner by government institutions and ministries. UNDP was able to influence $67.45 million of grant schemes in various thematic areas through direct implementation or technical assistance in the thematic areas of climate change, governance and livelihoods.

UNDP had a considerable number of projects with grant scheme components across all outcome areas, and a total of $67.45 million of grant schemes, of three types, within its portfolio.[58] Type 1, with the smallest value of $3.6 million, was grant schemes directly implemented by UNDP, such as the Civic Engagement project which supported CSOs on climate change action, disaster resilience, civic participation, decision making and volunteerism. Type 2 was grant schemes delivered by implementing partners with UNDP technical support, not budgeted within a UNDP project but often complementary funds from the same donor or project partner. Two projects were within this category, totalling $24.7 million, both climate change

[57] Young Women Building Their Future Project Social Impact Analysis, https://geleceginikurangenckadinlar.org/; https://geleceginikurangenckadinlar.org/etki-analizi/

[58] In the context of UNDP programme and this evaluation, a grant scheme refers to an initiative or component of a project that provides financial support to individuals, organizations or projects, facilitated with a set of rules and criteria.

related.[59] Type 3 was grant schemes budgeted within a UNDP project but delivered by an implementing partner, with varying levels of involvement from UNDP, such as technical assistance, drafting the grant scheme guidelines, or participating in the grantee selection panel.[60] This was the largest category, with $39.1 million over six projects in the areas of recovery response, energy, upland development, environment management and livelihoods.

There were some examples of coherence across these grant scheme activities through the lesson sharing. For example, grant schemes on climate change benefited from learning from grant schemes for rural development and solar energy. This evaluation found that UNDP needed to increase human capacity specialized in grant schemes, using standard procedures for application, evaluation and implementation and monitoring and evaluation (M&E), and a systematic platform for knowledge management to share lessons from grant scheme implementation. Donors signalled that grant scheme implementation could be the upcoming wave of funds for development work in Türkiye (especially in the areas of governance). This seemed plausible given the high levels of organizational and fiduciary maturity of CSOs in Türkiye.

This ICPE found that the practice of recruiting consultants previously affiliated with the Government could be beneficial and result in cross-learning between institutions, but also posed implementation risks when arrangements don't work. A clear delineation of roles could help mitigate such instances. Stakeholders advocated for UNDP to further utilize its networks in engaging international expertise with current global best practices that could bring new perspectives in various thematic areas. UNDP Türkiye and stakeholders also noted challenges in acquiring the right expertise from UNDP due to requirements from the UNDP Global Shared Services Centre (GSSC).

[59] Projects include Enhancing Adaptation Action and EU partnership for Local Climate Action.
[60] Projects include Immediate Response to Earthquake Project, Sustainable Energy Financing in forest villages, Promoting Energy Efficient Electric Motors for SMEs, Uplands Rural Development Project URDP, Göksu Taseli Watershed Development Project GTWDP, Life is Simpler in Digital.

CHAPTER 3

CONCLUSIONS, RECOMMENDATIONS AND MANAGEMENT RESPONSE

3.1 Conclusions

Conclusion 1. Relevance and strategic positioning. The country programme was anchored in Türkiye's development agenda and priorities, addressing the needs of the Government and society, including vulnerable groups such as women, youth and refugees. The context in Türkiye changed rapidly during the programme period. UNDP responded to these changes, maintaining and evolving its relevance by quickly and flexibly addressing Türkiye's current and upcoming needs. In this vein, UNDP adapted its programming to the earthquake crises, COVID-19 pandemic, adverse macroeconomic developments, regional instability, refugee crisis and rapidly evolving political dynamics.

UNDP proved to be a dynamic organization, able to shift its programming as the context in Türkiye evolved. Its earthquake response, especially its support to MSMEs, showcased the capability of UNDP to lead and find its niche with an early recovery mindset. The UNDP development portfolio aimed to tackle medium and long-term "wicked" development issues, such as creeping poverty driven by adverse macroeconomic developments, climate change and rural-to-urban migration. These interconnected issues required innovative, adaptive and collaborative approaches. An example of UNDP positioning for the next CPD is its intervention on climate change, where UNDP provided macro-level support by conducting studies and research with the Government to influence legislation such as the Climate Law, and laid the foundation for an emissions trading system which contributed to Türkiye's entry into the carbon market.

Conclusion 2. Quality of results. UNDP achieved commendable results across all outcomes, despite contextual challenges. UNDP research and studies paved the way for important legislation, policies and strategies in climate change, waste and POPs management, and support to local administrations. The country programme integrated LNOB, equality between men and women and women's empowerment. Initiatives like grant schemes, with higher impact and proximity to vulnerable people, could have used a more nuanced and systematic approach to LNOB and equality.

In general, stakeholders appreciated and commended the achievements of the UNDP country programme, and its innovative approaches advanced sustainable practices. Examples include Better Cotton, which improved farming efficiency; Model Factories, which enhanced lean manufacturing for MSMEs; and Digital Villages, which addressed the digital divide in rural areas. The replicability and sustainability of results were at risk because of limited documentation, evidence and resource mobilization, or a lack of improved business model to generate profit (i.e., earthquake MSME grants, invasive species, POPs project, livelihood components from Madad). Furthermore, success in integrating LNOB and empowering women was modest for multiple reasons, including external factors such as conservatism and social norms.

Conclusion 3. Response to the refugee crisis. Continuing from the previous country programme cycle, UNDP effectively supported refugee and host community resilience by building social cohesion, providing livelihoods skills training and delivering basic social services including waste management. As refugee needs evolved, UNDP programming expanded its focus to address areas like labour, employment and movement policy, which was challenging due to the Government's strong position on employment-related policies for Syrian refugees.

UNDP support to livelihoods, skills training and waste management responded to the recommendation of the 2019 ICPE. The continuous integration of social cohesion into the UNDP programme by ensuring equal access to services and fostering mutual understanding between SuTPs and Turkish host communities was a significant achievement. Through several initiatives, UNDP laid the foundation for improved employability for both Turkish citizens in host communities and SuTPs, and proved the potential of SuTPs to contribute to the economy of Türkiye. These included supporting ÇATOMs to develop inclusive business models and provide life skills training; constructing, renovating and equipping Public Education Centres; providing

longitudinal support to skills training; and introducing new Turkish language training curricula, As the situation evolved, Syrians faced challenges in formal employment, including work permit applications and renewals, residency requirements, employment quotas and movement restrictions, requiring more policy advocacy support.

Conclusion 4. Response to the earthquake crises. UNDP responded quickly to the earthquake crises, delivering positive results by leveraging its field presence and extensive network of national experts and partners. It repurposed funds and partnerships, and mobilized new ones, to provide a tailored recovery response to earthquake survivors. In the face of a rapidly unfolding emergency, UNDP had to balance the speed of its response with maintaining international standards, which led to some gaps in implementation.

Following the earthquakes in Türkiye, UNDP swiftly adapted to the crisis by repurposing $0.7 million from existing projects and raising an additional $47 million from donors. Leveraging its extensive network of local partners and experts, UNDP effectively responded to immediate needs without relying on traditional needs assessment.

Conclusion 5. Comparative advantage. Through years of collaboration with the Government of Türkiye and donors, UNDP was seen by stakeholders as a trusted, effective, efficient and responsive development partner. UNDP is viewed by other development partners as a neutral broker that can work in sensitive areas such as governance. Stakeholders relied on UNDP to source technical experts, provide fast procurement services and manage major funds and initiatives. The introduction of a new Enterprise Resource Planning system – Quantum - and changes to some UNDP recruitment process from the GSSC challenged some of these comparative advantages.

Initiatives such as Model Factories, Sustainable Energy Financing Mechanisms and grant schemes showcased the ability of UNDP to act as an integrator and bring together various groups of stakeholders to tackle a common issue. The UNDP business model of sourcing experts and management support for government projects was beneficial, as its continued presence in Türkiye allowed for continued engagement with various stakeholders. As a recognised and trusted implementer, operationally capable and technically sound, UNDP was able to fund its presence in the country and explore new avenues for development work. UNDP partners have recently experienced challenges due to its shift to the Quantum system and policies implemented by the GSSC.

Historically, UNDP has been associated with work on good governance in Türkiye and has achieved successes in this area, even in a changing political landscape. Some stakeholders observed that the UNDP governance portfolio had stagnated in previous years, which was attributed to donor strategic direction and wider political dynamics.

3.2 Recommendations and management response

RECOMMENDATION 1.

Refugees and livelihoods. UNDP should build on its results and take advantage of its comparative advantage by continuing to work on social cohesion and integrating refugees into the Turkish economy. UNDP should adopt a holistic and coherent approach to employment, with comprehensive interventions that extend beyond downstream activities. This way forward should emphasize policy support and partnerships with the private sector and international organizations with an employment mandate. UNDP should continue advocating for issues affecting SuTPs employability, such as freedom of movement, work permits and skills matching. Considering developments in Syria in late 2024, UNDP Türkiye should continue to work and build coherence with relevant regional bureaux and country offices in supporting SuTPs.

To enhance the impact of employment-focused interventions, UNDP should begin by clearly defining what the country programme aims to achieve in employment in the short, medium and long term. UNDP is encouraged to develop an employment strategy with approaches tailored to both SuTPs and Turkish citizens. This strategy should be informed by identifying gaps in policies, labour market demand-driven employment and existing services to address systemic issues. In doing so, considering the diverse needs of SuTPs and Turkish citizens and the different barriers hindering or supporting their access to decent employment and livelihood opportunities is crucial. Fostering partnerships and joint programmes with other United Nations agencies such as ILO and UNIDO can strengthen UNDP efforts, as well as with academia and national bodies mandated with market assessments and analysis and vocational training quality. UNDP is strategically positioned to reduce unemployment and promote decent work, with a special focus on women's empowerment, and drive sustainable economic growth in the country.

Management response: partially accepted

In the current CPD cycle, UNDP promoted social cohesion through civic engagement, vocational and language training and interaction between Turkish and SuTP communities, largely through the Regional Refugee Resilience Plan (3RP), facilitated job placement of 6,586 SuTPs and supported a total 25,000 beneficiaries (42 per cent female) through entrepreneurship, skills and language training and career guidance. UNDP Türkiye acknowledges the critical importance of continuing support to refugees and host communities through inclusive livelihoods interventions. The new CPD builds on past achievements in social cohesion and economic inclusion, with a focus on enhancing self-reliance opportunities for both SuTPs and host communities. While progress has been made, particularly in access to public services such as health and education, employment-related policy challenges persist. The national policy framework prefers the term "harmonization" over "integration," reflecting the Government's emphasis on maintaining the option of voluntary return. In this policy environment, UNDP role has been to constructively engage within established coordination structures (such as the 3RP) and work with national and local partners to identify opportunities for sustainable livelihoods in alignment with national priorities. UNDP will continue to exercise thoughtful and strategic advocacy in coordination with other United Nations agencies, focusing on areas such as skills development, entrepreneurship and private sector engagement. At the same time, UNDP Türkiye remains attentive to the sensitivities around refugee-related discourse and will maintain a principled, partnership-based approach that contributes to durable solutions while upholding the dignity of affected populations.

◀ Recommendation 1 (cont'd)

UNDP agrees that employment-related activities would deliver stronger results if the work permit and residency regimes could be made more flexible and if the benefits of formal rather than informal employment were demonstrated more clearly. Accordingly, the Integration through Employment Support in Urban and Rural Environments (INSURE) Programme, implemented under the EU Facility for Refugees in Türkiye, was launched in March 2025. The new programme aims to expand employment opportunities for foreigners, individuals under international protection, host communities and vulnerable groups, promoting economic integration and strengthening social cohesion. Funded by the European Union, the INSURE Programme is implemented by UNDP Türkiye in cooperation with the Turkish Employment Agency (İŞKUR), the Ministry of Agriculture and Forestry and the Directorate General of International Labor under the Ministry of Labour and Social Security. INSURE initiative targets SuTP workforce and Seasonal Migratory Agricultural Workers as well as host communities to enhance formal employment and employability among vulnerable groups in pilot provinces in Türkiye by implementing a comprehensive Applied Training Programme and complementary soft skills and language training. The Applied Training Programme encourages regularization, providing both employers and workers with tangible benefits such as secure employment and access to a trained workforce. The project also addresses key barriers like language proficiency and technical skills through tailored training, promoting better integration into the labour market. UNDP plays a central role in coordinating and implementing these initiatives, leveraging its expertise and partnerships with key government bodies such as İŞKUR, Turkish Red Crescent and private sector stakeholders. This multi-dimensional approach not only supports vulnerable individuals, such as refugees, in transitioning into formal employment but also contributes to a more stable and regulated labour market. INSURE also focuses on registering Seasonal Migrant Agricultural Workers in the Work Permit Exemption System, delivering employability support services, providing business development assistance and improving SMAWs' working conditions.

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 UNDP Türkiye will highlight within the new CPD that expanding economic participation requires sufficient market demand, skills matching and social acceptance for SuTP/ International Protection Status Holders and Applicants and other groups to be economic participants. The new CPD will clearly underscore that the country's strong private sector and business associations will be important partners in recommending improvements in the legal framework to reduce obstacles to participation and to promote jobs initiatives. UNDP Türkiye will integrate into the new CPD the continuation of close monitoring of the evolving situation in Syria, standing ready for joint engagements related to resilience-building, cross-border cooperation and regional partnerships.	October 2025	UNDP Türkiye, Preparedness, Response and Resilience Portfolio, M&E and KM Analyst	These elements are already integrated into the CPD draft under paragraph 23 and within the RRF outputs under Outcome 1.1. The new CPD is planned to be adopted by the Executive Board in September 2025.	Initiated

◀ Recommendation 1 (cont'd)

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
1.2 While the political normalization process in Syria is complex and long-term, for residing SuTP/IPSHA, host communities and returnees, UNDP Türkiye will enhance employability in non-agricultural sectors through applied training programmes while supporting sustainable livelihoods and formal employment opportunities. Specific attention will be given to seasonal agricultural workers by increasing their employability and strengthening the capacity of cooperatives and nature-positive agribusinesses.	March 2025	UNDP Türkiye, Preparedness, Response and Resilience Portfolio	Employment Support in Urban and Rural Environments (INSURE) Programme integrating these elements was launched in March 2025.	Completed
1.3 UNDP Türkiye will continue to foster social cohesion and environmental resilience in provinces experiencing increased demands on municipal services due to the SuTP influx and evolving service needs post-earthquakes, by expanding zero-waste models, providing waste collection equipment and building municipal capacities for sustainable waste management. These initiatives will target urban areas facing significant environmental and social challenges, particularly those impacted by the earthquakes.	October 2025	UNDP Türkiye, Preparedness, Response and Resilience Portfolio, M&E and KM Analyst	These elements are already integrated into the CPD draft under paragraph 24 and within the RRF outputs under Outcome 1.1. The new CPD is planned to be adopted by the Executive Board in September 2025.	Initiated

RECOMMENDATION 2.

Inclusive governance. In light of the evolving priorities of the EU, a significant donor in governance-related initiatives in Türkiye, UNDP needs to recalibrate how it can best integrate inclusive governance within its portfolio. This does not necessarily mean having a standalone governance outcome. Instead, governance should be a cross-cutting theme embedded throughout its next CPD outcomes, whether in environment, local administration reform, private sector engagement, support to refugees, or earthquake recovery. UNDP is recommended to continue strengthening cooperation with civil society, the private sector and the Government at central and local levels.

The EU is a major donor for UNDP projects, including those with themes such as democracy and fundamental rights, justice and security, the rule of law, access to law and local democracy. UNDP has established strong working relations with the EU and relevant public and private institutions in Türkiye through longstanding partnerships across several consecutive country programmes. UNDP is already well acquainted with the legal, institutional and policy framework and development priorities in Türkiye and is in a strong position to match them with the priorities of the EU and its own mandate. Moving forward, UNDP is in a strategic position to act as an integrator of development partners and formulate ways to mainstream good governance into various thematic areas of work.

Management response: fully accepted

UNDP Türkiye agrees that governance should also be a cross-cutting theme embedded in various fields. Although the new UNSDCF result framework still addresses Good Governance as a separate outcome, UNDP Türkiye recently merged its governance portfolio with that of social inclusion projects and created a new administrative unit under the heading of "Governance and Social Inclusion Portfolio" to optimize the impact of intersecting themes across various interventions supporting institutions, civil society, private sector and LNOB groups. Similarly, in the current cycle, UNDP Türkiye has already embedded governance into its climate change & environment, economic growth & competitiveness and preparedness, response & resilience portfolios. For instance, in the climate change and environment portfolio, several national and sub-national policy documents, legislations, strategies and action plans have been developed to increase climate ambition and foster environmental protection, whereby numerous inclusive consultation processes were carried out with the participation of all interest groups, local communities and affected stakeholders from state and non-state actors. All policy documents and action plans incorporated inclusive governance structures in their implementation design. Another example is the dedicated Eco Future Grant Programme commenced in March 2025 as an ambitious initiative designed to empower CSOs in Türkiye to lead transformative efforts in climate action and biodiversity protection. Through a combination of technical assistance and grant programme, this project aims to inspire innovative approaches, foster partnerships and implement sustainable environmental practices. By equipping CSOs with the necessary tools, knowledge and resources, the programme intends to enhance their operational capacity while encouraging them to engage communities in environmental sustainability, biodiversity conservation and climate-positive initiatives.

◀ Recommendation 2 (cont'd)

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
2.1 Apart from the Governance and Social Inclusion portfolio, UNDP Türkiye will emphasize within the new CPD that inclusive governance principles and participatory civic engagement will be applied to strengthen governance systems across the other three priority areas of the country programme.	October 2025	UNDP Türkiye, Governance and Social Inclusion Portfolio, M&E and KM Analyst	These elements are already integrated into the CPD draft under paragraph 17 and within the RRF outputs under Outcome 4.1 and across all outputs. The new CPD is planned to be adopted by the Executive Board in September 2025.	Initiated
2.2 UNDP Türkiye will continue strengthening cooperation with the civil society, the private sector and the government at central and local levels across all its portfolios.	October 2025	UNDP Türkiye, All Portfolios	New CPD draft and Partnership and Communications Action Plan (PCAP) already addresses these elements. The CPD with its annexes will be adopted by the Executive Board in September 2025.	Initiated

RECOMMENDATION 3.

Coherence. UNDP should continue to work on development themes such as rural development, poverty, climate change, energy and environmental resource management. UNDP should build on its results with initiatives involving public-private-partnerships and link them to policy reforms.

UNDP has shown operational capacity to deliver results in wide-ranging areas of work. While the majority of its activities follow the model of testing pilot projects that inform policy, some of its work was not explicitly linked to a legislative agenda. UNDP needs to ensure that there is a clear theory of change for initiatives leading to policy change, or negotiate to create policy discussions to feed lessons gathered from pilot project implementation. When designing interventions, UNDP needs to envision clear inputs to policy agendas, as seen in its climate change work, and coherence with larger government initiatives to scale and mainstream innovative development initiatives, as seen in its work on solar energy. UNDP should start measuring the impacts of its contribution to development results in Türkiye.

Management response: fully accepted

The new CPD continues its strategic focus on climate action, environmental resource management, energy, rural development and poverty reduction by linking local development initiatives with national policies and SDGs. The programme integrates public-private partnerships and aims to scale pilot interventions through institutional capacity-building and regulatory reform.

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
3.1 UNDP Türkiye will integrate recommended development themes into the new CPD to be addressed in conjunction with the Strategic Plan enablers. UNDP plans to expand digital solutions across multiple sectors, prioritizing small and medium enterprise competitiveness, supporting digitalization in municipal services, facilitating e-commerce and modernizing the agricultural sector. Strategic innovation will remain central to empowering Government and communities, employing integrated approaches to combine competitive economy objectives with poverty reduction and social cohesion efforts to foster sustainable recovery in earthquake-affected areas, emphasizing renewable energy and energy efficiency adoption and inclusive employment opportunities. In development financing, UNDP will amplify its collaboration with public and private sectors to mobilize resources at scale, expand partnerships with international financial institutions (IFIs) to promote investments in net-zero and nature-positive development solutions, green technologies and sustainable livelihoods in underserved rural areas and align private capital flows with development priorities.	October 2025	UNDP Türkiye, Climate Change and Environment Portfolio, Competitive Economic Growth Portfolio, M&E and KM Analyst	New CPD draft and Partnership and Communications Action Plan (PCAP) already addresses these elements. The CPD with its annexes will be adopted by the Executive Board in September 2025.	Initiated

RECOMMENDATION 4.

Capacity. UNDP should consolidate its work and experience and build expertise in designing, implementing and learning from grant schemes. It should leverage its United Nations norms to influence current grant schemes. While doing so, UNDP needs to ensure that its implementing partners are also learning and developing their own standards, with UNDP guidance based on its norms as a United Nations agency, including the LNOB principle, women's empowerment and equality between men and women.

UNDP should capitalize on the increase in demand for grant-giving activities in different themes such as climate change, governance and rural livelihoods. Whether implementing these grant schemes or providing technical support, UNDP should ensure that United Nations norms and standards are considered. For example, given the changing environment in EU-Türkiye cooperation and strategic focus, EU support has been targeting more CSOs and private sector, as opposed to capacity-building in the Government. It is also highly likely that many of the projects will include grant components.

Management response: partially accepted

The country office has substantial experience both in providing technical assistance to implementing partners for grant schemes and in directly managing low-value grant programmes (LVGPs). Regarding LVGPs, UNDP Türkiye is equipped with in-house capacities for developing grant guidelines, selecting grantees, awarding funds and ensuring effective monitoring and learning. For grants directly implemented by UNDP, core United Nations principles—including the LNOB framework—are systematically integrated. In the case of partner-implemented grants, technical assistance provided by UNDP is guided by a collaborative approach, aligning with the shared norms and standards of development partners such as the EU, GEF and others. To foster cross-portfolio collaboration and institutional learning, UNDP Türkiye organizes regular joint meetings between project teams involved in grant implementation. These sessions serve as platforms to exchange best practices, identify and address common challenges, strengthen planning processes and enhance monitoring frameworks. In addition, UNDP has applied its LNOB principles to its grant management experience in response to the 2023 earthquakes, particularly through business continuity support to microenterprises in affected areas. This was done in partnership with local chambers of commerce, integrating LNOB and equality between women and men principles into the selection of businesses. Notably, 42 percent of the support delivered through chambers targeted damaged microbusinesses led by women whose operations were disrupted. UNDP Türkiye agrees that further improvements can be made in grant-related M&E and learning mechanisms. To this end, UNDP Türkiye is currently streamlining its mechanisms for monitoring and verification of grant projects for identification of risks, monitoring progress and documenting lessons. Also, project evaluations will place a stronger focus on grant components, including representative sampling of beneficiaries. This will help generate evidence-based insights, document best practices and success stories and distil lessons learned to enhance future grant programming.

◀ Recommendation 4 (cont'd)

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
4.1 Based on past and ongoing grant monitoring experience within its CCE and Governance & Social Inclusion portfolios and by benefitting from established practices and templates, in the new CPD cycle, for LVGPs, UNDP Türkiye will streamline monitoring and verification mechanisms for identification of risks, monitoring progress and documenting lessons in grant projects by developing standardized monitoring checklists and guidance notes on grant monitoring missions.	December 2025	UNDP, Governance and Social Inclusion Portfolio, Climate Change and Environment Portfolio, M&E and KM Analyst	M&E and KM Analyst, M&E Officers, Portfolio Managers and Project/Grant Managers of currently ongoing grant programmes will provide inputs for the streamlining of grant monitoring mission checklists and guidance notes.	Not initiated
4.2 In the new CPD cycle, UNDP Türkiye will adapt the methodological design of project evaluations involving grant components directly implemented by the country office to ensure the systematic capture and documentation of best practices, success stories and lessons learned. Evaluations will incorporate representative sampling of grant beneficiaries to generate robust, evidence-based insights.	April 2026	UNDP, Governance and Social Inclusion Portfolio, M&E and KM Analyst	The next project evaluation involving a LVGP component will be completed in March 2026 for the "Strengthening Civic Engagement" project.	Not initiated

RECOMMENDATION 5.

Equality between men and women. UNDP should continue its work in this area, and improve the mainstreaming of equality and women's empowerment in outcomes related to the environment and inclusive governance. UNDP should build an architecture moving away from mechanical approaches to equality and towards dismantling structural barriers, aimed at more transformative targets and paying closer attention to heterogeneity within women as a group and intersectionality with LNOB.

Equality between men and women and women's empowerment is a cross-cutting strategic priority for UNDP globally and the Türkiye country office demonstrated its commitment in a challenging institutional context exacerbated by compounding crises. While it was mainstreamed across the board, limited attention was paid to heterogeneity within the groups and overlaps with LNOB factors.61 Since the earthquakes, there has been a notable increase in focus on disability inclusion. UNDP could support efforts by different actors to address inequalities faced by women living in Türkiye, both SuTPs and Turkish citizens. In parallel, capacity strengthening of national institutions to promote women's empowerment and autonomy at local and national levels needs to be highlighted, preceded by a country-level analysis.

In the next country programme, UNDP should: (i) mainstream equality between men and women and women's empowerment across the design and implementation of all other programme outputs and outcomes; (ii) carry out targeted transformative interventions to accelerate and scale-up results where support is needed to address the specific and unique needs of women, their access to resources and power and social barriers; and (iii) promote organizational transformation within the country office, supported by the UNDP Regional Bureau and Headquarters, to integrate these considerations more meaningfully in processes and tools. To augment these efforts, it is imperative to adopt robust monitoring, with disaggregated data collection and analysis, and strengthen effective partnerships with mandated actors, including United Nations organizations (e.g. United Nations Population Fund and UN Women) and local women-led organizations, who possess comparative advantages, to ensure no one is left behind.

Management response: fully accepted

The reduction of inequalities in Türkiye will require a multi-faceted approach to ensuring the most marginalized experiencing intersecting vulnerabilities are not left behind. UNDP contributions will prioritize empowering vulnerable and disadvantaged groups of women, youth, SuTP/IPSHA, people with disabilities and older persons, to overcome risks of social exclusion and to address multi-dimensional vulnerabilities. UNDP will focus on improving digital skills and employability by implementing digital skills development programmes with targeted interventions for women and girls. Additionally, UNDP will strive to reduce the digital divide between urban and rural contexts by developing digital initiatives responsive to women's needs, promoting the use of e-commerce platforms and transforming rural settlements as holistic, sustainable hubs for innovation and economic activity. UNDP will advance women's empowerment, particularly for NEET women who require a combination of empowerment and protection measures, as well as women in STEM who will benefit from improved employability through relevant skills enhancement and mentoring support. Together with the business support organizations UNDP will facilitate public-private partnerships to foster entrepreneurship and innovation ecosystems by supporting holistic models for skills development/reskilling and employment while also addressing systemic barriers through engagement with relevant public and private sector actors. UNDP already has demonstrated significant progress in mainstreaming of equality and women's empowerment in all of its programmatic areas including inclusive governance and environment and will further improve its focus on women's empowerment and equality in the new CPD period.

[61] Geography, Discrimination, Vulnerability to Shocks and Socioeconomic Status.

◀ Recommendation 5 (cont'd)

Key action(s)	Timeframe	Responsible unit(s)	Tracking*	
			Comments	Status
5.1 UNDP Türkiye will mainstream equality between women and men, and women's empowerment in all of its programmatic areas within the new CPD.	October 2025	UNDP Türkiye, All Portfolios, Gender Analyst, M&E and KM Analyst	New CPD draft already addresses these elements. The CPD with its annexes will be adopted by the Executive Board in September 2025.	Initiated
5.2 Within the new CPD cycle, UNDP Türkiye will collect age, sex, disability, migratory status, marital status and other demographic disaggregation for all people indicators to capture intersectionality and adjust programmatic priorities within the framework of the new CPD results and resources framework (RRF).	October 2025	UNDP Türkiye, All Portfolios, Gender Analyst, M&E and KM Analyst	New CPD draft and RRF already address these elements. The CPD with its annexes will be adopted by the Executive Board in September 2025.	Initiated
5.3 Responsiveness of all programmatic areas including inclusive governance and environment outcomes to women's specific needs and equality will be measured with disaggregated output indicators within the new CPD RRF.	October 2025	UNDP Türkiye, All Portfolios, Gender Analyst, M&E and KM Analyst	New CPD draft and RRF already address these elements. The CPD with its annexes will be adopted by the Executive Board in September 2025.	Initiated

* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).

ANNEXES

Annexes to the report (listed below) are available on the Evaluation Resource Centre website of the Independent Evaluation Office at: https://erc.undp.org/evaluation/documents/download/24579

Annex 1. Terms of reference

Annex 2. Country at a glance

Annex 3. Country office at a glance

Annex 4. Project under review

Annex 5. Documents consulted

Annex 6. Status of country programme outcome & output indicators

Annex 7. Performance rating

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