



UNITED NATIONS DEVELOPMENT PROGRAMME IN TURKEY

ANNUAL REPORT

2021 Results from 2020

Output Level Results

1. A RESILIENT AND INCLUSIVE SOCIETY

By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability mechanisms assure a more enabling (competitive, inclusive and innovative) environment for sustainable, job -rich growth and development for all women and men.

STRUCTURAL TRANSFORMATION TOWARDS SUSTAINABLE EQUITABLE EMPLOYMENT AND PRODUCTIVITY GROWTH

OUTPUT 1.1: Systems and institutions enabled to achieve structural transformation towards sustainable equitable employment and productivity growth

STRATEGIC PLAN OUTPUT: 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

Two important schemes for local economic growth are "Göksu-Taşeli Watershed" and "Integrated Resource Efficiency". Both target agricultural regions that hold potential in terms of promoting sustainable production. Göksu-Taşeli Watershed Project reached a total of 10,943 poor farmers to date (34% of the total target), mostly achieved in 2020. 2,614 men and 5,733 women benefited from matching grants in 2020. Göksu-Taşeli Watershed Project organized demonstrations of improved technology for farmers' uptake (10 greenhouses, 4 vineyards, 8 strawberry orchards and seven solar irrigation systems). As part of Integrated Resource Efficiency, UNDP contributes to the improvement of the competitiveness of Southeast Anatolia by ensuring efficient use of factors of production in agricultural production. 8 resource use efficiency analyses were conducted on strategic products such as Cotton, Corn, Red Pepper, Olive and Milk. Ten agro-businesses signed agreements to receive financial support to improve industrial resource efficiency. These facilities have started reaping benefits from the programme. To improve competitiveness frameworks in the country, UNDP continued its investment in Organized Industrial Zones and Model Factories in 2020. A feasibility study on "Design and Management of new generation multi-functional Organized Industrial Zones" was completed. Two newly established Organized Industrial Zones in Manisa and Baskent benefited from these products directly.

Investment in Model Factories continued with Ankara and Bursa fully operational. 4 Model Factories (Gaziantep, Izmir, Konya and Kayseri) and 1 Small and Medium Enterprises Capability and Innovation Center (Mersin) have been constructed with operationalization ongoing. In order to support national and sub-national capacities for crisis management during COVID-19, preparation of guidelines for fragile sectors (tourism, automotive, machinery, textile, food and logistics) is ongoing. 6 working groups were established with participation of 44 development agency experts for the preparation of 35 sector-based reports.

GENDER DIMENSION

As part of the Göksu-Taşeli Watershed Project, Gender action items derived from the Gender Mainstreaming Strategy were put into district investment plans in 2020. Latest IFAD aid-memoire dated 16th November clearly indicates the positive effect of the UNDP prepared strategy and action plan as follows: -Improvements in mobilization and other venues supported by the project have given greater visibility to women's role in rural/agricultural activities. These actions have raised awareness about project opportunities for women. -The project has witnessed a spike in the number of women applying and obtaining matching grants. 23% of matching grants realised to date have been attributed to women through the "women" window offering a high subsidy level. Affirmative action was guaranteed in the Göksu-Taşeli Watershed Project where the matching grants cover 80% of the costs for women as opposed to 70% for men. Both Organized Industrial Zone and Model Factory interventions of UNDP are cognizant of the fact that there is limited involvement

of women in manufacturing industries unlike services and agricultural sectors. To contribute to the solution of this structural problem, a study titled "Female Employment and Labor in The Turkish Manufacturing Industry" was completed.

PARTNERSHIPS

Two key partnerships proved vital in executing UNDP interventions in agricultural resource efficiency and improving the competitiveness framework in the country. One is the main partnership with the Southeastern Anatolia Project (GAP) Regional Development Administration, since the mid-1990s. The Integrated Resource Efficiency Project is implemented by GAP Regional Development Administration with UNDP Technical Assistance. Each party continues to take active roles at each stage of the Project implementation and work on new projects which will add new opportunities for future collaboration. In Model Factories and Organized Industrial Zones, UNDP has a solid partnership with the Ministry of Industry and Technology as the implementing partner but also partners from private sector (Chambers of Industry and Commerce, Organized Industrial Zones) and universities. In Addition to these main partners, UNDP collaborated closely with the Employment Agency, KOSGEB, Ministry of Family, Labor and Social Services, Presidency of Strategy and Budget, Regional Refugee and Resilience Plan (3RP) members and NGOs and actors of the innovation ecosystem. Especially UNDP's close communication with the Ministry of Family,

Labor and Social Services enabled us to fasten the approval of job permits submitted. Another valuable partnership was the one that was built with 3RP members which contributed to the creation of a roadmap on job creation, it can be noted that such partnerships between the institutions having similar focus shall be designed in the beginning of projects to ensure a holistic approach.

JOINT PROGRAMMING

During the pandemic, ILO and UNDP united their forces to assess the impact of COVID-19 on unemployment of the youth who are not in employment, education or training (NEETs) and to 'Build Back Better' in the form of a report titled UNDP-ILO Framework of Action for the Youth employment and NEET action. The key findings of the report prepared by ILO will be validated and expanded within the scope of the cooperation through live streams, workshops and the digital youth forum(s). These events serve as tools for better understanding and assessing the impact of the pandemic on unemployment, understanding the expectations of NEETs beyond pandemic and integrating youth in NEET situations to the policy making processes on employment. The voice of the NEETs will be heard by the public institutions for responsive policies, private sector for responsive job opportunities and NGOs for better representation thanks to the timely collaboration of UNDP and ILO.

SUSTAINABLE MANAGEMENT OF NATURAL RESOURCES AND WASTE

OUTPUT 1.2: Solutions developed and applied to improve sustainable management of natural resources and waste

STRATEGIC PLAN OUTPUT: 3.4.1 Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery.

Interventions to improve sustainable management of waste centered around easing the pressure on local governments due to the mass migration of Syrian refugees as well as mitigating the effects of COVID-19. Fourteen waste collection vehicles, fifteen recyclable collection automat machines, eighteen mobile civic amenity centres were delivered to Kilis and Sanliurfa Municipalities. To support community driven recycling, zero waste trainings were delivered to 4,223 Syrians and host community members. A women's cooperative in Kilis was provided with a soap production facility to contribute to recovery of waste from olive oil production. In Kilis, one leachate pond and a greenhouse solar sewage sludge dryer were constructed. The conveyor belt waste transfer station (Samandağ) was delivered to Hatay Municipality giving 334,700 people access to safely managed municipal solid waste. Kirikhan and Yayladağı Waste Transfer Stations were delivered to Hatay Municipality. Hassa Wastewater Treatment Plant has been operating since 2019 giving 40,000 people access to safely managed municipal sanitation. Due to measures stipulated by the central government during the pandemic, municipalities had to increase their waste collection capacity. A contingency reserve was allocated by UNDP

for supporting municipalities for this purpose. One waste collection vehicle and two waste transfer semi-trailers were delivered to the Kilis Municipality. Personal protective equipment, environment disinfectants and personal disinfectants were delivered to four municipalities. As part of a community-based recycling initiative in Kemer district of Antalya, 4 school trainings reaching 1,271 students and 37 teachers were completed. A smartphone application called KOLLEKT was introduced to mobilize communities in recycling efforts using real time user information. Technical support was provided for the improvement of the waste management system of Kemer District based on the rapid assessment report produced in 2019.

GENDER DIMENSION

As part of UNDP's waste management efforts, women's cooperatives were vital in turning waste into marketable products such as soap but also recycling efforts such as collecting and sorting household waste which is usually seen as a female job. UNDP Gender advisors held meetings with members of women's cooperatives. These meetings enabled UNDP to assess their capacities, needs and future expectations. The Project has focused on women's role in every level of waste management especially in decision making mechanisms. To be able to increase awareness

with respect to women's role a module has been included into trainings on waste management. Brochures for increasing awareness on waste and recycling have been prepared as considering the lowest strata of society, especially women. Secondly, capacity building of municipalities for gender sensitive policy making took place. In Hatay, establishment of an Equal Opportunities Commission and Migration Unit have been included into five years strategy plan and a Migration Unit was established. Brochures in Arabic and Turkish on violence against women and referral mechanisms have been disseminated widely in Gaziantep and Hatay Municipalities. Five podcasts were produced and disseminated on basic concepts of gender equality, violence against women, employment, women's health and Covid 19. A training on principles of women's shelter services has been delivered to staff of Hatay Municipality.

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The partnership between İLBANK, the Strategy and Budget Department of the Office of the Presidency and Ministry of Environment and Urbanization has been enhanced by UNDP through the working group established in between these national actors, as the achievement of project results was dependent on this working group. This working group ensured ownership, timely implementation, sustainability of the results and linkages with national priorities at national level. In addition, the partnership between those national actors and the local municipalities has been strengthened by the close coordination and cooperation established within the framework of the project. The project team maintained a strong relation with the target municipalities, which facilitated smooth implementation and contributed to the determination and satisfaction of the requirements of the municipalities in a timely manner. Daily interaction of the project team at the local level enabled strengthening of the relations with all stakeholders including the end users and local institutions.

JOINT PROGRAMMING

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HUMANITARIAN

Turkey has become the largest refugee hosting country with over 3.6 million registered Syrians under Temporary Protection as the result of the protracted crisis in Syria. That resulted in a significant increase in the population of the municipalities mainly located in the South Eastern Anatolia region bordering Syria. More than 40% of the 3.6 million Syrians under Temporary Protection (SuTPs) are registered in 4 southeast provinces, namely Hatay, Gaziantep, Şanlıurfa and Kilis. In this regard, Turkey Resilience Project in response to the Syria Crisis supported Municipalities to cope with, recover and transform from the significant pressure on existing municipal services and particularly on solid waste management due to the high number of SuTPs located in their cities.

ENERGY EFFICIENCY AND UTILIZATION OF RENEWABLES

OUTPUT 1.3: Solutions adopted for increased energy efficiency and utilization of renewables

STRATEGIC PLAN OUTPUT: 2.5.1 Solutions developed, financed and applied at scale for energy efficiency and transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation.

To promote energy efficient motor use by Small and Medium Enterprises a harmonized Turkish legislation on eco-design requirements for electric motors has been prepared in 2020. Once the transposition process completes with the European Union, the legislation will enter into force. A direct benefit of this Global Environment Facility (GEF) project to the Government of Turkey will be its strengthened capacity to adopt EU directives that will continually improve the efficiency of electric motors. Pilot motor testing programme has also started. Tests are ongoing and results will be an indicative baseline of performance of electric motors in the Turkish market. A one-stop-shop financial support mechanism for motor replacements has been set and started as a pilot phase in the 7 Organized Industrial Zones. By 2021 March, the Project aims to achieve replacement of 672 motors in 96 Small and Medium Enterprises with an investment size of USD 475,000. Results of investment and efficiency of these replacements will greatly affect formulation of further finance from KOSGEB for the replication phase in 20 Organized Industrial Zones; and models which consist of state support plus equity, state support plus bank loan, leasing and Energy Service Company financing in the dissemination phase. UNDP also invested in critical human resource capacities by way of investing in vocational education and trainings and public education centers (PECs) that educate graduates which is very critical for the continuity of the renewable energy sector in Turkey. Vocational and Technical High Schools in Bursa, Kocaeli, Konya and two PECs in Mersin and Hatay have been supported in 2020. 5 existing curricula of PECs as well as the training materials were reviewed in collaboration with 10 private sector companies; a new program on Photovoltaic Solar Panels Installation and Integration of Hybrid (Solar-Wind) System was developed. Establishment of 5 laboratories, 5 training venues in Bursa, Konya and Kocaeli and 2 PECs in Hatay and Mersin are ongoing based on the need analysis conducted in 5 pilot provinces.

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in rural/agricultural activities. These actions have raised awareness about project opportunities for women.

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Several NGOs specified in Renewable Energy sector i.e. GENSED, GÜNDER, TÜREB, MEKSA have provided substantial support to UNDP interventions especially with regards to the identification of the required qualified workforce in the renewable energy sector which was a

valuable contribution. Moreover, as umbrella organisations, the results of the survey collected from the private sector were validated by the NGOs and incorporated to the stakeholder analysis report. In addition, over 100 private companies have been identified and added to the stakeholders mapping. As no face to face meetings could be organised, an online survey has been carried out among the private sector companies. Approximately ten companies were visited in five provinces and potential collaboration opportunities have been defined in providing internship and applied training opportunities to the trainees.

JOINT PROGRAMMING

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to 'Build Back Better' in the form of a report titled UNDP-ILO Framework of Action for the Youth employment and NEET action. The key findings of the report prepared by ILO will be validated and expanded within the scope of the cooperation through live streams, workshops and the digital youth forum(s). These events serve as tools for better understanding and assessing the impact of the pandemic on unemployment, understanding the expectations of NEETs beyond pandemic and integrating youth in NEET situation to the policy making processes on employment. The voice of the NEETs will be heard by the public institutions for responsive policies, private sector for responsive job opportunities and NGOs for better representation thanks to the timely collaboration of UNDP and ILO.

INCREASED ACCESS TO INCLUSIVE SERVICES AND OPPORTUNITIES FOR EMPLOYMENT

OUTPUT 1.4: Citizens with specific focus on vulnerable groups including in less developed regions have increased access to inclusive services and opportunities for employment

STRATEGIC PLAN OUTPUT: 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

UNDP interventions in inclusive services and opportunities for employment are following a dual-track approach. One is to invest in skill sets and capabilities of vulnerable populations to make them more employable. The other is to invest in local businesses in fragile sectors to make them more resilient in the face of economic shocks. In terms of basic skills, Turkish language courses were delivered to 22,406 Syrians (6,600 male and 15,806 female). According to a satisfaction survey with beneficiaries of B2 level 80% of the participants were satisfied with the trainings. These language courses ensure not only the adaptation of Syrians under protection to Turkish society, they also contribute to their employability in the labor market. Another basic skill intervention is a financial literacy program to a diverse beneficiary base including young entrepreneurs, farmers, blue-collar workers, women's cooperatives. This training has been delivered to 1,404,740 individuals since 2009 of which 51% are women. In 2020 the number of beneficiaries was 196,723. UNDP contributed to the provision of job counselling services for 6,907 Syrians through the Employment Agency (1,380 female and 5,527 male). 11,684 Syrians were registered through local Employment Agency offices in Istanbul, Hatay, Kilis, Gaziantep and Sanliurfa. As part of Syria Crisis Response, 76 Small and Medium Enterprises were established, 1,019 Small and Medium Enterprises (31% female-led) received training and mentoring support. 2,937 Syrian and host community members benefited from networking, matchmaking efforts and 2,972 (7% women) found jobs via UNDP interventions. Within the scope of the Japan Supplementary Fund's business development services for Syrian-owned Small and Medium Enterprises, 150 enterprises have benefitted

from unlimited internet access, 13 enterprises from digital marketing services, 16 enterprises from financial consultancy services, 50 enterprises from mini recovery grant. In digitalization services for Syrian-owned Micro, Small and Medium Enterprises, 33% of the overall beneficiaries are women which is above the average of female-led enterprises.

GENDER DIMENSION

A partnership with Turkish Chambers of Commerce, Habitat Association and Turkish Telecom was developed to improve female entrepreneurs' e-commerce and e-services knowledge in order to market their products more sustainably. In 2020, 3,405 female entrepreneurs were trained by Habitat on above topics. An online marketplace event with the objective of promoting entrepreneurs' products and advertising them through social media took place. In order to increase economic resilience of Syrian and host community women, Multi-Purpose Community Centers (ÇATOMs) were supported in Southeast Turkey through developing inclusive business models. An agreement was signed between one of the largest online sales channels, Trendyol, in order to sell ÇATOM products at Trendyol with a small commission. In 2020, 971 women and 4 ÇATOMs benefitted from the inclusive business model of Koton, one of the biggest textile firms in Turkey. A total amount of USD 82,000 was generated in 2020 through Koton's HandMade Collection. The female beneficiary target of language education of (40%) has been exceeded with over 70% female participation into the courses. According to beneficiary focus group meetings carried out during a monitoring mission in December 2020, language courses contribute to the socialization of women and to their access to social services. Language is the most important life skill for refugee women as it enables building other resilience interventions upon.

PARTNERSHIPS

The successful partnership between UNDP and the Ministry of National Education has been maintained and further strengthened during 2020 where the Blended Learning System that was established in 2019 has been adapted to new training programs such as hygiene, digital literacy, digital marketing, etc. by the Ministry of National Education and the learning system has been completely managed under the ministry's servers since September 2020 for A1, A2 and B1 trainings. UNDP has been also collaborating with ILO, UNHCR and UN Women for further expansion of the Blended Learning System that has become a feature in great demand in COVID-19 context.

(ESSN) cash support. However, in practice most Syrians live in urban settings and have to sustain their needs through their own means, working often illegally. UNDP has a unique approach in building the resilience and self-reliance Syrians under Temporary Protection and host communities within a development approach where capacities of local economic ecosystems, service providers and governmental agencies that have the potential to provide sustainable job opportunities to an additional Syria labour force are supported. Through new job creation, the Project also contributes to reduce tensions and enhance social cohesion between Syrians and host community members by reducing competition over employment opportunities.

HUMANITARIAN

Turkey has become the largest refugee hosting country with over 3.6 million registered Syrians under Temporary Protection (SuTPs) in 2014 with significant impact on the local labour markets. SuTPs have access to basic services (education, health) and receive Emergency Social Safety Net

INFORMED DECISION MAKING AND IMPLEMENTATION ON INCLUSIVE AND SUSTAINABLE GROWTH

OUTPUT 1.5: Policy makers at national and local level equipped with knowledge and tools for informed decision making and implementation on inclusive and sustainable growth

STRATEGIC PLAN OUTPUT: 1.1.2 Marginalized groups, particularly the poor, women, and people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs

UNDP continued its work on equipping national and local policy makers with knowledge and tools for informed decision making. One is the collaboration with the Ministry of Health (MoH) to manage the health system in a more equitable and sustainable manner since 2016. Support and guidance are provided on matters including evidence-based policies and propagation of good practices in health. With the COVID-19 pandemic, UNDP continued to contribute to the enhancement of the institutional capacity of the ministry. In terms of quality assurance, monitoring and evaluation activities at hospital level in 40 more provinces continued. Particularly in the Elazig and Izmir earthquakes, successful results were obtained by monitoring and evaluation according to the Emergency Response Action Plans. As part of Rapid Response Facility, a home-based care delivery system has been prepared that enables medical personnel to optimize the route of the medical visits to patients receiving home-based services. Additional expert utilization (9 academics and 2 medical doctors) for the ministry was completed to support the generation of epidemiological intelligence into disease progression and clinical investigations. The research focused on the treatment progress and

establishing the follow-up criteria for COVID Support Centers to be established by the ministry. Investment in Turkish Employment Agency continued in 2020 with new products and decision-making tools. Digital Transformation process of the Employment Agency has been launched where Software Infrastructure Renewal will increase the corporate performance and service quality of the Agency, the service satisfaction of the target audience and the job satisfaction of its employees. Another feature of the Digital Transformation, development of the "Employment Agency Data Analytics Strategy" has also started, defining a data strategy roadmap to support the activation of the Agency's Master Data Management, Big Data Analytics and Business Intelligence applications.



2. CLIMATE CHANGE AND ENVIRONMENT

"By 2020, improved implementation of more effective policies and practices on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders including resilience of the system/communities to disasters"

CONSERVATION AND SUSTAINABLE USE OF BIODIVERSITY AND ECOSYSTEMS

OUTPUT 2.1: Enabling legal frameworks and models for conservation and sustainable use of biodiversity and ecosystems in place

UNDP continued its efforts for the protection of both marine and forest eco-systems via investing in clean energy solutions and building capacity of government institutions in charge of biodiversity efforts. In terms of protecting marine biodiversity, UNDP embarked on an effort to minimize negative impacts of Invasive Alien Species (IAS) in marine ecosystems.

The backbone of this intervention is the establishment and functioning of the knowledge management system. The marine and IAS experts have analyzed the current marine IAS distribution and pathways in Turkey's coastal zones with an updated analysis on main and potential pathways and vectors for alien species invasions. The draft legislation assessing the current status of the legal framework on IAS in marine ecosystems, gaps and the associated needs was prepared. Draft presidential decree on national and local committees for invasive species was prepared and submitted to the General Directorate of Fisheries and Aquaculture.

To protect forest ecosystems, a sustainable financing mechanism for Solar Photovoltaic (PV) Systems are promoted in forest villages. Land-based and roof-top solar PV system installations are ongoing to promote economic resilience of the forest villagers by enabling them to use renewable energy and also generate revenue by feeding electricity to the national grid. Contracts were signed in 2020 for 225 households in 22 villages in 18 provinces of Turkey. These installations will make a valuable contribution towards both climate change mitigation efforts and sustainable development and protection of rural areas of Turkey by mitigating pressure on forests. Annual greenhouse gas emissions avoided in forest villages after instalment of solar PV systems through this initiative stands at 6,267 tonnes in 2020.

GENDER DIMENSION

The Invasive Alien Species (IAS) project will address gender inequality and empowerment of women through research activities conducted in the pilot areas where fisher women are located, specific communication activities targeting women consumers, targeted public awareness activities built on fisher women to address IAS issues. These activities were already included in the annual work plan of the project and they will be initiated in the upcoming reporting period. Gender Analysis and Action Plan has already been completed.

PARTNERSHIPS

GÜNDER (International Solar Society Turkey Section) is providing technical support to the ORKÖY Photovoltaic (PV) Project (Sustainable Energy Financing Mechanism for Solar Photovoltaic Systems in Forest Villages in Turkey Project) with their qualified personnel and extensive network in Turkish and International PV Sector. A Responsible Party Agreement (RPA) has been signed with the NGO in 2017 covering the technical needs of the ORKÖY PV Project. Their cooperative senior management together with their dedicated result oriented technical staff, made it possible to achieve solar PV system installations on time. The ORKÖY PV Project is planning to continue this partnership in the up-coming project activities such as "Replication and Scaling-up".

CLIMATE CHANGE ADAPTATION AND MITIGATION

OUTPUT 2.2: Scaled up actions on climate change adaptation and mitigation across sectors

STRATEGIC PLAN OUTPUT: 2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation.

UNDP's contributions to this output can be summed up as follows: National climate change adaptation (NCCA) capacity building to relevant public bodies in charge of climate adaptation, facilitating the formulation of long-term strategies and effective advocacy efforts to create a consciousness among citizens and policy makers. In 2020, UNDP and EU Delegation to Turkey ran a campaign for climate action, namely "We are the Climate, We will Change", to enhance collaboration and ambition at state and non-state actors. The campaign reached over 10 million people through social media platforms. Special communication sessions called Conversations in Climate-*ish* on the relation of climate change with health, migration, technology and journalism were prepared.

In an effort to develop better decision-making tools for NCCA policies, review of existing climate change adaptation (CCA) works and best practice catalogue, climate change impact and vulnerability assessments for priority sectors and the monitoring and evaluation system for the National Climate Change Adaptation Strategy and Action Plan (NASAP), were launched. In order to develop adaptation and resilience planning in urban areas, climate change impact and vulnerability assessments for 4 pilot metropolitan municipalities and the monitoring and evaluation system for the Urban Adaptation Strategy and Action Plans (UASAPs) were started. To promote a National Adaptation Platform, a desk review and meetings with related stakeholders were held to take stock of similar national platforms at EU level.

A CCA grant programme to implement CCA action is in full swing with a grant guideline and the application package was prepared and published. To identify the best ways to achieve long-term emission reduction targets, sectoral cost-effectiveness analysis was initiated via long-term strategic trainings to identify alternative measures for mitigating climate change and set of policy recommendations. The National Climate Change Action Plan (NCCAP) is reviewed and the preparation phase of Turkey's NCCAP 2030 and National Climate Change Strategy (NCCS) 2050 is initiated.

GENDER DIMENSION

The Gender Mainstreaming on Climate Change Training was conducted. The aim of this training was integrating gender considerations and analysis into reporting mechanisms for Turkey's Seventh National Communication and Third Biennial Report to the United Nations Framework Convention on Climate Change (UNFCCC), to provide a holistic picture of socio-economic dimensions of climate change directly affecting women. The technical representatives of Ministries, NGOs, academia, private sector, public institutions and Business and Industry NGOs (BINGOs) have participated in this training.

RESOURCES

Turkey joined as a member to 2050 Pathways Platform through facilitation of UNDP Turkey's contribution to Turkey's Seventh National Communication and Third Biennial Report. The 2050 Pathways Platform was launched at the 22nd session of the Conference of the Parties (COP 22) to the UNFCCC. The platform supports the development of long-term, decarbonized strategies of the countries in accordance with Article 4.19 of the Paris Agreement. Designed as a common problem-solving area, the Platform facilitates the sharing of knowledge and experiences between and within countries. The platform provides financial and technical assistance to countries that identify these needs. The allocated project budget for formulation of the long-term strategies was not quite enough so this problem was solved by finding an additional fund commitment (EUR 250,000) from 2050 Pathways Platform.

CHEMICAL WASTE

OUTPUT 2.3: Chemical waste prevented, managed and disposed of and chemically contaminated sites managed in environmentally sound manner

STRATEGIC PLAN OUTPUT: 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains

UNDP contributed to the protection of health and environment through identification, classification and direct elimination of the persistent organic pollutants (POPs) contaminated sites as well as technical and institutional capacity building consistent with international practice and standards. To this aim trainings for 158 staff members that will be working on POPs/contaminated sites management were delivered both for central and provincial level bureaucracy. The Ministry of Environment and Urban Planning receives a lot of queries about contaminated sites management. Helpdesk Navigator Programme will be established in order to respond to queries of site owners, remediation companies, provincial directorates of the Ministry etc. To this aim, a software developer and Technical Assistance Team worked together to define software infrastructure. The finalized version of

Draft Helpdesk Analysis document, which provides the software architecture of Helpdesk Navigator Programme is ready to be used.

Major legacy persistent organic pollutants (POPs) stockpiles have been eliminated in an environmentally sound manner. A total of 2,781 tonnes of POPs have been destroyed within the current Country Programme Document (CPD) cycle. Site assessments clean up design and initial containment/monitoring were completed on 3 demonstration sites and regulatory mandated site evaluations on 4 sites. 357 governmental staff were trained in site risk assessment and remediation technology with an extensive number of governorates encompassed in the trainings. Finally, in order to comply with the obligation of Turkey to support the implementation of the Global Monitoring Plan under the Stockholm Convention, all required background information was collected, a monitoring mechanism was suggested and support to public and private laboratories which can be involved in the global monitoring of POPs was provided.

DISASTER MANAGEMENT

OUTPUT 2.4: Stronger systems and capacities for risk-centred and integrated disaster management

STRATEGIC PLAN OUTPUT: 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict

UNDP Turkey, jointly with two main business organizations TÜSİAD and TÜRKONFED established Business for Goals (B4G) platform in 2019 to enable a collective action of the private sector towards Sustainable Development Goals (SDGs). Complementary to the work of B4G, TÜRKONFED and UNDP Turkey launched the Connecting Business Initiative (CBI) in Turkey, becoming the 13th member of a global network aiming to build resilient business associations. The overall objective is to transform the way the private sector engages before, during and after emergencies, increasing the scale and effectiveness of the crisis response in a coordinated manner.

One of the joint areas of work of two mentioned Platforms is disaster risk reduction. In 2020, experts from the private sector working on disaster resilience and participants from Istanbul's main infrastructure subsidiaries came together to identify the areas and strategies of inter-institutional cooperation needed for rapid recovery of workplaces after a disaster. In January 2020, 16 representatives from 12 private sector companies and 14 representatives from

9 infrastructure subsidiaries participated in the workshop. As a major and initial outcome, the workshop offered a platform for participants to hear and share experience. In parallel, phone interviews were conducted with top level executives of the private sector institutions from 15 sectors. A series of webinars were organized targeting the social entrepreneurs who have the potential to be a part of disaster response activities. 30 such companies were contacted. After the Elazığ Earthquake on 24 January 2020, post-disaster situation analysis reports were prepared and the B4G team paid a field mission to Elazığ to analyse the current situation. Upon return from the field, a mutual letter signed by presidents of B4G, TÜRKONFED, TÜSİAD and the Resident Representative of UNDP in Turkey was released to address businesspeople to financially contribute to the national donation campaign.

3. HUMAN RIGHTS AND GOOD GOVERNANCE

"By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable."

BETTER ACCESS TO JUSTICE

OUTPUT 3.1: Transparent and efficient judicial system providing better access to justice and redress for all especially groups facing vulnerabilities

STRATEGIC PLAN OUTPUT: 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and marginalised groups

UNDP Turkey Country Office contributed to a transparent and efficient judicial system by way of working with high courts such as the Court of Cassation (CoC) and with Bar Associations. In order to strengthen ethics and transparency in high judiciary, together with CoC, "Codes of Judicial Conduct" was prepared so that principles of the CoC constituted a basis to ethical principles for judges and prosecutors in first instance courts. CoC Codes of Judicial Conduct have been disseminated widely among justice actors in Turkey and knowledge sharing and awareness raising activities have been conducted with law students and academics.

Strategy on Transparency in High Judiciary and Increasing Trust has been drafted in 2020. UNDP works for a systematic and structured approach for legal aid services via implementing and further improving best practices in seven Bar Associations that will serve vulnerable groups in the most efficient and effective way possible. Since 2016, the total number of citizens applying for legal aid via seven pilot local bars is 22,049. In 2020, sex disaggregated data started being collected. In 2020 out of 3,985 persons provided with legal aid 3,264 were women (81%). To improve the human resource capacity of the Bar Associations, a tailor-made training program as well as Training of Trainers curriculum for legal aid attorneys was prepared.

Violence Prevention Centers' (VPCs) locations at 7 pilot provinces were determined. The VPC guideline was created and approved. Tender for purchasing information technologies equipment, civil works and office furniture was completed. VPCs' equipment and furniture were shipped to 7 pilot provinces. One protocol was signed between the Antalya Bar Association and Konyaaltı Municipality. Second protocol is going to be signed between Nevşehir Bar Association and Nevşehir Municipality. Seven videos were created and published for raising awareness on the importance of quality legal aid services and stopping gender based violence.

GENDER DIMENSION

UNDP's Legal Aid intervention is gender-responsive both in design and execution. In training of trainers and tailor-made training programs for legal aid attorneys, the subject of gender equality is included in the curriculum. This will give UNDP an opportunity to improve lawyers' capacities and awareness on gender equality.

Gender mainstreaming has been ensured throughout the development of Istanbul Declaration on Transparency in the Judicial Process and Measures for the Effective Implementation of the Istanbul Declaration. Principle 2 Article 8 of the Declaration stipulates "Provide suitable facilities for the special needs of court users, such as children, victims of sexual violence or domestic violence, and special-needs users".

HUMAN RIGHTS INSTITUTE AND OMBUDSMAN

OUTPUT 3.2: Capacities of the National Human Rights Institute and Ombudsman enhanced and human rights awareness promoted

STRATEGIC PLAN OUTPUT: 2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and marginalised groups

UNDP provided technical support for the Capacity Assessment of the National Human Rights and Equality Institution (NHREI) in 2020 and continued its coordination support for finalization of the CA Report. The assessment was conducted based on the Global Principles for the Capacity Assessment of National Human Rights Institutions developed in partnership with the Asia Pacific Forum of National Human Rights Institutions (APF), UNDP and Office of the United Nations High Commissioner for Human Rights (OHCHR) and used in various countries.

The major objective of the capacity assessment was to assist NHREI in generating its understanding of capacity strengths and needs and in developing strategies to fill the capacity gaps to fulfil its mandate as envisaged by the new legislation and in alignment with the Paris Principles. The assessment aims to help NHREI to prepare for the process of application to the Global Alliance of National Human Rights Institutions (GANHRI) for accreditation. The Capacity Assessment Report was finalized in March 2020 and submitted to the EU Delegation in Turkey as it will provide a basis for the project on capacity enhancement of NHREI to be launched in 2021.

PARTICIPATION IN POLICY MAKING

OUTPUT 3.3: Enhanced capacity of civil society actors for participation in policy making and monitoring

STRATEGIC PLAN OUTPUT: 2.2.2 Constitution-making, electoral and parliamentary processes and institutions strengthened to promote inclusion, transparency and accountability

In 2020, it has been UNDP's mission to ensure enhanced coordination between women's CSOs, public bodies, lawyers and bar associations to improve the legal aid system in Turkey. The first regional meeting in March highlighted the need for improving cooperation between bar associations and CSOs through the establishment of Violence Prevention Centers (VPCs). Representatives of both bar associations and CSOs working in the field of women's rights agreed to sign protocols in the future for increasing the efficiency of the 'referral mechanism'.

The establishment of VPCs serves as a milestone for the legal aid system. The Ministry of Justice, Union of Turkish Bar Associations and Bar Associations all own the VPCs and believe that these centers will eliminate the lack of quality legal counseling to people subjected to violence, especially for women and girls. Bar Associations have now been fully refurbished to operate as VPCs in 7 pilot cities of Turkey. 17 women's CSOs are fully on board to serve as a referral mechanism between these VPCs and women subjected to violence.

UNDP also contributes to the institutionalization of civilian and democratic oversight of internal security forces. Training to 500 professionals of the Ministry of Interior (MoI) and Internal Security Forces (ISF) was delivered in 2020 on civilian and democratic oversight of ISFs and citizen-focused security services. As part of Strengthening the Civilian Oversight of Internal Security Forces Project Phase III, 10 Local Prevention and Security Boards (LPSBs) have been established in 2020 in various districts and

provinces of Turkey. With their contribution, the voice of citizens are heard at the local level as contributors to local security policies and action plans, especially targeting vulnerable groups, as partners in crime prevention and as evaluators of the actions implemented. There are 79 CSOs that actively participate in decision making in these 10 new LPSBs. All of the proposals of CSOs are reflected in local decision-making policies, which is around 140.

GENDER DIMENSION

UNDP's Legal Aid intervention is gender-responsive both in design and execution. The Violence Prevention Centers (VPC) guideline was also designed in line with gender equality standards. Special attention was given to the fact that VPCs should prioritize women and girls subjected to violence. For the first time since legal aid interventions were launched by UNDP, sex disaggregated data started being collected in 7 pilot bars in 2020.

According to this data, 81% of legal aid recipients turn out to be women which shows that this service is dominantly provided to women. That is why collaboration between Bar Associations and women's CSOs is so vital for the success of legal aid interventions because, CSOs as trusted figures for Gender Based Violence victims will act as referral mechanism for recipients of legal aid services.

STRENGTHENED LOCAL, REGIONAL AND NATIONAL GOVERNANCE

OUTPUT 3.4: Strengthened local, regional and national governance mechanisms for participatory, accountable and transparent services

STRATEGIC PLAN OUTPUT: 1.2.1 Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services

In terms of promoting IT based service delivery models, UNDP's Project for the Institutionalization and Broader Use of the E-Consulate System for Increased Efficiency in the Service Delivery of the Ministry of Foreign Affairs enhanced e-governance applications and increased the accessibility of government services by facilitating visa applications online. The total number of users was 7,529,943 in 2020 of which 60.7% were male, and 39.3% female. Turkey ranks among the top ten countries in terms of use of e-consulate services which attests to the quality of services provided to citizens.

In terms of promoting inclusive mechanisms for citizen engagement, UNDP invested heavily in 19 Local Prevention and Security Boards (LPSBs) where the voice of citizens is heard as contributors to local security policies and action plans. Sustainability of the LPSBs was previously limited by the lack of legal foundation for the LPSBs and National Crime Prevention Office. A draft regulation prepared in 2020 will contribute to their sustainability once promulgated.

Through incorporation of citizen focused targets and indicators in the performance regime, service orientation of Internal Security Forces (ISFs) will also be strengthened.

To contribute to open government efforts at the local level, Local Administration Reform III Project (LAR III) introduced a data management system called Yerel Bilgi

which helps to collect and analyze local data. Once the system is populated both policy makers and citizens will have in-depth information about performance of their municipalities on basic parameters of urban life such as green areas, social services, public bids etc.

LAR III also launched an urban satisfaction survey reaching 10,005 respondents in 30 metropolitan municipalities of Turkey. The survey asks respondents about their satisfaction with local government services. The aim is to design service delivery models based on findings from these surveys. Urban Awareness Training modules were prepared and delivered to approximately 350 social service staff of Women, Child, Disabled, Elderly and Youth Centers based on the major take-aways of urban satisfaction surveys.

GENDER DIMENSION

In the domain of Civilian Oversight, Local Prevention and Security Boards (LPSBs) focus on the prevention of various crimes like domestic violence, responding to the challenges faced by specific vulnerable groups like children, women, people with disabilities and contribute to the awareness raising among society. Of the 10 LPSBs set up in 2020, 9 of them include at least one women's Civil Society Organization (CSO). The total number of women's CSOs in these 10 LPSBs is 18. By facilitating the participation of women's CSOs in the LPSBs, women's representation in policy and decision-making processes and women's empowerment is promoted.

ENFORCEMENT OF ANTI-CORRUPTION

OUTPUT 3.5: Institutions and systems enabled to address awareness prevention and enforcement of anti-corruption across sectors

STRATEGIC PLAN OUTPUT: 1.2.3 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication

UNDP Turkey Country Office did not have any interventions directly addressing anti-corruption but the Local Administration Reform III Project produced deliverables that will also contribute to the prevention of corruption to a degree. One of the major and concrete results achieved in 2020 is the update of a data management system called Yerel Bilgi which helps to collect local data and analyze and report the information gathered. The system which will be a dynamic tool for policy formulation is fully functional as of December 2020. It needs to be populated with indicators and data that are also conducive to transparency such

as municipal budgets, calls and tenders, investment in infrastructure and social spending as well as scrutiny of municipal expenses that may be open to corruption. The type of data to be collected across all municipalities will be decided jointly with the Ministry of Environment and Urbanization. When the Yerel Bilgi software (Local Information System Business Intelligence Software) is fully populated with rich datasets, experts will have a more holistic picture on which municipalities implement these transparency measures.

BORDER MANAGEMENT

OUTPUT 3.6: Capacities, structures and means enhanced for secure borders and integrated border management

STRATEGIC PLAN OUTPUT: 3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities

In 2020, UNDP supported border security and surveillance through increasing the individual capacity of professional personnel of Land Forces Command (LFC). To this aim, technical equipment and software were purchased and installed to LFC in order to increase video shooting and editing capabilities for developing distance learning training content. LFC personnel were trained on video shooting, editing and animations by using the equipment purchased. These trainings helped LFC professionals to develop distance learning training content and ensure the sustainability of the project.

208 professional staff of LFC were trained face to face on border surveillance and control procedures and migrants' rights. Training modules were developed on Integrated Border Management, migrants' rights and COVID-19. Distance learning pilot trainings were delivered to 103 border professionals to increase individual capacity of border professionals. Preliminary training results (pre-post surveys) indicate a 43% increase in knowledge related to Integrated Border Management practices in line with human rights-based approach. The distance learning trainings will be embedded into a compulsory orientation package for newly assigned staff to the border. This will have a direct impact in the LFC training system and ensure the sustainability of border management practices in line with EU Acquis.

GENDER DIMENSION

The intervention on integrated border management was proactive to mainstream gender equality into the project through the face-to-face and distant learning materials, especially on subjects such as body search of migrants and combatting human trafficking as most victims are women. Partners' awareness on women's participation and representation in borders as professional border guards was raised in the meetings and events. UNDP also encouraged LFC to assign female border professionals and include more female officers and staff to participate in project events, meetings and trainings. Good practices in the EU were shared to raise awareness of upper level managers in project beneficiaries.

4. EMPOWERED WOMEN AND GIRLS GOVERNANCE

"Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020"

GENDER EQUALITY MACHINERY STRENGTHENED

OUTPUT 4.1: Capacities of national gender equality machinery strengthened to promote women's rights and gender sensitive policies including at local level

STRATEGIC PLAN OUTPUT: 1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment

UNDP contributed to three gender action plans for line Ministries in 2020. One of them is the Gender Mainstreaming Strategy and Action Plan prepared for the Ministry of Agriculture and Forestry as part of IFAD funded Göksu-Taşeli Watershed Project. Gender action items derived from the Gender Mainstreaming Strategy were put into district investment plans in 2020. The project has witnessed a spike in the number of women applying and obtaining matching grants. In 2020, of the farmers who applied to agricultural grants, 5,733 were women and 2,614 were men. The ministry has also benefited from Gender Equality Strategy and Action Plan for Wooden Building prepared by UNDP assistance. Lastly a Gender Responsive Analysis in Addressing Invasive Alien Species Threats at Key Marine Biodiversity Areas project was prepared for the Ministry of Environment and Urbanization.

Two municipalities have benefited from tools introduced by UNDP. Within the framework of the UNDP Turkey Resilience Project in response to the Syria Crisis (TRP) funded by EU Trust Fund in Response to the Syria Crisis (EUTF), the Equal Opportunities Commission (EOC) of Gaziantep Municipality Women Council and the relevant Social Unit of Hatay Municipality have been supported throughout 2020. As a major result, Hatay Municipality included an EOC and a Migration Unit in their 5-years strategic plan. In Gaziantep, monthly meetings are held with EOC to maintain its gender focus.

As part of the Local Administration Reform III Project, an urban satisfaction survey reaching 10,005 respondents in 30 metropolitan municipalities of Turkey was completed. The aim was to design service delivery models based on findings from these surveys. Urban Awareness Training modules were delivered to approximately 350 social service staff of Women, Child, Disabled, Elderly and Youth Centers based on the major take-aways of urban satisfaction surveys. During the trainings, identification of special needs of disadvantaged groups and ways to involve them in the process were discussed. Gender responsive budgeting and related SDGs were integrated to these trainings.

GIRLS AND WOMEN IN DECISION MAKING

OUTPUT 4.2: Policies improved for promoting equal participation of girls and women in decision making

STRATEGIC PLAN OUTPUT: 2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment

In the domain of Civilian Oversight, Local Prevention and Security Boards (LPSBs) focus on the prevention of various crimes like domestic violence, responding to the challenges faced by specific vulnerable groups like children, women, people with disabilities and contribute to the awareness raising among society. Of the 10 LPSBs set up in 2020, 9 of them include at least one women's CSO. The total number of women's CSOs in these 10 LPSBs is 18. By facilitating the participation of women's CSOs in the LPSBs, women's representation in policy and decision-making processes and women's empowerment is promoted.

Private sector gender equality technical support (GETS) program which has been developed based on the UNDP Global Gender Seal methodology addresses the issue of underrepresentation of women in managerial and decision-making positions and provides motivation and roadmaps for positive action in the companies.

B4G Platform has established a committee to promote inclusive business practices and adopts a strong advocacy approach for greater gender equality in businesses and society.

UNDP and UN Women collaborated in a Globesight and UN Resident Coordinator Office joint event for the 75th anniversary of the UN, where the pandemic's impact on women's leadership in core sectors such as Science, Technology, Engineering and Mathematics (STEM), social entrepreneurship, impact finance and businesses were discussed. A policy note on the discussions and recommendations emerging from the event is currently being prepared and will form the basis of the UNDP gender equality partnership strategy with CSOs, private sector and academia and will constitute a reference point in advocacy efforts for women's leadership.

ADVOCACY AND ENGAGEMENT OF POLITICAL PARTIES AND CSOs

OUTPUT 4.3: Advocacy and engagement of political parties and CSOs for women's empowerment particularly on participation in decision making and combating gender based violence

STRATEGIC PLAN OUTPUT: 2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment

As part of Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey Phase II project, a whole of society partnership approach is adopted in the sense that in 7 pilot provinces of the project, women's CSOs, Bar Associations, Municipalities and provincial directorates of the Ministry of Justice act in a concerted manner to counteract gender based violence and provide legal aid services to women subjected to violence. Protocols are going to be made between Municipalities, CSOs working in the field of women's rights and Bar Associations in order to institutionalize their cooperation and maintain sustainability. Currently there are 17 CSOs that will be the backbone of the local referral mechanism for people subjected to gender based violence. They will actively collaborate with Violence Prevention Centers which will be operational in 2021.

UNDP Turkey Country Office also engaged in advocacy efforts with high profile communication campaigns in 2020. Within the scope of "16 Days of Activism against

Violence Against Women and Girls", several media campaigns have been launched.

In partnership with the Southeastern Anatolia Regional Development Administration, Multi-Purpose Community Centres, a digital photo exhibition was organized with the name "9 Cities 48 Women". The exhibition is giving messages on the importance and ways of women's empowerment against violence.

"Justice for Equality" campaign was based on a series of interviews with Bar Associations and women's CSOs on their views and the current state of fight with violence against women and girls in Turkey. The story marks the opening of provincial Violence Prevention Centres explained above.

"I versus Violence" social media campaign aimed to support positive messaging on male engagement in violence prevention agenda. Male colleagues from the UNDP Turkey Country Office also shared their messages against violence against women and girls and toxic masculinities with a comic strip.

WOMEN'S ECONOMIC EMPOWERMENT

OUTPUT 4.4: National policies in support of women's economic empowerment improved

STRATEGIC PLAN OUTPUT: 1.6.1 Country-led measures accelerated to advance gender equality and women's empowerment

In 2020, UNDP completed a nation-wide time use survey on domestic division of labor that shows the increased and unequal burden on women during the pandemic. The study received wide coverage in international media and the findings were converted into a list of recommendations and utilized for design of joint interventions with ILO and UN Women in care economy.

UNDP also invested in the involvement of women in manufacturing industries where there are traditional barriers to women's employment. A study titled "Female Employment and Labor in the Turkish Manufacturing Industry" was completed with concrete policy proposals. A strong base has been established for evidence based decision making on women's employment in the manufacturing industry with this study.

UNDP introduced a Gender Equality Seal (GES) methodology, a program for the private sector which aims to assist and promote Gender Equality and Women's Empowerment (GEWE) efforts of companies. In 2020, Gender Mainstreaming piloting study was completed in Limak Investment and UNDP's pilot experience was scaled up to additional 4 Limak tourism companies. Garanti BBVA accepted UNDP Seal benchmarks for company performance assessment by granting a gender loan for tourism companies. As illustrated by these examples, GES will contribute to women's economic empowerment by setting a standard for the private sector and transforming businesses from within.

UNDP also facilitated the entry of girls in Science, Technology, Engineering and Mathematics (STEM) through a comprehensive empowerment program both for high school and university students. The program provides scholarship and mentoring to female students who want to excel in STEM fields but who might experience traditional barriers. Over 2,000 beneficiaries including teachers, students and their parents benefited from awareness raising activities on women in STEM through ToT. 383 female students continue to benefit from the program and are part of UNDP networks to continue their future careers in STEM.

PARTNERSHIPS

The empowerment program of UNDP in Science, Technology, Engineering and Mathematics (STEM) field "Engineer Girls of Turkey" has a collaborative approach that brings public authorities (Ministry of Family, Labor and Social Services; Ministry of Education), international organization (UNDP Turkey), NGOs (ÖRAV, PERYÖN), academia (Boğaziçi University) and private sector (Limak) together. Project was designed with the collaborative efforts of every organization before being executed to set the common goals from the very beginning. Throughout the programme, there has been a successful partnership process between all stakeholders. UNDP has provided significant support regarding encouraging mainstreaming of gender equality. The success of the approach could also be diagnosed in the expanding network of collaborations in which Garanti BBVA and Women in Technology Association have joined with their special programmes and tools, gender loan and STEM training programmes respectively.

