United Nations Development Cooperation Strategy Turkey
2016-2020

Government of the Republic of Turkey and the United Nations System in Turkey

December 2015

Ankara
Turkey
We, the UN agencies in Turkey come together to maximize synergies using our agencies’ strengths and technical expertise to bring about meaningful and sustainable change in the lives of the people in Turkey.

MISSION

We, the UN agencies in Turkey come together to maximize synergies using our agencies’ strengths and technical expertise to bring about meaningful and sustainable change in the lives of the people in Turkey.

VISION

Our vision is to be recognized as a valued and trusted partner known for our commitment to making a difference in the lives of the people of Turkey through:

• Being responsive to national needs,
• Setting exemplary standards in performance and quality,
• Building empowered and coherent teams.

PREAMBLE

This United Nations Development Cooperation Strategy (UNDCS) is the fourth generation Common Country Programme Document produced by the United Nations System in Turkey and covers the period 2016-2020. This programme document is the continuation of the previous UNDCS in terms of being a strategic cooperation framework that was prepared in response to General Assembly (GA) Resolutions and reports of the UN Secretary General on “Development Cooperation with Middle-Income Countries (MICs)” to articulate a new model of cooperation and partnership with MICs.

As was true of the previous one, this common strategic framework will enable the UN system to provide a collective, coherent and integrated response to national priorities and needs, including providing support to national efforts towards the achievement of the Sustainable Development Goals (SDGs), as agreed at the General Assembly in September 2015. A particularity of this strategic document lies in the fact that it has benefited significantly from the lessons learned from the implementation of the previous UNDCS (2011-2015). The lessons learned have helped the UN system to focus on enabling better measurability of achievements against the high-level results.

It is also worth noting that the UNDCS, for the first time, has been formulated through a consultative process involving all segments of society as well as the UN system operating in the country. From the perspectives of putting national priorities at the centre of UN country programming, strengthening capacities and using national systems, it is a product of an exemplary process that aligns and adheres to the Principles of the Paris Declaration on Aid Effectiveness.

Another distinctive feature of this document is that while it has been formulated to provide support to address development priorities of the country, it also aspires to contribute to the horizontal sharing of Turkey’s development and humanitarian experience and expertise through support for Turkey’s international development cooperation programme.

H.E. Ambassador Emre YUNT
Director General for Multilateral Economic Affairs
Ministry of Foreign Affairs
Ankara, (Date)

Kamal MALHOTRA
United Nations Resident Coordinator
United Nations System in Turkey
Ankara, (Date)
We, the United Nations Country Team in Turkey, while respecting each organization’s mandates, competencies and decision-making processes, pledge our commitment to a common strategy as a means to foster cooperation and coordination among all our agencies and to enhance the performance and impact of our joint response to the development needs of Turkey.

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UNDP Resident Representative

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FAO Representative and Sub-Regional Coordinator

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On behalf of UNIDO
Süleyman Yılmaz
UNIDO National Director
# Table of Contents

1. Introduction .................................................................................................................. 15
   1.1 Turkey and the Regional Context ........................................................................ 16
   1.2 Lessons Learned from the Previous Programme Cycle (2011-2015) ..................... 18
   1.3 Process ..................................................................................................................... 19
2. National Development Priorities and Areas of UN Cooperation ............................. 21
3. United Nations Development Cooperation Results ................................................. 25
   3.1 Sustainable Inclusive Growth and Development ...................................................... 26
   3.2 Democratic Governance and Human Rights ............................................................ 31
   3.3 Gender Equality and Women’s Empowerment ......................................................... 32
   3.4 Migration and International Protection .................................................................. 34
4. Implementation ................................................................................................................. 37
   4.1 Strategic Partnership, Values and Principles .............................................................. 39
   4.2 Programme Management and Accountability Arrangements ................................. 41
   4.3 Coordination Mechanisms ...................................................................................... 43
   4.3.1 Development Issues .......................................................................................... 44
   4.3.2 Humanitarian and Resilience Issues .................................................................. 45
   4.3.3 Communication and Operations ....................................................................... 46
   4.3.4 Resource Mobilization ...................................................................................... 47
5. Monitoring and Evaluation ............................................................................................... 49
6. Commitments of the Government ................................................................................. 53
7. Risks and Assumptions ..................................................................................................... 57

# Annex I: UNDCS Results Framework

# Annex II: UNDCS Monitoring and Evaluation Plan
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICSC</td>
<td>International Civil Service Commission</td>
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<tr>
<td>ICT</td>
<td>Information and Communication Technologies</td>
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<td>IGO</td>
<td>International Government Organisation(s)</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>INGO</td>
<td>International Non-Government Organisation</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<td>IP</td>
<td>Implementing Partner</td>
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<td>İŞKUR</td>
<td>Turkish Employment Agency</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>JSC</td>
<td>Joint Steering Committee</td>
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<td>JWP</td>
<td>Joint Work Plan</td>
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<td>KOSGEB</td>
<td>Small and Medium-Sized Industry Development and Support Administration</td>
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<td>KSGM</td>
<td>DG Women’s Status</td>
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<td>LDC</td>
<td>Least Developed Country</td>
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<td>LFIP</td>
<td>Law on Foreigners and International Protection</td>
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<td>LGBT</td>
<td>Lesbian-Gay-Bisexual-Trans</td>
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<td>MDG</td>
<td>Millennium Development Goal</td>
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<td>MENR</td>
<td>Ministry of Energy and Natural Resources</td>
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<td>MIC</td>
<td>Middle Income Country</td>
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<td>MISP</td>
<td>Minimum Initial Service Package</td>
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<td>MoD</td>
<td>Ministry of Development</td>
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<td>MoEnU</td>
<td>Ministry of Environment and Urbanisation</td>
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<td>MoF</td>
<td>Ministry of Finance</td>
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<td>MoFA</td>
<td>Ministry of Foreign Affairs</td>
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<td>Ministry of Food, Agriculture and Livestock</td>
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<td>MoFSP</td>
<td>Ministry of Family and Social Policies</td>
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<td>MoFWA</td>
<td>Ministry of Forestry and Water Affairs</td>
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<td>MoH</td>
<td>Ministry of Health</td>
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<td>MoI</td>
<td>Ministry of the Interior</td>
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<td>MMR</td>
<td>Maternal Mortality Rate</td>
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<td>Ministry of Justice</td>
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<td>Ministry of Labour and Social Security</td>
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<td>Ministry of National Education</td>
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<td>MoSiT</td>
<td>Ministry of Science, Innovation and Technology</td>
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<td>MTR</td>
<td>Mid-Term Review</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>NAP</td>
<td>National Action Plan</td>
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<td>NCD</td>
<td>Non-Communicable Disease</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NHRI</td>
<td>National Human Rights Institute</td>
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<td>NRA</td>
<td>Non-Resident Agency</td>
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<td>NUTS</td>
<td>Nomenclature of Territorial Units for Statistics</td>
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<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Cooperation and Development</td>
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<tr>
<td>OHCHR</td>
<td>Office of the United Nations High Commissioner for Human Rights</td>
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<td>OMT</td>
<td>Operations Management Team</td>
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<td>PHIT</td>
<td>Public Health Institute of Turkey</td>
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<td>PISA</td>
<td>Programme for International Student Assessment</td>
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<td>PM</td>
<td>Prime Ministry</td>
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<td>POP</td>
<td>Persistent Organic Pollutants</td>
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<td>PPP</td>
<td>Purchasing Power Parity</td>
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<td>PSG</td>
<td>Peer Support Group</td>
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<td>RC</td>
<td>Resident Coordinator</td>
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<td>RDA</td>
<td>Regional Development Agency</td>
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<td>RG</td>
<td>Results Group</td>
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<td>RRP</td>
<td>Regional Response Plan</td>
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<td>3RP</td>
<td>Regional Refugee and Resilience Plan</td>
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<td>RSD</td>
<td>Refugee Status Determination</td>
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<td>R&amp;D</td>
<td>Research and Development</td>
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<td>SAI</td>
<td>Supreme Audit Institution</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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<td>SGBV</td>
<td>Sexual and Gender Based Violence</td>
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<td>SME</td>
<td>Small and Medium-sized Enterprise</td>
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<td>SOPs</td>
<td>Standard Operating Procedures</td>
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<td>Strategic Prioritization Retreat</td>
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<td>SRG</td>
<td>Syrma Response Group</td>
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<td>TGNA</td>
<td>Grand National Assembly of Turkey</td>
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<td>THB</td>
<td>Trafficking in Human Beings</td>
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<td>TICA (TIKA)</td>
<td>Turkish Cooperation and Coordination Agency</td>
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<td>ToR</td>
<td>Terms of Reference</td>
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<td>Training of Trainers</td>
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<td>TPR</td>
<td>Temporary Protection Regime</td>
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<td>TR</td>
<td>Turkey</td>
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<tr>
<td>TRC</td>
<td>Turkish Red Crescent</td>
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<td>TÜBİTAK</td>
<td>Scientific and Technological Research Council of Turkey</td>
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<td>Turkstat</td>
<td>Turkish Statistical Institute</td>
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<td>UN</td>
<td>United Nations</td>
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EXECUTIVE SUMMARY

The Tenth Development Plan (2014-2018) of Turkey was drawn up with a view to enabling society to advance to higher levels of prosperity in line with the 2023 targets. The Plan sets out a pathway for economic growth and social development with a focus on international competitiveness, human development, rule of law and environmental sustainability. Outlined in this United Nations Development Cooperation Strategy (UNDCS) are areas for strategic partnership between the Government of Turkey and the United Nations that will contribute to the realization of this vision. The UNDCS takes particular account of the efforts made by the Turkish government since 2005 to vigorously pursue the accession process with the European Union (EU), and Turkey’s desire and potential to maximize its role in international development cooperation.

During the development of the Strategy, every effort was also made to identify the areas in which the UN can support the Government in achieving internationally-established development goals. From this perspective, the objective is to improve Turkey’s performance in human development indices taking into consideration Turkey’s status as an upper Middle Income Country (MIC) on the one hand, and the comparative and competitive advantages of the United Nations system in Turkey on the other.

Effective collaboration and cooperation between the UN system and the Turkish government have guided the preparation of this UNDCS from the very beginning. The consultative approach adopted by the UN for the preparation process has enabled priorities to be set, and common goals and results to be determined, in an inclusive manner.

Listed below are the four strategic areas of cooperation and eight concrete results (outcomes) identified during this participatory process. These are strongly aligned to the four strategic pillars of the Tenth Development Plan, namely: Qualified People, Strong Society; Innovative Production, High and Stable Growth; Liveable Places, Sustainable Environment; and International Cooperation for Development. The four strategic areas of cooperation and eight results have been endorsed by the Government of Turkey.

1. Sustainable, Inclusive Growth and Development

Result 1 (Outcome 1.1): 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.

Result 2 (Outcome 1.2): By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive quality services (e.g. health, education, decent employment, and social protection systems).
Result 3 (Outcome 1.3): By 2020, improved implementation of more effective policies and practices for all men and women on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders, including resilience of the system/communities to disasters.

2. Democratic Governance and Human Rights

Result 4 (Outcome 2.1): 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.

3. Gender Equality and Women’s Empowerment

Result 5 (Outcome 3.1): Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020.

Result 6 (Outcome 3.2): Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020.

4. Migration and International Protection

Result 7 (Outcome 4.1): Government institutions provide improved and sustainable multi-sectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.

Result 8 (Outcome 4.2): Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.

Based on lessons learned from the previous cycle, the UN system will strive to put in place a robust mechanism which will enable it to achieve results collectively and measure its achievements. Annual reviews and a mid-term review of the UNDCS will be conducted under this overall framework, and will eventually feed into an independent evaluation of the 2016-2020 programme cycle.
1.1 Turkey and the Regional Context

1. Turkey had a population of 77.7 million\(^1\) at the end of 2014 – 38.7 million women and 38.9 million men. The age structure of the population remains favourable for the time being. There are 22.8 million children (0-17) and 12.7 million young people (15-24). Some regions and provinces have much younger or faster-growing populations than others due to variations in fertility rates and migration. Turkey is also attracting inward migration. Most notably, by November 2015, at least 2.2 million Syrians who had fled the violence in their country were living under temporary protection in Turkey (Approximately 260,000 of them were being accommodated in temporary protection centres managed by the Prime Ministry Disaster and Emergency Management Authority, AFAD).

2. Turkey has a large and diverse economy. In 2014, GDP was US$799 billion\(^2\) and per capita GDP was US$10,390 in current prices, at market exchange rates unadjusted for purchasing power parity (PPP). Living standards have risen and absolute poverty is very low (1.62% below $4.3/day income). There have been rapid improvements in infant mortality and educational enrolment. The resources and capacities of the government for disaster and emergency response have increased significantly.

3. Turkey is likely to have achieved Millennium Development Goal 1 (Eradicate Extreme Poverty and Hunger), 2 (Achieve Universal Primary Education), 4 (Reduce Child Mortality), 5 (Improve Maternal Health), 6 (Combat HIV/AIDS, Malaria and Other Diseases) and 8 (Global Partnership for Development) by the deadline year of 2015. However, Millennium Development Goal Target 3 (Promote Gender Equality and Empower Women) and 7 (Environmental Sustainability) are unlikely to have been achieved.

4. Turkey is a founding member of the United Nations. The United Nations System in Turkey comprises the FAO, ILO, UNDP, UNFPA, UNHCR, DPI, UNICEF, UNIDO, UNV, UN Women, WFP, WHO, OCHA and UNDSS as resident agencies and OHCHR, UNECE and UNCTAD as a non-resident agencies (NRAs). The UN System in Turkey works closely with IDOM Turkey Mission. Turkey is also a major recipient of World Bank lending, and has a Country Partnership Strategy with the World Bank. At the same time, Turkey is a G-20 member country and assumed the rotating presidency of the G-20 for 2015. Turkey is also an important emerging actor in international development cooperation. Official international development assistance, while disproportionately influenced by Turkey’s generous response to the Syrian crisis, reached US$8 billion by end of 2015, making Turkey the world’s fourth largest humanitarian donor.\(^3\)

5. Importantly in the UN context, Turkey also recently became a member of the UN Geneva Group and the UN OCHA Donor Support Group. It is supporting and playing host to many global and regional development conferences and similar events. Turkey hosted the Eighth Global Forum on Migration and Development Summit in Istanbul on 14-16 October 2015. In 2016, Turkey will host two high-level and large-scale UN meetings, namely the World Humanitarian Summit ( WHS) on 23-24 May 2016 in Istanbul and the comprehensive mid-term review of the Istanbul Programme of Action of the Fourth UN Conference on the Least Developed Countries (LDCs) which is scheduled to be held on 27-29 May 2016 in Antalya. Turkey has been very active in the Post-2015 Development Agenda process. A number of UN agencies have started to make Turkey a regional hub, and Turkey also hosts the UNDP Istanbul International Centre for Private Sector in Development (ICPSD).

6. Turkey is engaged in accession talks with the European Union, with which it has a customs union. It continues to work towards meeting EU norms and standards in all sectors, and receives European Union (EU) pre-accession funding. Although the accession process has been slow, and continues to face major obstacles, negotiations have been opened on fourteen chapters of the acquis communautaire, and Turkey and the EU have signed a readmission agreement and launched a visa liberalisation roadmap.

7. Per capita income in Turkey is still only half of the level of EU countries\(^4\). Since 2011, the growth of the economy has been relatively slow. In view of international conditions and Turkey’s own structural economic imbalances – highlighted by low savings and a large current account deficit – GDP growth may remain weak in the near future. The household debt-to-income ratio increased from single-digit levels in 2005 to 55.2% in 2013, with implications for the sustainability of both the economy as a whole and individual household financing. Given the concerns about productivity and competitiveness, shared by government, structural reforms are needed if Turkey is to escape the middle-income trap.

8. Meanwhile, socioeconomic, regional, rural-urban and gender disparities in living conditions are very marked. Relative poverty, based on 60% of median equalized disposable household income, was 21.9% in 2014.\(^5\) There is a need for more decent jobs and for continued investment in the younger generation. There are also disparities in education and health outcomes. Full participation of all groups in economic, cultural and social life, and protection from violence, including sexual and gender-based violence, remain to be ensured.

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1. Turkstat: Address-Based Population Registration System
2. Turkstat: national income statistics
3. Turkish Cooperation and Coordination Agency (TIKA), Development Report 2013
4. Eurostat: GDP per capita, consumption per capita and price level indices, 2014
5. Turkstat: Income and Living Conditions Survey
1.2 Lessons Learned from the Previous Programme Cycle (2011-2015)

9. The UNDCS covering the years 2011-2015 was a pioneering effort with a view to serving as a proto-type for appropriate replication in other upper Middle Income Countries. A strategic document was produced with high-level results, allowing maximum flexibility to agencies operating in the country.

10. The challenge of establishing an appropriate monitoring and evaluation framework that is capable of measuring the UN system's achievements was addressed through external support. As a result of this support, the UN system agreed in 2012 to put in place a mechanism that would help UN agencies measure their achievements against high-level results. The system comprised five UN Thematic Groups that were established based on the areas of the UN's engagement under the seven high-level results stipulated in the UNDCS. These thematic groups resembled the Results Groups in the UN's Delivering as One (DaO) approach. Two of these groups covered two results of the UNDCS each, hence bringing the number of result areas covered to seven as in the UNDCS. The heads of agencies chairing the thematic groups were not, however, mandated to push for joint/common results as foreseen in the DaO framework. Moreover, joint goals (as in Joint Work Plans) of the UN system were not defined under the high-level results and therefore it was not possible to track what work the UN agencies and their partners were doing towards which result. The lack of authority and empowerment compared to chairing a Results Group in the DaO approach also had a negative impact. Moreover, the UNDCS Theme Groups established as a part of this mechanism were not very effective in measuring achievements because appropriate indicators for use in reporting and measuring results in line with results-based management principles had not been fully developed. Hence annual reviews could not be conducted for the first three years. A mid-term review was undertaken, but the inputs/contributions obtained from the UNDCS Theme Groups proved insufficient.

11. As a result of the findings of the UNDCS Mid-Term Review in late 2013, the UN Country Team (UNCT) agreed to reformulate its substantive coordination mechanisms, moving away from theme groups undertaking the monitoring of the UNDCS, and establishing a new working group to monitor strategic results across all UNDCS areas. The reformulated inter-agency coordination mechanisms also included thematic groups on Gender, Youth and Human Rights and working groups on Regional Development and HIV/AIDS. The chairmanship/leadership of these inter-agency groups, including the working group on Monitoring for Strategic Results, was given to heads of agencies with relevant mandates and capacity on the ground.

12. The leadership of the Government and its contribution to the implementation of the UNDCS through the Ministry of Development (MoD) has been commendable as it aligns itself with and adheres to the principles of the Paris Declaration on Aid Effectiveness. Strategic discussions between the UN system and the MoD on the strategic results have ensured the continued alignment of the UN system’s common goals with the country’s priorities.

13. With a view to avoiding the challenges encountered during the previous cycle, the UNCT in Turkey has agreed to adhere to the Standard Operating Procedures (SOPs) and in that context establish Results Groups (RGs) to work on joint work plans that will help ensure higher level results. To that end, a SOP workshop was held in April 2015, allowing the UNCT to discuss the way forward and paving the way for important agreements in May 2015.

1.3 Process

14. The United Nations Development Cooperation Strategy (UNDCS) for 2016-2020 maintains the innovative and strategic approach of the previous five-year programme framework of the UN system in Turkey. This approach was adopted in light of GA Resolution 63/223 of December 2008 concerning development cooperation with middle income countries. The UNCT’s decision to embrace the new approach was endorsed by the letter of the Assistant Administrator and UNDP Regional Director dated June 17, 2009, inviting the UN Country Team in Turkey to serve as a pilot in developing a Middle Income Country (MIC) prototype UN Development Assistance Framework (UNDAF). The approach is innovative with respect both to process and to content. The UN initiative was well received by the Government of Turkey and the resulting programme document was entitled “UN Development Cooperation Strategy” (UNDCS) rather than a “UN Development Assistance Framework” (UNDAF). This change reflected not only Turkey’s status as both recipient and provider of development assistance but also the changing nature of Turkey’s strategic partnership with the UN. The purposes of the change were: to foster global development partnerships and contribute to addressing challenges of both developing and least developed countries; to accelerate progress in achieving the internationally agreed development goals; to assist Turkey in maximizing its potential as a donor and global development and humanitarian partner while achieving its own national development goals, and to build synergies between programmes applied externally in development cooperation and programmes applied nationally.
15. Prior to the preparation of the UNDCS for 2016-2020, the UN Country Team decided, unlike the previous programme cycle, to undertake analytical work based on the norms and standards of the UN system, including UN programming principles. Even though it was agreed that the analysis would represent the views of the UN only and that the analysis would only be used internally to inform the UNDCS, a vigorous and inclusive consultative process was conducted. The preliminary findings of the resulting common country analysis were shared with stakeholders representing the government, civil society, academia, the private sector and the donor community at a meeting held on June 30, 2014. Many of the comments received were incorporated into a second draft which was shared with the same audience on September 30, 2014. A final document was subsequently finalized for internal UN use only.

16. The developmental priorities of the Government as outlined in the Tenth Development Plan for 2014-2018 were reviewed as part of this process and a consultative process was initiated with stakeholders to identify areas of intervention for the UN system for the five years commencing in 2016. To that end, the UN system in Turkey for the first time held a Strategic Prioritization Retreat (SPR) on October 14-15, 2014 with the participation of its strategic partners from all segments of society. A series of results areas were determined in accordance with the national priorities of Turkey and the comparative advantages of the UN system in the country. On October 16, 2014 an inter-agency team of UN professional staff came together to re-define the results identified in accordance with results-based language.

17. Learning from the experiences of the previous cycle, the UNCT is determined to establish a results framework which allows the measurement of the joint accomplishments of the UN system in its achievement of common targets. To that end, the UNDCS for the period 2016-2020 will inform Joint Work Plans (JWPs) indicative of agencies’ contributions to the results. These JWPs will be prepared in the same format as proposed in the One Programme component of the UN’s Standard Operating Procedures (SOPs) and will be prepared on an annual or bi-annual basis.
18. Turkey is aware that it still faces development challenges. The targets and policies of the Tenth Development Plan for 2014-2018 are set out under four main headings: (i) Qualified People, Strong Society; (ii) Innovative Production, High and Stable Growth; (iii) Liveable Places, Sustainable Environment; and (iv) International Cooperation for Development. The first heading stresses that human development and human resources are prerequisites for all other development goals. The majority of women’s issues are considered under the sub-heading “Family and Woman”, which puts a significant emphasis on empowerment of the family, whereas empowerment of individuals is less visible in the context of social policies. The third heading combines the regional and rural development agenda with a range of environmental priorities including urban regeneration and disaster management, thereby putting heightened emphasis on the environment. The Plan also foresees 25 priority transformation programmes.

19. The Plan further sets out the principles to be followed when pursuing these targets as: (i) ensuring political and societal ownership, and (ii) ensuring a human-centred, inclusive, participatory, accountable and transparent approach.

20. For maximum relevance, use of resources and impact, the UN’s work should be based as far as possible on national plans and strategies - now encapsulated in the Tenth Development Plan - while remaining true to universal principles. UN agencies also need to increase their cooperation with one another to address Turkey’s closely intertwined development issues more effectively as well as to avoid duplication, in the spirit of “One UN”. Sectoral goals should not be pursued at the expense of potential synergies in the achievement of higher goals.

21. While some of the priority areas of the UNDCS for 2011-2015 are still valid, there is a need to take into account new developments and challenges in Turkey, including the spill-over of the Syrian crisis into Turkey. Some flexibility will also be required in view of the global shift from the Millennium Development Goals (MDGs) to the post-2015 development agenda architecture from 2016. Due consideration should also be given to possible areas of UN support for Turkey’s international development cooperation agenda such as effective knowledge sharing, establishing a strategic and institutional framework, designing and agreeing objective criteria, placing an emphasis on the “software” of development and maximizing the development impact of major forums and events that Turkey will lead.

22. With respect to the Syrian influx, humanitarian work will continue under the new Regional Refugee and Resilience Plan (3RP) in the near term. A longer term “resilience building” perspective is also included in the response plan with the understanding that the protracted nature of the Syrian crisis calls for measures other than humanitarian response, which aim at strengthening the resilience of systems, communities and individuals. The UNDCS could set longer-term goals for cooperation aimed at upholding rights and improving the social conditions of both persons under Temporary Protection and host communities. The contribution of the UN will focus on areas in which UN agencies have competencies complementary to those of Turkey, with a likely focus on empowering and protecting women, education, health, livelihoods and protecting the most vulnerable. Further cooperation between the UN and Turkey with respect to other refugee and migrant population groups will also be beneficial, especially in view of the new Law on Foreigners and International Protection.

23. The areas of cooperation proposed by the UNDCS are strongly aligned to the four strategic objectives of the Government’s Tenth Development Plan especially as they relate to the 2030 Agenda and the post 2015 agenda. They are also areas in which the UN has a comparative and/or competitive advantage especially as a neutral partner in the context of an EU accession-driven development agenda, including through capacity development to ensure gender equality and human rights-based approaches and the implementation of results-based management. The UN is committed to advocating jointly and strategically for human rights, gender equality, social and distributive justice, democratic governance and inclusive and sustainable growth. The recognized capacity of the UN system to provide needs-based technical assistance and expertise and to strengthen and support national institutions and entities at the policy, advocacy and implementation levels will remain its primary added value and help complement the efforts of national stakeholders to achieve the development priorities embodied in the national plan, which are also cross-referenced in the seventeen global Sustainable Development Goals (SDGs), through the adaptation of the five driving elements of the UN’s “fit for purpose” principles/criteria: universality, integration, human rights, equality, and data for development.

24. The UN system in Turkey will ensure that all aspects of country programming are informed by and contribute to regional/global knowledge sharing through south-south and triangular cooperation and private sector partnerships throughout the programme cycle.

25. The following four strategic areas of cooperation have been identified and endorsed by both the Government of Turkey and the United Nations in Turkey:

1) Sustainable, Inclusive Growth and Development
2) Democratic Governance and Human Rights
3) Gender Equality and Women’s Empowerment
4) Migration and International Protection
3. UNITED NATIONS DEVELOPMENT COOPERATION RESULTS
26. The following eight UNDCS results (outcomes) have been identified and formulated, falling under four agreed strategic areas of cooperation. These results address Turkey’s development priorities from a cross-cutting sustainable human development perspective, and in a manner which supports the proposed SDGs. While addressing these challenges, the UN system in Turkey will act coherently in linking the normative, standard-setting and operational dimensions of its work, simultaneously adapting both to the rapidly changing development cooperation environment and to the varying development needs of the country.

3.1 Sustainable, Inclusive Growth and Development

Result 1 (Outcome 1.1):

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.

27. Rationale: The competitiveness of the economy needs to be increased if Turkey is to rise above the middle income trap and become a high income economy. This will require structural reforms to encourage innovation, reduce the energy deficit, streamline labour markets, improve the capacities of the workforce, raise women’s economic participation, increase savings, promote financial literacy and entrepreneurship and improve the governance of the economy.

28. Turkey’s average GDP growth rate of 7.2% between 2002 and 2006 decreased to 3.3% between 2007-2012 and then to 2.9% in 2014 partly due to the global crisis. The consumption-driven growth pattern, decreasing productivity, insufficient R&D investments and domestic savings are the underlying causes that hamper progress.

29. To overcome these challenges, the Tenth Development Plan (2014-2018) provides a human development-oriented framework for high, stable and inclusive economic growth (with an average projected GDP growth rate of 5.5%), sound use of natural resources, strengthened fundamental rights and freedoms and more effective contributions to global and regional agendas. The UN will support the government in reducing inequalities (in income as well as in access to basic goods and services), including by addressing socioeconomic, gender, regional and rural-urban disparities, and disparities between different population and age groups. In this way, the UN will aim to contribute to inclusive and sustained growth of the national economy through both the pace and the pattern of the growth. Inclusiveness is a concept that encompasses equity, equality of opportunity, and protection in market and employment transitions, such as the ones Turkey is going through (i.e. from an upper middle income to high income economy, and from an efficiency-driven economy to an innovation-driven one). UN support will contribute to national competitiveness and economic growth by (a) strengthening innovative and entrepreneurial capacities; (b) facilitating industrial transformation (including SME development and upgrading of vocational skills); (c) boosting energy efficiency and use of renewable energies, and strengthening the circular economy; and (d) supporting urban transformation that enhances competitiveness and social cohesion. Regional disparities will be addressed through prototyping initiatives which build capacities of local actors, engage them in social and economic development and promote social cohesion.

30. Some 7.4 million children were in relative poverty in 2013, based on 60% of median equivalized disposable household income. The UN will support the Government in providing quality education and early learning opportunities for the most disadvantaged girls and boys, including children with disabilities, in order to enhance inclusiveness and protect these children from multiple deprivations.

31. Labour market policies can play a major role in the achievement of equitable growth, social inclusion, gender equality and the fulfilment of individual potentials and rights. Accordingly, the UN will support the Government in formulating and implementing policies in the areas of reducing unemployment, especially youth unemployment, increasing women’s labour force participation, and reducing informal and insecure work. Decent employment for women, people with disabilities and members of disadvantaged groups, and the fight against child labour, are other critical areas which can benefit from such cooperation.

32. The UN will seek a complementary approach in addressing the supply and demand sides of the labour market to ensure that the economy is geared towards productive growth with decent jobs for all.
33. **Rationale:** The path to achieving sustainable development requires, in addition to economic growth, specially-targeted efforts to ensure the protection, inclusion and empowerment of members of disadvantaged or vulnerable groups. All segments of society should be targeted to benefit from such efforts.

34. Government reports indicate that there are socioeconomic, regional and rural-urban disparities in educational attainment, decent jobs, household income, infrastructure and services. Unemployment was 9.9% in 2014, notwithstanding relatively low (50.5%) labour force participation, and youth unemployment was 17.9%.9

35. The number of years of education are increasing in Turkey, especially after secondary education was made compulsory in 2012. However, as the Tenth Development Plan acknowledges, the quality of education is uneven, achievements need to be improved and education needs to be more student-centred. In order to increase educational achievement and equity in education, the UN will support the efforts of the Government to ensure that all girls and boys, whatever their circumstances, are attending school and learning, together with their peers, at all levels of education from preschool onwards through appropriate policies and programmes in probation, early learning and inclusive quality education.

36. The UN will support the Government in building the capacities of young people - particularly the most disadvantaged - to obtain life and labour market skills and/or quality higher education opportunities, and to access cultural, sporting and social activities, opportunities for self-expression and civic participation, and information on how to protect themselves from risks. Further, the UN will be engaged in supporting the Government to build the knowledge of young people about sexual and reproductive health, increase their access to services and empower youth, including adolescent girls and young women.

37. The Government is making efforts to ensure a child protection system for those children who face child labour, street life, child marriage and all kinds of violence, exploitation and abuse, including sexual abuse, and to improve juvenile justice. The draft National Strategy on the Prevention of Children is yet to be adopted. The UN will support the efforts of the Government in bringing its protection systems into line with international standards through allocation of resources, coordination (including coordination with civil society), assignment of specialist staff (technical cooperation), collection of data and establishing prevention and monitoring mechanisms. An issue-based approach will emphasize integration, policy dialogue and advocacy.

38. Turkey has achieved major improvements in the field of primary health. It has the capacity to improve health outcomes further and to address outstanding issues such as regional disparities (e.g., in stunting) and injuries and accidents. The major challenge of Non-Communicable Diseases (NCDs) needs to be addressed through a multi-sectoral approach across government and society, promoting active and healthy lifestyles and environments. The UN system will provide support to the Government in addressing NCDs, enhancing awareness raising efforts to ensure sexual and reproductive health rights, and supporting the fight against HIV even though the incidence of HIV appears low by international standards. The UN will also contribute to a further reduction in the regional disparities in maternal mortality.

39. **Rationale:** The pressure on the environment caused by Turkey’s growth and rapid urbanization continues. Urban population growth has outstripped the development of urban and peri-urban infrastructure and reduced green spaces. The temperature is expected to rise by 2-3 degrees Celsius by 2100, and climate change threatens agricultural production, natural resources, ecosystems, public health and livelihoods.
3.2 Democratic Governance and Human Rights

Result 4 (Outcome 2.1):

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.

44. Rationale: Turkey has made significant democratic reforms to harmonize its legislation with the EU and the European Convention on Human Rights as well as other Council of Europe conventions to which Turkey is a party. The right of individual appeal to the Constitutional Court has been recognized. Turkey has established a National Human Rights Institution and an Ombudsman Institution. Notwithstanding a democratic tradition, a maturing society and recent changes in the Constitution, issues related to the election system, democracy within political parties, access to politics, gender equality in political participation, accountability and transparency are areas that could be supported further taking into consideration the comparative advantage of the UN in Turkey. The UN is best placed to support a comprehensive and coordinated approach of the relevant stakeholders to the implementation of recommendations made by various UN Human Rights mechanisms, including the Universal Periodic Review (UPR) held in January 2015.

45. From the same perspective, within the framework of the ongoing reform process in Turkey on rule of law, human rights, and democracy, UN support will be sought as appropriate in pertinent fields in order to further develop institutional capacity and advance the reform measures. This includes strengthening oversight of implementation of international human rights recommendations and further accelerating compliance of constitutional/legislative/policy reforms and practices with international human rights standards. Decentralization is another area that provides scope for collaboration. The Tenth Development Plan aims at a strong, diverse, pluralistic and sustainable civil society but arrangements for civil society participation in policy-making and monitoring need to be strengthened and institutionalized.

46. With respect to human rights, the Tenth Development Plan speaks of enhancing human rights in the light of universal principles, and a strategy has been adopted to reduce the number of cases sent to the European Court of Human Rights (ECHR). With a view to ensuring the achievement of the Government’s targets in this area, the UN in Turkey will use its comparative advantage to contribute to Government efforts to promote access to justice and legal empowerment, anti-corruption, public/local administration reform with a focus on civic engagement and civilian and parliamentary oversight of the security sector.
3.3 Gender Equality and Women’s Empowerment

**Result 5 (Outcome 3.1):**

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

47. **Rationale:** Turkey ranked 69th out of 149 countries in the 2014 Gender Inequality Index, and 118th out of 187 in the Gender Development Index. After the November 2015 general elections, women still hold only 14.7% of parliamentary seats. They are even less represented in local political life, holding 43.9% of mayoral posts (provincial and metropolitan) and 4.22% of the seats in municipal councils. Women’s labour force participation has been rising but was still only 30.3% in 201410. Women also constituted the majority of unpaid family workers (71.8%)11 with few top jobs (9.3%)12. Their participation in economic and social life is circumscribed by traditional gender roles which impose on them the responsibility of household chores and care for children and the elderly, and of keeping the family together. Women in rural areas face the greatest challenges in access to resources, opportunities and services, putting them at a disadvantage in terms of educational attainment, decent jobs, household income, and benefits from infrastructure and services.

48. The Tenth Development Plan pledges to increase women’s participation in politics. The UN will support this pledge through detailed planning and monitoring; improving institutional capacity and infrastructure; data generation and training; A National Action Plan for Gender Equality was adopted for 2008-2015 and a National Action Plan for Gender Equality (2014-2018) is under development. The UN will support the government in ensuring gender equality in legislative, decision-making and monitoring processes and in promoting women’s economic empowerment and contributing to the elimination of structural gender inequalities in economic life. To these ends, the UN will contribute both to reduced discrimination and to gender-sensitive policy-making through the development of inclusive gender-responsive tools. It will support the strengthening of the national gender equality machinery and its extension to the local level, targeting the regions of greatest inequality. Models for gender mainstreaming will be introduced in selected local authorities and promoted country-wide. Pilot interventions for increased women’s economic empowerment will be used to inform relevant policies.

**Result 6 (Outcome 3.2):**

Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020.

49. **Rationale:** Gender based violence, including domestic violence is widespread, and murders of women by intimate partners are reported frequently. According to the National Domestic Violence Survey13 (2014), 38% of women have been physically or sexually abused by their husband or partners. In some parts of society, child marriages and/or killings in the name of honour and forced suicides continue to occur. Some 400 civil society organizations are working on these issues.

50. Parliament and the Government have taken steps in favour of gender equality and women’s rights. The Constitution and fundamental laws such as the Civil Code have been updated. The UN will support the Government in the implementation of these laws and international conventions including the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention). In particular, the UN will support the Government in strengthening pre-and in-service training programmes for the prevention of sexual and gender-based violence and the treatment and rehabilitation of victims, in establishing a coordination mechanism among responsible government agencies, in including local authorities in the struggle against sexual and gender-based violence and the promotion of gender equality, and in engaging men and boys to address gender inequality.

51. The UN will support the ongoing efforts of the Government to provide an enabling environment for girls to continue their formal education, acquire life skills and benefit from social participation and engagement. The UN will pursue a dialogue on normative frameworks and will be engaged in community involvement in order to support the government in reducing the incidence of child marriage.

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10 Turkstat: Household Labour Force Survey
11 Turkstat: Household Labour Force Survey
12 Turkstat: Women in Statistics 2013
3.4 Migration and International Protection

Result 7 (Outcome 4.1):

Government institutions provide improved and sustainable multi-sectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.

52. Rationale: Recent years have witnessed a continuous influx of persons in need of international protection into Turkey, particularly from Syria and Iraq. Turkey currently hosts over two million such people who have had to flee their countries due to the individual risk of persecution or to widespread violence. Since the outset of the Syrian crisis in 2011, Turkey has pursued an open door policy for Syrians fleeing the violence in their country and declared a temporary protection regime, which seeks to clarify their legal status and set out their entitlements and rights, including access to the labour market.

53. The Law on Foreigners and International Protection provides a comprehensive substantive and procedural framework for the provision of protection to eligible individuals, including procedures for determining refugee and stateless person status, as well as outlining their rights and obligations. The asylum institution established under the Law is vested with competency to conduct status determination procedures. The UN, based on its expertise and capacity, will support national efforts to establish fair and efficient eligibility determination procedures in order to ensure that those in need of international protection are identified and given access to their rights without delay.

54. The latest influxes have placed a heavy burden on public administration, infrastructure, and services in the provinces where large numbers of refugees are concentrated. The local resources are overstretched and the response available for the urban caseload has become limited given the steadily increasing numbers of persons seeking protection in Turkey. The UN will support the Government in enhancing the response capacity of State institutions to promote child protection, prevent and protect vulnerable migrants from SGBV, and promote access to justice for all persons in need of international protection within the existing referral pathways and protection schemes. The UN will also support Government efforts in expanding self-reliance opportunities and livelihood support options as they evolve.

55. The Government is enhancing its efforts to provide livelihood support to Syrians living inside and outside temporary protection centres. Education is being provided for many of the children, but there are challenges with respect to quality and certification, and most Syrian children not living in temporary protection centres are out of school. In this respect, too, the UN will provide support to the Government in ensuring access to quality services in line with the legal framework on temporary protection, while advocating for additional legal and other arrangements to ensure consistent implementation by all national authorities.

Result 8 (Outcome 4.2):

Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.

56. Rationale: Turkey’s geographical location, dynamic economy, complex strategic environment, and efforts to integrate with the EU make the country an increasingly attractive destination for migrants. These include people needing international protection, seasonal workers, highly-qualified professionals, students, and increasing numbers of unskilled irregular migrants as well as potential and actual trafficked individuals looking for a way into the thriving Turkish labour market. Turkey can today be described at one and the same time as a country of origin, a transit country and more importantly a destination country for migrants. Turkey has adopted a number of international as well as national instruments in this area and is making efforts to provide services for migrants.

57. The Law on Foreigners and International Protection (LFIP) of 2013 clarifies the asylum and migration regime and brings it more into line with international norms and practice by introducing procedures to establish a protection-minded framework and strengthen migrants’ access to their rights. It regulates issues such as work permits, rights to services and detention/expulsion in relation to refugees, conditional refugees, and people under secondary protection and temporary protection as defined in the LFIP. The Directorate General of Migration Management (DGMM) established under the Law has assumed the overall responsibility for eligibility procedures for individual applications, as well as the overall implementation of the Law. These developments provide an opportunity to ensure that Turkey adopts a comprehensive approach to asylum and migration compatible with international practices. The UN and IOM will support the Government in enhancing its capacity in areas like strengthening migration policy, migration management, including management of labour migration, mobilization of international resources, and effective legal aid, and will continue to support the relevant state institutions in developing their legal and operational
frameworks so as to address the protection needs of asylum seekers and refugees in Turkey. In addition, IOM will support the relevant institutions of the Government in enhancing their capacities for the implementation of the Council of Europe Convention on Action against Trafficking of Human Beings. IOM will further support the DGMM Department of Protecting Victims of Human Trafficking in drafting anti-trafficking legislation.

4.

IMPLEMENTATION
58. National ownership and capacity development will be the key implementing principles for the UNDCS. Specifically, the UNDCS will be signed by the Government of Turkey and will thus be mandatory for implementation by all relevant national actors. Furthermore, programmes will continue to expand the use of national systems for implementation, management and monitoring in a phased manner, based on internationally recognized standards and good practices and in line with the principles of aid effectiveness.

59. The UN system will strengthen its system of transparency and accountability and is committed to apprise its stakeholders of programme objectives, monitoring results, evaluation findings and recommendations.

60. Systematic efforts will be made to reduce overhead and transaction costs and to ensure the efficiency and effectiveness of UN-TR programmes.

61. The UNCT will work towards common, simplified and harmonized policies and procedures, including those developed by the UN Development Operations Coordination Office to enhance results in areas such as communications and IT systems, human resources, procurement and financial administration as part of its aspiration to Deliver as One.

62. In this context, UNDP, UNICEF, UNFPA and IOM are committed to applying the Harmonized Approach to Cash Transfers (HACT) during the entirety of the programme cycle.

4.1 Strategic Partnership, Values and Principles

63. The UN agencies, funds and programmes work under various legal frameworks including Host Government Agreements, Letters of Exchange, and Cooperation Agreements. The legal texts that are contained in these documents allow the UN System to work in Turkey on the basis of the following:

a) WHEREAS the Government of Turkey (hereinafter referred to as “the Government”) and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a Host Government Agreement to govern UNDP’s assistance to the country, which was signed by both parties on October 21, 1965. Based on Article I, paragraph 2 of the Host Government Agreement, UNDP’s assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP’s Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of ‘execution’ and ‘implementation’ enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. With the UNDP Regional Service Centre for Europe and the CIS in Istanbul, and Agreement was signed by the Government and UNDP on September 27, 2013.


c) With the Office of the United Nations High Commissioner for Refugees (UNHCR) a Country Co-operation Agreement is under negotiation between the Government and UNHCR.

d) With the World Food Programme (WFP) a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on July 10, 2003.

e) With the United Nations Population Fund (UNFPA) an Exchange of Letters dated December 29, 1999 to the effect that the Revised Standard Agreement signed by the United Nations and the Government on October 21, 1965 be applied, mutatis mutandis, to UNFPA. With the UNFPA Eastern Europe and Central Asia Regional Office in Istanbul, an Agreement was signed by the Government and UNFPA on July 1, 2010.
f) With the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) the Host Country Agreement on the establishment of the UN Women’s Regional Office signed between the Government and UN Women on February 28, 2014.

g) With the United Nations Industrial Development Organization (UNIDO), the Agreement between the Government of Turkey and UNIDO for the establishment of the UNIDO Office signed on February 9, 1999.

h) With the Food and Agriculture Organization (FAO) of the United Nations the Agreement for the opening of the FAO Representation in Turkey of September 13, 1981. The Agreement to establish the FAO Sub-Regional Office for Central Asia was signed by the Government and FAO on August 4, 2006.


j) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency’s governing structures (the Executive Boards of respectively UNDP, UNFPA, UNICEF, WFP, UN Women and WHO, the Executive Committee of the High Commissioner’s Programme (ExCom) for UNHCR, the FAO Council, the ILO Governing Body, the Industrial Development Board (IDB) of UNIDO, the Executive Committee (ExCom) of UNECE, and the Trade and Development Board of UNCTAD).

64. The UNDCS will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the Host Government Agreement between such United Nations system agency and the Host Government.

65. With respect to strategies for the implementation of the UNDCS, it is clear that the UN is needed less as a service provider or project manager in Turkey and more as a channel and source of international best practice, and as one of a number of partners that contribute to the development of implementable policies and the elimination of capacity gaps of organisations and individuals. Working in partnership with all relevant government institutions and agencies, with other international organisations and with knowledge partners, civil society, the private sector and the media at national and international level will generate efficiency gains and synergies, expand the knowledge base and increase the resources and channels available for promoting and implementing change. The UN will make full use of its ability to convene, mobilise and foster interaction among a wide range of actors for the purposes of Turkey’s development.

4.2 Programme Management and Accountability Arrangements

66. The programme will be nationally executed under the overall co-ordination of the Ministry of Foreign Affairs and the Ministry of Development of Turkey, as appropriate. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The UNDCS will be made operational through the development of Joint Work Plans (JWPs) and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDCS and the JWPs and project documents, to implement programmatic initiatives. However, as necessary and appropriate, additional documents may be prepared using, inter alia, the relevant text from the UNDCS and JWPs and/or project documents.

15 As per the United Nations Development Group Standard Operating Procedures (SoPs).
67. With a view to achieving the best possible results, the UNDCS will be implemented through both close UN inter-agency collaboration and deeper partnership with the Government. Enhanced synergy among, and strengthened coordination of, the efforts to be made by all UN agencies will be determinants of the successful fulfilment of commitments undertaken by the UN system through the UNDCS. All agency-specific programmes will be fully aligned and harmonized with the UNDCS, thus demonstrating the coherence and cohesion of the UN system in Turkey. To advance the level of cohesion and coherence, the UN agencies working in Turkey will commit themselves to seeking opportunities for joint interventions in appropriate areas, allowing for an increase in the number of joint programmes targeting the achievement of UNDCS results.

68. With regard to agencies who have agreed to implement the Harmonized Approach to Cash Transfers (i.e. UNDP, UNICEF, and UNFPA, (including IOM)), all cash transfers to an Implementing Partner are to be based on the Work Plans (WPs) agreed between the Implementing Partner and the UN system agencies. Cash transfers for activities detailed in work plans (WPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
   a. Prior to the start of activities (direct cash transfer), or
   b. After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

69. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP, UNICEF, and UNFPA (including IOM) shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

70. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and UNDP, UNICEF, and UNFPA (including IOM).

71. Cash transfer modalities, the size of disbursements and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of financial management capacity in the case of a non-Government Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP, UNICEF, and UNFPA (including IOM) may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

72. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised during the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting activities and of audits.

4.3 Coordination Mechanisms

73. Based on the lessons learned in the previous cycle, it is clear that robust mechanisms of coordination in the UN system will be crucial for the effective implementation of the UNDCS. The responsibility for driving the Results Groups (RGs) towards the results/outcomes identified in the UNDCS will therefore be delegated to the heads of UN agencies operating in the country in line with the revised accountability and management framework for members of the UNCT. Each result/outcome of the UNDCS will be led by a UN agency based on its mandate, commitment and interest.

74. Given the challenges the country is facing, the UN system will work through two different sets of coordination mechanisms. The first will relate to its engagement on development issues while the second will relate to its engagement on humanitarian issues and on issues related to resilience in the context, particularly, of the spill-over effects of the Syria crisis on Turkey.
4.3.1 Development Issues

75. With respect to the development work of the UN system, as a follow-up to the workshop on Standard Operating Procedures (SOPs) held in April 2015, the UNCT decided at its meeting of May 2015 to establish and configure Results Groups (RGs) as recommended in the UN’s new Standard Operating Procedures (SOPs) for Delivering as One in order to overcome the challenges encountered in measuring the achievements of the UN system and their monitoring during the implementation of the UNDCS for 2011-2015. This modality will enable the UN system and its partners to attribute the UN’s contribution to national priorities more clearly.

76. The UNCT identified six Results Groups for the UNDCS 2016-2020 and agreed on their leadership as follows: (i) International Protection and Migration, to be chaired by UNHCR; (ii) Democratic Governance and Human Rights, to be chaired by UNDP; (iii) Inclusive and Economic Growth, to be chaired by UNDP; (iv) Environmental Sustainability, to be chaired by FAO; (v) Gender Equality and Women’s Empowerment, to be chaired by UN Women; and (vi) Social Inclusion, to be chaired by UNICEF. The Results Groups on International Protection and Migration and on Gender Equality and Empowerment of Women will each cover two of the eight Results (outcomes) of the UNDCS, while the remaining Results Groups will cover one Result (outcome) each. Each Results Group will have a clear Terms of Reference (ToR).

77. The six Results Groups will lead the preparation and subsequent implementation of the Joint Work Plans (JWPs). Participation in the Results Groups will include UN staff as well as Government and national partners, as necessary. The Chairmanship of the Results Groups will be exercised on behalf of the UNCT. The Chairs will provide guidance to the members of the Results Groups and be accountable for their overall performance. Further, the Chairs will be empowered to take appropriate decisions in ensuring the effective implementation of the JWPs, and will hence be accountable for the coordinated achievement of the results stipulated therein.

78. To oversee the performance of the UN system in the country and measure its achievements against agreed common results as well as to ensure its strategic positioning, the Joint Steering Committee (JSC) established in 2012 with the Ministry of Development (MoD) will be revitalized. The JSC will continue to act at a strategic level under the co-leadership of the MoD and the UN Resident Coordinator (RC) and will include UNCT members and representatives of high-level government entities relevant to the UNDCS. The work of the JSC will be regulated by revising its previous Terms of Reference (ToR), which will be updated through joint consultation between the UN system and the MoD. The JSC will remain operational throughout the UNDCS 2016-2020 cycle and will convene annually.

4.3.2 Humanitarian and Resilience Issues

79. The inter-agency thematic group on Youth established in 2013 and the inter-agency working group on HIV/AIDS established in 2004 will continue to operate in recognition of the fact that the challenges in these areas require mainstreaming, a cross-cutting approach, and additional focus. The Youth Thematic Group is currently chaired by UNFPA.

80. The working group on HIV/AIDS established in 2004 will continue to be operational and deliver on its annual/bi-annual work-plan, supporting the national authorities through the National HIV/AIDS Commission. The working group is chaired by WHO.

81. The Thematic Group on Youth and the Working Group on HIV/AIDS will provide inputs to the work of the Results Groups, as well as to the work of the Working Group on Monitoring for Strategic Results, which will continue its work in the context of the new UNDCS.

82. As a result of the Syria Crisis, which began in 2011, Turkey is currently hosting more documented persons who have been forced to flee their home country than any other country in the world. The Government of Turkey (GoT) prefers to call the Syrians fleeing from the crisis as ‘guests’ rather than refugees. The UN system in Turkey has structured/positioned itself to respond to the humanitarian needs of the Syrians in Turkey ever since the beginning of the influx. At the UN system level, the coordination mechanisms established for this purpose were initially limited to the policy and operational aspects of the humanitarian response, while the needs for humanitarian response were met through six consecutive Regional Response Plans (RRPs). In view of the longevity of the humanitarian crisis and its increasing transformation into a set of development challenges, a resilience component has been incorporated into the most recent of these plans - i.e. the Regional Refugee and Resilience Plan (3RP), which also feeds into the common results of the UN system in Turkey stipulated in the UNDCS. With a view to ensuring the operationalization of the 3RP, a re-configuration of the existing coordination mechanisms at the UN system level has been discussed and agreed upon. Accordingly, the UNCT’s Syria Response Group (SRG), under the leadership of the UN Resident Coordinator (RC), will continue to provide strategic direction and serve as a policy platform at the UN system level. The RC, co-leads
(UNHCR and UNDP) and sector-leads will hold periodic coordination meetings with the GoT with the participation of the Directorate-Generals for Consular and Multilateral Political Affairs of MoFA, the Directorate-General for Migration Management of MoI, MoD and AFAD as well as relevant line ministries. Together with co-leads and sector-leads, the RC will also hold regular consultations with the Directorate-General for Consular Affairs of MoFA which is the main interlocutor in the Government of Turkey in terms of SRP implementation, as well as with AFAD and DGMM. The UN Task Force on Syria will continue to work at the technical and operational level and to serve as a platform to share information and updates. The shared information and updates will serve as inputs to SRG discussions. The Task Force will be co-chaired by UNHCR and UNDP. The Six Sectoral Working Groups working in Ankara and the field (Gaziantep) will be the coordinating bodies for planning, monitoring and reporting as well as for establishing working relations with local authorities.

83. The UN Task Force on Syria will play a crucial role in applying/operationalizing the strategic decisions taken at the SRG level as well as providing continuous feedback and updates to the SRG. Furthermore, the UN Task Force will be responsible for reporting on the level of implementation of the SRP to the relevant Results Groups, as appropriate, and/or to the Working Group on Monitoring for Strategic Results.

84. Regular meetings with key donors will be held at appropriate levels to ensure accountability and periodic information, and updates will be provided through dashboards as well as mid- and end-year reports.

4.3.3 Communication and Operations

85. The United Nations Communication Group will continue operating in line with the common/joint communication strategy agreed upon by the UNCT and will deliver on its annual work-plan based on the jointly agreed communications strategy. The Group comprises of the communications officers/focal points of all UN agencies operating in the country. The Group is chaired by DPI and works in close cooperation with the Office of the Resident Coordinator. The UN Communication Group also contributes to the advocacy efforts of the UN system in Turkey and to the results of the UNDCS. In that context, DPI will be a de-facto member of all the Results Groups.

86. The Operations Management Team (OMT) will support and advise the UNCT on efforts to harmonize business operations and contribute to the delivery of UNDCS results. The OMT will be chaired by a Head of Agency or designate and will consist of the most senior operations or administrative officers of the UN system agencies. Through its sub-groups, the OMT will pursue higher-quality, more effective and more cost-efficient services in procurement, human resources, ICT, finance, logistics and transport, achieving the annual objectives determined in each of these areas. The OMT will also strive to elaborate/customize a Business Operations Strategy (BOS) to be endorsed by the UNCT.

4.3.4 Resource Mobilization

87. The UN system agencies will provide support to the development and implementation of activities within the UNDCS, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies’ support may be provided to Non-Governmental (and Civil Society) organizations as agreed within the framework of the individual work plans (WPs) and project documents.

88. Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies’ country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

89. The UN system agencies shall appoint staff and consultants for programme development, programme support and technical assistance, as well as monitoring and evaluation activities.

90. Subject to annual reviews and progress in the implementation of the programme, the UN system agencies’ funds are distributed by calendar year and in accordance with the UNDCS. These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other activities of equal programmatic worth.
91. The UNCT has been mobilizing resources on an agency basis to fund its programmes. The majority of funds have come from the EU and through Government cost-sharing. These will remain major sources of funding for the 2016-2020 programme cycle. Additionally, the UNCT collectively update and revitalize its draft resource mobilization strategy prepared in 2010 in order to seek opportunities to mobilize funds especially for joint programmes.

92. In case of direct cash transfer or reimbursement UNDP, UNICEF, and UNFPA (including IOM) shall notify the Implementing Partner of the amount approved by UNDP, UNICEF, and UNFPA and shall disburse funds to the Implementing Partner within 10 days.

93. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by UNDP, UNICEF, and UNFPA (including IOM) in support of activities agreed with Implementing Partners, UNDP, UNICEF, and UNFPA (including IOM) shall proceed with the payment within 30 days.

94. UNDP, UNICEF, and UNFPA (including IOM) shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

95. Where the UNDP, UNICEF, and UNFPA (including IOM) and another UN system agency or agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with the UN system agencies concerned.

5. MONITORING AND EVALUATION
96. The Working Group on Monitoring for Strategic Results will be the forum for reviewing and measuring the level of achievement towards the UNDCS results. The Working Group will provide advice and support on all aspects of Results Based Management to the UNCT and to the Results and Thematic Groups. The Working Group will comprise members from each UN agency who have expertise in monitoring and evaluation. The Group will be chaired by a Head of Agency. The Working Group will be responsible for fully implementing the Monitoring and Evaluation Plan with particular emphasis on conducting annual consolidated performance monitoring and reporting on the UNDCS, as per the agreed indicators in the Results Framework in Annex I of this document.

97. The UNDCS Results Framework in Annex I of this document will serve as a strategic tool through which the UN system and its national partners mutually agree on a set of performance indicators, baselines and targets, with corresponding means of verification. Instruments expected to be used will include periodic Government surveys, supplementary studies, joint periodic programme reviews, and independent assessments and evaluations.

98. Monitoring and reporting will be carried out on an annual basis in accordance with the indicators agreed in the UNDCS Results Framework. In this context, the UNDCS will be reviewed annually and the review report will be shared with the stakeholders. The Joint Work Plans of the Results Groups will serve as a tool for measuring overall achievements and identifying gaps. A progress report on the UNDCS, which is mandatory for each programme cycle, will be prepared in the third year of the programme cycle - i.e., 2018. This will serve as the Mid-Term Review (MTR). The Working Group on Monitoring for Strategic Results will agree on the modalities of conducting annual reviews as well as the MTR.

99. The UN system in Turkey will monitor the UN’s achievement against its common results through the Working Group on Monitoring for Strategic Results using the agreed Monitoring and Evaluation Plan in Annex II of this document. In operationalizing the Monitoring and Evaluation Plan, maximum use will be made of existing Government data collection and management systems, especially those of Turkstat. With this in mind, cooperation with Turkstat will be strengthened with respect to access to data and the introduction of new data, particularly disaggregated data. Given possible differences between some official data and international estimations, the UN system will refer to both official sources and alternative sources of information, such as the Concluding Observations of International Human Rights Treaty Bodies.

100. A comprehensive and strategic Mid-Term Review of the UNDCS will be conducted in a participatory manner, with the involvement of a broad range of stakeholders and partners to ensure that it is aligned with national priorities and the Government’s international commitments.

101. A final independent evaluation will be carried out to assess the overall achievement of results in terms of their relevance, efficiency, effectiveness and sustainability. The outcomes and indicators elaborated in the UNDCS Results Framework are the benchmarks against which progress will be measured. These evaluations will allow the UN system and national partners to incorporate learning and recommendations in the design and planning of the next UNDCS.

102. With regard to the implementation of HACT, IPs will agree to cooperate with UNDP, UNICEF, and UNFPA for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and staff responsible for the administration of cash provided by the UNDP, UNICEF, and UNFPA (including IOM). To this effect, IPs will agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP, UNICEF, UNFPA or their representatives;

2. Programmatic monitoring of activities in line with the standards and guidance of UNDP, UNICEF, and UNFPA (including IOM) for site visits and field monitoring;

3. Special or scheduled audits, UNDP, UNICEF, and UNFPA (including IOM), in collaboration with other UN agencies (where so desired and in consultation with MoFA), will establish an annual audit plan giving priority to audits of IPs with large amounts of cash assistance provided by UNDP, UNICEF, and UNFPA (including IOM), and those whose financial management capacity needs strengthening.

103. The Government of Turkey has agreed that the Supreme Audit Institution (SAI; Sayistay) undertakes the audits of government IPs. If the SAI chooses not to undertake the audits of specific IPs to the frequency and scope required by UNDP, UNICEF, and UNFPA (including IOM), UNDP, UNICEF, and UNFPA (including IOM) will commission audits to be undertaken by private sector audit services.

104. Assessments and audits of non-government IPs will be conducted in accordance with the policies and procedures of UNDP, UNICEF, and UNFPA (including IOM).
6. COMMITMENTS OF THE GOVERNMENT
105. The Government will support the UN system agencies’ efforts to raise funds required to meet the needs of this UNDCS and will cooperate with the UN system agencies in this respect. Such support and cooperation will include: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies’ efforts to raise funds for the programme from other sources, including the private sector, both internationally and in Turkey; and permitting contributions from individuals, corporations and foundations in Turkey to support the programme.

106. Amounts of cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in Turkey, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

107. The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in paragraph 63.

108. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies’ property, funds, and assets and to its officials and consultants. In addition, the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency or of its officials or advisors or other persons performing services.

(a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising from this Agreement.

109. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan (WP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNICEF, and UNFPA (including IOM) will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

110. Cash transferred by UNDP, UNICEF, and UNFPA (including IOM) to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans (WPs) only.

111. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNICEF, and UNFPA (including IOM) within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the financial and other related rules and system agency regulations, policies and procedures of the respective UN system agency (UNDP, UNICEF, and UNFPA (including IOM)) will apply.

112. In the case of international NGO/CSO and IGO Implementing Partners, cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans (WPs), and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNICEF, and UNFPA (including IOM) within six months after receipt of the funds.

113. To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP, UNICEF, and UNFPA (including IOM) will provide the relevant UN system agency or its representative with timely access to:

(a) all financial records which establish the transactional record of the cash transfers provided by UNDP, UNICEF, and UNFPA (including IOM), together with relevant documentation;

(b) all relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed. The findings of each audit will be reported to the Implementing Partner and UNDP, UNICEF, and UNFPA (including IOM). Each Implementing Partner will furthermore:

(c) Receive and review the audit report issued by the auditors.

(d) Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNICEF, and UNFPA (including IOM) that provided cash and to the SAI so that the auditors include these statements in their final audit report before submitting it to UNDP, UNICEF, and UNFPA (including IOM).
(e) Undertake timely actions to address the accepted audit recommendations.

(f) Report on the actions taken to implement accepted recommendations to UNDP, UNICEF, and UNFPA (including IOM) and to the SAI, on a quarterly basis (or as locally agreed).

7. RISKS AND ASSUMPTIONS
114. The UNDCS has been drafted based on two assumptions: (i) the political stability will prevail during the programme period; (ii) the continuing global economic downturn will not negatively impact the ability of the government to allocate the required resources to realize its development agenda.

115. With respect to (ii) above, much of the government’s ability to accelerate human development, reduce disparities, improve governance and reduce poverty will depend on how the continuing global economic downturn plays out in Turkey in the years ahead. This will not only affect Turkey’s growth prospects but will also have implications for the government’s ability to mobilize and allocate the required resources for its planned investments in various social and economic sectors, and particularly to create employment.
## ANNEX I: UNDCS RESULTS FRAMEWORK

### Pillar 1: SUSTAINABLE, INCLUSIVE GROWTH and DEVELOPMENT

#### UNDCS Outcome 1.1: By 2020, relevant government institutions operate in an improved legal and policy framework, and institutional capacity and accountability by mechanisms assure a more enabling competitive, inclusive and innovative environment for sustainable, job-rich growth and development for all women and men.

**Participating UN agencies:** FAO, UNDP, UNICEF, UNIDO, ILO, IOM, UNECE

**National Priority or Goal:** 10th NDP: Goal 2.1: Qualified People, Strong Society, Goal 2.2: Innovative Production, High and Sustainable Growth, Goal 2.3: Livable Places, Sustainable Environment.

**Relevant Sustainable Development Goals:**
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

### Indicators, Baseline, Target, Means of Verification, Assumptions and Risks, Partners, Role of Partners, Indicative Resources (USD)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of Verification</th>
<th>Assumptions</th>
<th>Risks</th>
<th>Partners</th>
<th>Role of Partners</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. # of laws and policies which are adopted (between 2016-2020) in line with international standards and UN development agenda, such as; Post 2015, SDGs, Convention No: 167 (Safety and Health in Construction), No: 176 (Safety and Health in Mines), 182 (on the World Farms of Child Labour), 187 Promotional Framework for Occupational Safety and Health, 138 (am Minimum Age), Montreal Protocol, CEDAW, CRC, Convention on protection of rights of all immigrant workers and families, Child Rights in Business Principles and Beijing Platform for Action etc.</td>
<td></td>
<td></td>
<td></td>
<td>Official Gazette EU Progress reports, MOE Annual Programmes and sectoral plans</td>
<td>(i) Increased productivity rates</td>
<td>(i) Political instability and conflicts in neighboring countries, affecting Turkish economy</td>
<td>NGO, MOE, MoFAL, MoLSS, MOEnU, MoD, MoSIT, MoFSP, MoHH, MoH-UNICEF, UNICEF, ILO, UNESCO, IOM, WHO</td>
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<tr>
<td>2. Ratio of budgetary incomes to expenditures for the three NUTS 2 regions with the lowest socio-economic development</td>
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<tr>
<td>Baseline: 0.1,0.2 and 0.2 for TRB 2, TRA 2 and TRG 3 respectively.</td>
<td>Target: Convergence in all these ratios towards the value of 1</td>
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</tbody>
</table>

### Legend

- **MO: Government**
- **MOE: Ministry of Education**
- **MOF: Ministry of Finance**
- **MOFAL: Ministry of Family, Labour and Social Services**
- **MOEnU: Ministry of Environment, Forestry and Urbanization**
- **MoHH: Ministry of Health**
- **MoH-UNICEF: Ministry of Health-UNICEF**
- **IOM: International Organization for Migration**
- **UNESCO: United Nations Educational, Scientific and Cultural Organization**
- **FAO: Food and Agriculture Organization of the United Nations**
- **ILO: International Labour Organization**
- **UNFPA: United Nations Population Fund**
- **UNDP: United Nations Development Programme**
- **UNFPA-UNICEF: UNFPA-UNICEF Programmes**
Pillar 1: SUSTAINABLE, INCLUSIVE GROWTH and DEVELOPMENT

UNDCS Outcome 1.2: By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive quality services (e.g. health, education, decent employment, and social protection systems)

Participating UN agencies: FAO, UNFPA, UNICEF, WHO, ILO, IOM


Relevant Sustainable Development Goals: Goal 3: Ensure healthy lives and promote well-being for all at all ages; Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

<table>
<thead>
<tr>
<th>Indicators, Baseline, Target</th>
<th>Means of Verification</th>
<th>Assumptions and Risks</th>
<th>Partners</th>
<th>Role of Partners</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. PISA scores in problem solving and mathematics: share of low/top achievers; gender difference in scores (boys–girls)</td>
<td>OECD PISA Results</td>
<td>Baseline: (a) Problem solving: 30%, Top achievers: 22%; Gender difference: 15; (b) Mathematics: 42%: Low achievers: 37%; Gender difference: 6%</td>
<td>(i) Trends are expected to be positive (decrease in school non-attendance and residential care vs. increase in secondary enrolment and family-based care support) but disparities and quality assurance will require in-depth M&amp;E beyond basic indicators</td>
<td>MoNE, MoAFAL, MoNE, UNICEF</td>
<td>UNICEF 15,000,000</td>
</tr>
</tbody>
</table>

4. % of recommendations of the MAP on social protection for rural population under implementation

Baseline: 0
Target: 30 percent

<table>
<thead>
<tr>
<th>Government Website</th>
<th>Assumptions</th>
<th>MoFSP; MoAFAL, NGOs, Producers</th>
<th>MoFSP: Initiate policy development internal process with relevant DGs and line Ministries to develop and implement the action plan</th>
<th>MoAFAL; Contribute to Action Plan</th>
<th>FAO 1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) High level ownership from MoFSP</td>
<td>(ii) Reduced political commitment and changes in Governmental priorities</td>
<td>MoFSP; MoAFAL, NGOs, Producers</td>
<td>MoFSP; MoAFAL, NGOs, Producers</td>
<td>MoFSP; MoAFAL, NGOs, Producers</td>
<td>MoFSP; MoAFAL, NGOs, Producers</td>
</tr>
</tbody>
</table>

5. Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases

Baseline: The probability of dying between ages 30 and 70 from the main NCDs in Turkey is 18%
Target: An 18% relative reduction in the overall mortality from cardiovascular diseases, cancer, diabetes, or chronic respiratory diseases

<table>
<thead>
<tr>
<th>W.HO Non-communicable diseases country profiles 2014</th>
<th>Assumptions</th>
<th>Partners</th>
<th>Role of Partners</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Political commitment of MoH and Government on prevention, control and management of NCDs will be kept unchanged as NCDs are major cause of premature mortality (NCDs are estimated to account for 86% of total deaths in Turkey)</td>
<td>MoFAL, MoH</td>
<td>MoH, Public Health Institute (PHIT)</td>
<td>Multi-sectoral Action Plan for Prevention, Control and Management of Non-communicable Diseases</td>
<td>MoFAL: Reduction of amounts of salt, saturated fat and sugars in processed foods</td>
</tr>
</tbody>
</table>

- Limitation saturated fatty acids and eliminated industrially processed trans fats in foods
- Controlling advertising of unhealthy food to children
- Increase availability and affordability of fruit and vegetables to promote intake
### Pillar 1: SUSTAINABLE, INCLUSIVE GROWTH and DEVELOPMENT

**UNDCS Outcome 1.2:** By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive quality services (e.g. health, education, decent employment, and social protection systems).

**Participating UN agencies:** FAO, UNFPA, UNICEF, WHO, ILO, IOM

**National Priority or Goal:** 10th NDP: Goal 2.1: Qualified People, Strong Society; Goal 2.2: Innovative Production, High and Sustainable Growth; Goal 2.3: Livable Places, Sustainable Environment.

**Relevant Sustainable Development Goals:** Goal 1: No Poverty; Goal 2: Zero Hunger; Goal 3: Good Health and Well-being; Goal 4: Quality Education; Goal 5: Gender Equality; Goal 6: Clean Water and Sanitation; Goal 7: Affordable and Clean Energy; Goal 8: Full and productive employment and decent work for all; Goal 9: Industry, Innovation and Infrastructure; Goal 10: Reduced Inequalities; Goal 11: Sustainable Cities and Communities; Goal 12: Responsible Consumption and Production; Goal 13: Climate Action; Goal 14: Life below Water; Goal 15: Life on Land; Goal 16: Peace, Justice and Strong Institutions; Goal 17: Partnerships for the Goals.

**Participating UN agencies:** FAO, UNFPA, UNICEF, WHO, ILO, IOM

**National Priority or Goal:** 10th NDP: Goal 2.1: Qualified People, Strong Society; Goal 2.2: Innovative Production, High and Sustainable Growth; Goal 2.3: Livable Places, Sustainable Environment.

**Relevant Sustainable Development Goals:** Goal 3: Ensure healthy lives and promote well-being for all at all ages; Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

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<tr>
<td>5. Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases</td>
<td>WHO Non-communicable diseases country profiles 2014 (<a href="http://www.who.int/nmh/countries/en">http://www.who.int/nmh/countries/en</a>)</td>
<td>(i) Political commitment of MoH and Government on prevention, control and management of NCDs will be maintained as NCDs are major cause of premature mortality (NCDs are estimated to account for 86% of total deaths in Turkey) (ii) Multi-sectoral collaboration and whole government cooperation will be strengthened to support MoH efforts for prevention, control and management of NCDs</td>
<td>MoH, Public Health Institute of Turkey (PHIT); MoF, MoTN, MoLSS, TurkStat</td>
<td>MoH: Promotion of healthy diet, physical activity prevention and control of childhood obesity -Offering healthy food in schools MoEnU: Strengthened supervision and control of air quality, water safety and environmental pollution MoF: Reducing affordability of tobacco products by increasing tobacco excise taxes -Implement economic interventions to drive food consumption taxes, subsidies TurkStat &amp; MoH: Collecting health statistics and conducting surveys on prevention, control and management of NCDs</td>
<td></td>
</tr>
<tr>
<td>6. Job placement rate for women and men registered with İŞKUR</td>
<td>İŞKUR's Annual Labour Market Surveys</td>
<td>(i) İŞKUR will have sufficient resources to expand the coverage and scope of employment services/labour market programs (ii) Social protection policies targeting inclusion of vulnerable groups are adopted and implemented</td>
<td>İŞKUR; NGOs/ Social Security Institution; Workers’ organizations; Employers Organizations</td>
<td>İŞKUR: Provision of inclusive and effective public employment services (e.g. VETs, on-the-job training schemes) through labour market studies to address supply-demand in the labour market NGOs: Partnering with İŞKUR to access vulnerable groups MoLSS/ Social Security Institution: Policy development, monitoring and evaluation &amp; inspection Workers’ organizations: Participate in policy development Employers Organizations: Participate in policy development</td>
<td></td>
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Pillar 1: SUSTAINABLE, INCLUSIVE GROWTH and DEVELOPMENT

UNDCS Outcome 1.2: By 2020, all underserved population groups have more equitable and improved access to integrated, sustainable and gender sensitive quality services (e.g. health, education, decent employment and social protection systems).

Participating UN agencies: FAO, UNFPA, UNICEF, WHO, ILO, IDI

National Priority or Goal: 1.6 NDP: Goal 2:1 Qualified People, Strong Society, Goal 2.2: Innovative Production, High and Sustainable Growth, Goal 2.3: Livable Places, Sustainable Environment.

Relevant Sustainable Development Goals:
- Goal 3: Ensure healthy lives and promote well-being for all at all ages
- Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5: Achieve gender equality and empower all women and girls
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 16: Promote just, peaceful and inclusive societies

<table>
<thead>
<tr>
<th>Indicators, Baseline,</th>
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<th>Partners</th>
<th>Rule of Partners</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. % of children engaged in economic activity</td>
<td>Turkstat Child Labour Survey</td>
<td>Ministry of Labor and Social Security</td>
<td>MoLSS, MEFSP, MohE, Turkatstat, ISKUR, NGOs, Municipalities</td>
<td>Line Ministries: Policy development, monitoring and evaluation and inspection</td>
<td>UNICEF 2,000,000</td>
<td>2,200,000</td>
</tr>
<tr>
<td>Assumptions</td>
<td>The Government will revise Timebound Policy and Programme Framework for the elimination of child labour and will continue to invest in reduction strategies.</td>
<td></td>
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<td>Risks</td>
<td>(i) With the Syrian influx, number of children engaged in child labour is increasing although not reflected in official data.</td>
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<tr>
<td>NGOs: Community level service provision and advocacy Municipalities: Local level policy making, implementation and service provision.</td>
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</tbody>
</table>

1. # of ha of forest landscapes with integrated forest plans developed and under implementation

Baseline: 0 ha
Target: 510,000 ha

Assumptions
(i) MRV system is in place and in practice.
(ii) Global Systemic Development of Carbon Credit systems (market and/or other) provides long term viable and adequate support for sectors credit generation.
(iii) Institutional complexes limit implementation of updated policy framework.
(iv) Limited technical capacity in the Ministries and Private Sectors to implement MRVs

Partners
MoFAL, MoAL and MoEnU: Initiate, develop and implement GEF projects, provide technical support.
MoEnU, ISDEMIR etc.: Consultancy and technical support. Develop policy and regulations with close collaboration with UN Agencies.
Academia: Advocacy, consultancy and technical support. Participate in implementation of GEF projects and provide technical support.
Private Sector: Establish partnerships for discussion with the private sector: Accelerate development of policies and provide technical support.
Academia: Advocacy, consultancy and technical support. Provide technical support.
Line Ministries: Assistance, consultancy and technical support.
NGOs: Technical exchange and potential financial collaboration.

ILO
UNDCS Outcome 1.3: By 2020, improved implementation of more effective policies and practices for all men and women on sustainable environment, climate change, biodiversity by national, local authorities and stakeholders, including resilience of the system/communities to disasters.

Participating UN agencies: FAO, UNDP, UNIDO

National Priority or Goal: Goal 2.3: Livable Places, Sustainable Environment.

Relevant Sustainable Development Goals:
- Goal 6: Ensure availability and sustainable management of water and sanitation for all
- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 13: Take urgent action to combat climate change and its impacts
- Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt reverse land degradation and halt biodiversity loss.

<table>
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<tr>
<th>Indicators, Baseline,</th>
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<th>Means of Verification</th>
<th>Assumptions and Risks</th>
<th>Partners</th>
<th>Role of Partners</th>
<th>Indicative Resources (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. # of ha of forest landscapes with integrated forest plans developed and under implementation</td>
<td>Turkstat Child Labour Survey</td>
<td>Ministry of Labor and Social Security</td>
<td>MoLSS, MEFSP, MohE, Turkatstat, ISKUR, NGOs, Municipalities</td>
<td>Line Ministries: Policy development, monitoring and evaluation and inspection</td>
<td>UNICEF 2,000,000</td>
<td>2,200,000</td>
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<tr>
<td>Assumptions</td>
<td>The Government will revise Timebound Policy and Programme Framework for the elimination of child labour and will continue to invest in reduction strategies.</td>
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1. # of ha of forest landscapes with integrated forest plans developed and under implementation

Baseline: 0 ha
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(iii) Institutional complexes limit implementation of updated policy framework.
(iv) Limited technical capacity in the Ministries and Private Sectors to implement MRVs

Partners
MoFAL, MoAL and MoEnU: Initiate, develop and implement GEF projects, provide technical support.
MoEnU, ISDEMIR etc.: Consultancy and technical support. Develop policy and regulations with close collaboration with UN Agencies.
Academia: Advocacy, consultancy and technical support. Participate in implementation of GEF projects and provide technical support.
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NGOs: Technical exchange and potential financial collaboration.

ILO
## United Nations Development Cooperation Strategy Turkey
### 2016-2020

#### Role of Partners

**Assumptions and Risks**

**Partners**

**Indicators, Baseline, Target**

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Baseline</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. # of tons of GHG emission reduction</td>
<td>Turkstat National GHG emission annual reports for UNFCCC</td>
<td>Minimum 1,289,000 tCO2 reduced</td>
</tr>
<tr>
<td>3. # of tons of hazardous chemicals and waste including POPs managed, treated and disposed of in an environmentally sound manner</td>
<td>UNDP 11,200,000 (USD)</td>
<td>11,000,000</td>
</tr>
<tr>
<td>4. # of ha of landscapes covered by integrated natural resource management practices</td>
<td>UNDP 11,200,000 (USD)</td>
<td>11,000,000</td>
</tr>
</tbody>
</table>

#### Relevant Sustainable Development Goals

**Goal 2.3: Livable Places, Sustainable Environment.**

**Goal 6: Ensure availability and sustainable management of water and sanitation for all.**

**Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy for all.

**Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.

**Goal 13:** Take urgent action to combat climate change and its impacts.

**Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

**Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt land degradation and halt biodiversity loss.

#### National Priority or Goal

**Goal 2.3: Livable Places, Sustainable Environment.**

**Participating UN agencies:**

FAO, UNDP, UNIDO

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<tbody>
<tr>
<td>(i) MRV system is in place and in practice.</td>
<td>MoFAL, MoFWA, Chamber of Agricultural Engineers, Yildiz University, Union of Forest Cooperatives, Nature Conservation Centre, WWF-Turkey, Climate Change and Air Management Board, EU Delegation, Gold Standard, Private Sector (Kocas, MERSIM, KADEM, IDEKEM, etc.)</td>
</tr>
<tr>
<td>(ii) Global Systemic Development of Carbon Credit systems (market and/or other) provides long term viable and adequate support for sectors credit generation.</td>
<td>UNDP 11,200,000 (USD)</td>
</tr>
<tr>
<td>(iii) Institutional complexities limit implementation of updated policy framework</td>
<td>MoEnU, Private Sector (Bedas, Merkem, et al.), NGOs</td>
</tr>
<tr>
<td>(iv) Limited technical capacity in the Ministries and Private Sectors to implement MRVs</td>
<td>Role of Partners</td>
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<table>
<thead>
<tr>
<th>Role of Partners</th>
<th>Assumptions</th>
</tr>
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<tbody>
<tr>
<td>MoFAL, MoFWA, MoEnU</td>
<td>(i) Cost effective business arrangements for required technology is available.</td>
</tr>
<tr>
<td>MoEnU</td>
<td>(ii) Continuous and high-level ownership from MoFAL and MoFWA to support reforms.</td>
</tr>
<tr>
<td>NGOs</td>
<td>(iii) High level ownership by MoFAL and MoFWA to apply reforms.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risks</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) The technology is not suitable, sustainable, effective or affordable.</td>
<td>MoEnU, Private Sector (Bedas, Etisalat, Sede, Turk Super H, Meryem)</td>
</tr>
<tr>
<td>(ii) Cost effective and implement GEF projects, policy and regulations.</td>
<td>Industry Associations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NGOS</th>
<th>Private Sector:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) Accelerate development of policies and provide technical inputs.</td>
<td>Advocacy and technical support.</td>
</tr>
<tr>
<td>(ii) Focal points for discussion with the private sector.</td>
<td>Project beneficiaries, partners and co-financiers.</td>
</tr>
</tbody>
</table>

**Participating UN agencies:**

FAO, UNDP, UNIDO
2.1: 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.

National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society.

Relevant Sustainable Development Goals: Goal 5: Achieve gender equality and empower all women and girls; Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable; Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

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<th>Indicative Resources (USD)</th>
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<tbody>
<tr>
<td>1. Functional mechanisms with budget and staff in place for stakeholder involvement in reporting and implementation of treaty bodies, special procedures, Human Rights Council recommendations and other international commitments Baseline: No functional participatory mechanism in place Target: A functional participatory mechanism in place</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Shadow and other reports of Civil Society EU Progress Reports Media reports Reports of other international organizations</td>
<td>Assumptions (i) Political will continued for reform process. (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms (iv) Low level of public awareness about the reform</td>
<td>Partners PM: MoJ, MoA, Local and national NGOs</td>
<td>Role of Partners PM: Effective coordination with the rest of the stakeholders and parties MoJ, MoA, as the representatives of the executive branch, these Ministries will lead the effective implementation of the legal arrangements Local and national NGOs: Local and national NGOs will contribute to the effective implementation and also development of the respective policies and plans.</td>
<td></td>
<td>UNDP 2,000,000</td>
</tr>
<tr>
<td>2. % of recommendations emanating from UN Human rights mechanisms (treaty bodies, special procedures, UPR, CEDAW) implemented Baseline: 0 recommendations implemented (UPR 2010) Target: 5 percent of the recommendations implemented (UPR 2019)</td>
<td>Reports from UN HR mechanisms (treaty bodies, special rapporteurs reports, 2015 UPR) EU Progress Reports Country UPR mid-term review interim report</td>
<td>Assumptions (i) Political will continued for reform process. (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms (iv) Low level of public awareness about the reform</td>
<td>Partners PM: MoJ, MoA, NHR; Ombudsman Institution; Parliament; High Judiciary; Bar Associations; Local and National NGOs, Universities</td>
<td>Role of Partners PM: Effective coordination between stakeholders and parties NHR and Ombudsman: As the national human rights machinery, both will address any human rights violations and monitor the progress to improve the situation in the country High Judiciary: To their verdicts, the High judiciary will support the role of law and order to protect the rule of law of the respective judiciary Bar Associations: As the defence bodies of the Bar Associations will contribute to the enactment of functional reforms and the full implementation of the enacted legislation Local and national NGOs: Local and national NGOs will contribute to the effective implementation and also development of the respective policies and plans Universities: The academia will contribute to the enabling environment of producing scientific data.</td>
<td>UNDP 3,500,000</td>
</tr>
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2.1. 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.

National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society.

Relevant Sustainable Development Goals: Goal 5: Achieve gender equality and empower all women and girls; Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable; Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

### Pillar 2: DEMOCRACY and HUMAN RIGHTS

#### 2.1. Role of Partners

National NGOs; Local and Municipalities; CSOs; Universities; Justice Academy; MoJ; High Judiciary, Bar Associations; Justice Academy; Ministries: MoJ: Develop the judicial reform strategy through inclusive and participatory approach for multi-stakeholder consultation processes and its full-fledged implementation. 

**Assumptions**

- Political will continued for reform process
- Inadequate human and financial resources
- Lack of coordination among the stakeholders
- Slow pace in implementation of reforms

**Means of Verification**

- EU Progress Reports
- Reports of Council of Europe: European Commission for Efficiency of Justice
- UNDP: 2,000,000 USD

**Role of Partners**

- National NGOs
- Local and Municipalities
- CSOs
- Universities
- Justice Academy
- MoJ

**Indicators, Baseline, Target**

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<td>EU Progress Reports</td>
<td>Reports of Council of Europe: European Commission for Efficiency of Justice</td>
<td>Assumptions</td>
<td>National NGOs; Local and Municipalities; CSOs; Universities</td>
<td>MoJ: Develop the judicial reform strategy through inclusive and participatory approach for multi-stakeholder consultation processes and its full-fledged implementation</td>
<td>UNDP: 2,000,000 USD</td>
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**National Priority or Goal:**

- 10th NDP Goal 2.1: Qualified People, Strong Society.

**Relevant Sustainable Development Goals:**

- Goal 5: Achieve gender equality and empower all women and girls
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

**Indicators, Baseline, Target**

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<td>UNDP: 2,000,000 USD</td>
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Pillar 3: GENDER EQUALITY and WOMEN’S EMPOWERMENT

3.1: Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls.

Participating UN agencies: FAO, UN Women, UNDP, UNICEF, UNIDO, ILO


Relevant Sustainable Development Goals: Goal 5: Achieve gender equality and empower all women and girls; Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 10: Reduce inequality within and among countries; Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

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<th>Role of Partners</th>
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</thead>
</table>
| 1. Percentage of recommendations under implementation from the National Gender Assessment Report Baseline: 0 Target: 30 percent | Analytical report on Gender assessment Project reports Policy papers Internal progress and monitoring reports | Assumptions
(i) Government will maintain its current policy and interest to ensure gender active involvement in rural development. |
MoFAL, MoFWA, NGDO, MoFSP, Turkstat MoFAL, MoFWA, MoFSP: Inclusion of measures identified in the report into policies NGDOs: Advocacy & technical support Turkstat: Provision of data and regular updates | FAO 1,500,000 |

2. # of legislation and policies promoting equal participation of girls and women in political decision making Baseline: 0 Target: 2 | Annual reports | Assumptions
(i) The Turkish Government and Parliament continue to support policy actions to advance gender equality |
The Committee on Equal Opportunity for Women and Men (EOC); (TGNA) EOC: Gender mainstreaming in legislation | UN Women 3,500,000 |

<table>
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</table>
(i) The Turkish Government and Parliament continue to support policy actions to advance gender equality |
TGNA, EOC, Women’s CSOs, Political Parties | | |

4. Amount of public funds allocated to institutional mechanisms and capacity development to empower women at national and local level Baseline: 2014: 3.5 M $ (Budget of General Directorate for the Status of Women –KSGM) Target: 2020: 7.5 M $ | KSGM Website | Assumptions
(i) Commitment for gender equality |
MoFSP: DG Women’s Status (KSGM) Committee on Equal Opportunity for Women and Men (EOC) | | |
### Pillar 3: GENDER EQUALITY and WOMEN’S EMPOWERMENT

3.2: Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020.

**Participating UN agencies:** UNFPA, UNDP, UNICEF, ILO, IOM

**National Priority or Goal:** 10th NDP Goal 2.1: Qualified People, Strong Society

**Relevant Sustainable Development Goal:** Goal 5: Achieve gender equality and empower all women and girls.

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</table>
| 1. **# of legislation and policies on Gender Based Violence prevention and protection endorsed in line with Istanbul Convention and CoE Convention on Action Against THB during 2016-2020**<br>Baseline: 0<br>Target: 4 (2 developed + 2 revised)*<br>"WRMM Law and regulation, Shelters Regulation, NAP on GE, NAP on GBV"
| E-Legislation Information System<br>Progress Reports<br>YN<br>Yes<br>**MoFSP, MoNE, MoH, MoJ, MoI, NGOs, private sector, UNICEF, UNFPA, UNDP, IOM, ILO** | (i) Government commitment to realize Istanbul Convention continued<br>(ii) High manager & staff turnover rates<br>(iii) Restructuring of institutions<br>(iv) Economic growth leading to budget cuts<br>**MoFSP, UNICEF, UNDP, MoH, MoJ, MoI, NGOs, private sector, UN** | **MoFSP, UNICEF, UNDP, MoH, MoJ, MoI, NGOs, private sector, UN** | **MoFSP, UNICEF, UNDP, MoH, MoJ, MoI, NGOs, private sector, UN** | **UNFPA 3,000,000** |
| 2. **Newly adopted M + E system for monitoring of National Action Plans on Gender Equality and Gender Based Violence under implementation**<br>Baseline: No<br>Target: Yes<br>YN<br>Yes<br>**MoFSP, NGOs**<br>**MoFSP: Cooperate to develop the M&E mechanisms<br>NGOs: Advocacy & technical support** | (i) NAPs on GE and GBV developed.<br>(ii) Government cooperates to monitor and evaluate NAPs on GE and GBV<br>(iii) High manager & staff turnover rates<br>(iv) Restructuring of institutions | **MoFSP, NGOs**<br>**MoFSP: Cooperate to develop the M&E mechanisms<br>NGOs: Advocacy & technical support** | **MoFSP, NGOs**<br>**MoFSP: Cooperate to develop the M&E mechanisms<br>NGOs: Advocacy & technical support** | **UNICEF 2,500,000** |

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</thead>
<tbody>
<tr>
<td>3. <strong># of victim girls &amp; boys identified/brought to the security institutions</strong>&lt;br&gt;Baseline: 51,977 (2012)&lt;br&gt;Target: 200,000&lt;br&gt;<strong>Turkstat, Public reports</strong></td>
<td>(i) Violence against girls is acknowledged and communities are open to report and cooperate on social change&lt;br&gt;(ii) Official referral mechanisms are in place and professionals are competent on how to identify violence and where to refer the cases.&lt;br&gt;(iii) Non-registration of some cases as per unofficial mediation attempts by the law enforcement bodies due to workload and/or low level of awareness&lt;br&gt;(iv) Inaccurate/inconsistent data due to different identification of “victimization” by the law enforcement and the judiciary</td>
<td><strong>UNICEF, UNFPA, UNDP, MoH, MoJ, MoI, private sector, NGOs, MoFSP</strong></td>
<td><strong>UNICEF, UNFPA, UNDP, MoH, MoJ, MoI, private sector, NGOs, MoFSP</strong></td>
<td><strong>UNICEF 2,500,000</strong></td>
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Pillar 3: GENDER EQUALITY and WOMEN’S EMPOWERMENT

3.2: Improved legislation, policies, implementation and accountability mechanisms (on prevention and protection) to promote gender equality and reduce all forms of Sexual and Gender Based Violence by 2020.

Participating UN agencies: UNFPA, UNDP, UNICEF, ILO, IOM

National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society

Relevant Sustainable Development Goals: Goal 5: Achieve gender equality and empower all women and girls.

### Indicators, Baseline, Target, Means of Verification, Assumptions and Risks, Partners, Role of Partners, Indicative Resources (USD)

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<tbody>
<tr>
<td>5. # of new gender equality related ratified conventions Baseline: 0 Target: 4 (new ILO conventions e.g. Conventions on maternity, part-time work, workers with family responsibilities and domestic workers).</td>
<td>Parliamentary decisions/official gazette</td>
<td>(i) Government extend the scope of national legislation and continue provision of training on GBV at workplace including sexual harassment and mobbing; (ii) Govt. continue its commitment to international labour standards Risk: (i) Lack of political commitment of government institutions to ratify and implement ILO conventions related to gender equality</td>
<td>MoLSS, ILO, UNHCR, CASGEM/MoLSS</td>
<td>MoLSS: Provision of data on GBV at workplace including sexual harassment and mobbing and training on GBV at work; ILO/UNHCR: Integration of GBV at workplace component to vocational courses</td>
<td>1.200,000</td>
</tr>
</tbody>
</table>

### Assumptions

- (i) Government extend the scope of national legislation and continue provision of training on GBV at workplace including sexual harassment and mobbing;
- (ii) Govt. continue its commitment to international labour standards
- Risk: (i) Lack of political commitment of government institutions to ratify and implement ILO conventions related to gender equality

### Risks

- (i) Lack of political commitment of government institutions to ratify and implement ILO conventions related to gender equality
- (ii) Govt. continue its commitment to international labour standards

### Partners

- MoLSS: Provision of data on GBV at workplace including sexual harassment and mobbing and training on GBV at work
- UNHCR/ ILO/UNHCR: Integration of GBV at workplace component to vocational courses

### Role of Partners

- MoLSS: Provision of training to employers, trade unions and employers organization advocating violence-free working environment
- Parliament: Ratification of ILO Conventions
- Trade unions and employers organization Advocating ILO standards

### Relevant Sustainable Development Goals

Goal 5: Achieve gender equality and empower all women and girls.

Pillar 4: MIGRATION and INTERNATIONAL PROTECTION

4.1: Government institutions provide improved and sustainable multi-sectoral services to people under international protection based on the rights and entitlements as stipulated in the Law on Foreigners and International Protection and Temporary Protection Regulation.

Participating UN agencies: ILO, IOM, UNFPA, UNHCR, UNICEF

National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society; Goal 2.3: Livable Places, Sustainable Environment.

Relevant Sustainable Development Goals: Goal 10: Reduce inequality within and among countries.

### Indicators, Baseline, Target, Means of Verification, Assumptions and Risks, Partners, Role of Partners, Indicative Resources (USD)

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<tbody>
<tr>
<td>1. Extend administrative practice provide effective procedures for registration a Refugee Status Determination (RSD) consistent with international standards relating to refugees as regulated in the Law on Foreigners and International Protection. Baseline: 50 % Target: 100 %</td>
<td></td>
<td>(i) Continued political commitment to provide international protection to those in need; (ii) Management of migration and international protection continues to be a priority in national agenda.</td>
<td>DGMM</td>
<td></td>
<td>14,000,000</td>
</tr>
</tbody>
</table>

### Assumptions

- (i) Continued political commitment to provide international protection to those in need;
- (ii) Management of migration and international protection continues to be a priority in national agenda.

### Risks

- (i) Increased number of persons of concern may result in restrictive policies.
- (ii) Negative public opinion may influence the policies.

### Partners

- DGMM: DGMM will implement the national asylum laws and regulations with the support of the UN.
### Pillar 4: Migration and International Protection

**UNDCS Outcome 4.2:** Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.

**Participating UN agencies:** FAO, ILO, IOM, UNHCR, UNICEF

#### National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society; Goal 2.3: Livable Places, Sustainable Environment.

#### Relevant Sustainable Development Goals: Goal 10: Reduce inequality within and among countries.

<table>
<thead>
<tr>
<th>Indicators, Baseline, Target</th>
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<th>Role of Partners</th>
<th>Indicative Resources (USD)</th>
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<tbody>
<tr>
<td>2. Percentage of refugees (disaggregated by age group and gender) benefiting from various social protection mechanisms (education, health, special needs and employment)</td>
<td>Circumstantial evidence of refugee children from education services</td>
<td>(i) Continued political commitment to provide international protection to those in need; (ii) Management of migration and international protection continues to be a priority in national agenda; (iii) Secondary regulations further expand protection space for refugees and asylum-seekers, including unaccompanied children; (iv) Increased number of persons of concern may result in restrictive policies.</td>
<td>DGMM; ILO; IOM; UNHCR; UNICEF</td>
<td>No</td>
<td>ILO 4,000,000, IOM 8,000,000, UNHCR 5,000,000, UNICEF 50,000,000, UNFA 18,000,000</td>
</tr>
<tr>
<td>3. Newly adopted migration management system under implementation (N/Y)</td>
<td>Reports and assessments from the UN and other partners working on relevant fields.</td>
<td>Yes</td>
<td>Yes</td>
<td>DGMM, Development of implementation of strategies and policies, UNHCR, FAO, IOM, IOM, UNFPA, UNICEF</td>
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<tr>
<td>4. # of vulnerable migrants with access to social services provided by governmental and non-governmental partners. Baseline: 81% of victims of trafficking have been assisted by government and non-governmental partners</td>
<td>DGMM, ILO, IOM, FAO, UNHCR, UNICEF</td>
<td>(i) International migration management continues to be one of the national priorities; (ii) Local Institutions have relevant capacity in international migration; (iii) Low level of interest to involve international organizations; (iv) Unsuccessful completion of membership negotiations between the EU and Turkey</td>
<td>DGMM, Development of implementation of strategies and policies, UNHCR, FAO, IOM, IOM, UNFPA, UNICEF</td>
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#### Relevant Indicators:
- Pillar 4: Migration and International Protection
- UNDCS Outcome 4.2: Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.
- Participating UN agencies: FAO, ILO, IOM, UNHCR, UNICEF
- National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society; Goal 2.3: Livable Places, Sustainable Environment.
- Relevant Sustainable Development Goals: Goal 10: Reduce inequality within and among countries.
**Pillar 4: MIGRATION and INTERNATIONAL PROTECTION**

UNDCS Outcome 4.2: Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.

**Participating UN agencies:** FAO, ILO, IOM, UNHCR, UNICEF

**National Priority or Goal:** National Priority or Goal: 10th NDP Goal 2.1: Qualified People, Strong Society; Goal 2.3: Livable Places, Sustainable Environment.

**Relevant Sustainable Development Goals:** Goal 10: Reduce inequality within and among countries.

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<td>5. # of additional types of institutions involved in inter-institutional framework besides those defined in the law 6458 (article 105, 113-116)</td>
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<td>Baseline: 0</td>
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<td>Target: 2</td>
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<td>Target: 2 (CSO, local governments)</td>
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<td>UNDCS Outcome 4.2: Central/local administrations and civil society effectively manage migration with a particular focus on vulnerable migrants and people under international protection.</td>
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<td>Participating UN agencies: FAO, ILO, IOM, UNHCR, UNICEF</td>
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<td>Relevant Sustainable Development Goals: Goal 10: Reduce inequality within and among countries.</td>
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**Pillar 4: MIGRATION and INTERNATIONAL PROTECTION**

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<td>6. Level of awareness on social cohesion among target population (host community, migrants and people under international protection)</td>
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<td>Baseline: Low</td>
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<td>Target: High</td>
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<tr>
<td><strong>Surveys/Studies</strong></td>
<td>Turkstat data</td>
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<tr>
<td><strong>Monitoring Systems</strong></td>
<td>Annual Reports and Work Plans by UN Thematic Groups, Working Groups, including monitoring reports of joint programmes</td>
<td>Resident Coordinator Annual Report</td>
<td>UNDP Human Development Report, EU Progress Report</td>
<td>Findings and recommendations of UN HR mechanisms (Treaty Bodies, Special Rapporteurs’ reports, UPR)</td>
<td>Government reports and other</td>
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<tr>
<td><strong>Evaluations</strong></td>
<td>Country and/or Agency specific program or outcome evaluation</td>
<td>UNDCS 2011-2015 Evaluation Report</td>
<td>Country and/or Agency specific program or outcome evaluation</td>
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<tr>
<td><strong>UNDCS Evaluation Milestones</strong></td>
<td>Update indicator framework</td>
<td>Update indicator framework</td>
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<td>Update indicator framework</td>
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<tr>
<td><strong>M&amp;E Capacity Development</strong></td>
<td>Implementation of the annual work-plan of UN Working Group Monitoring for Strategic Results; Trainings by the PSG and UNSSC; Annual Review meetings with the Government and partner agencies; Agency trainings for staff/M&amp;E focal points</td>
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<tr>
<td><strong>Use of Information</strong></td>
<td>The information will be used for programmatic interventions including policy development, advocacy, maintenance of databases, M&amp;E systems, fund raising, preparation of UN reports (CPs, RC reports, Annual Work Plans etc.) and to revise UNDCS programme activities per findings and recommendations resulting from the UNDCS Annual Reviews.</td>
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<tr>
<td><strong>Partner Activities</strong></td>
<td>Please insert if agencies are aware of any supporting activities of partners or any other</td>
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