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**

United Nations Development
Cooperation Strategy
Turkey

2016-2020

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)

UNITED NATIONS COUNTRY TEAM

Kamal Malhotra
UN Resident Coordinator and UNDP Resident Representative

Yuriko Shoji
FAO Representative and Sub- Regional Coordinator

Pascale Moreau
UNHCR Representative

Ingibjorg Gisladottir
Regional Director, Regional Office for Europe and Central Asia (ECA), UN Women Representative in Turkey

Philippe Duamelle
UNICEF Representative

Pavel Ursu
WHO Representative

Matilda Dimovska
Deputy Resident Representative

Jean Yves Lequime
WFP Representative

Numan Özcan
ILO Director

Lado Gvilava
IOM Chief of Mission

Karl Kulessa
UNFPA Representative

Andrew Pollock
UNDSS Security Adviser

Süleyman Yılmaz
UNIDO National Director

Ahmet Parla
UNIC Information Officer

NON-RESIDENT AGENCIES

Joakim Reiter
UNCTAD Deputy Secretary-General

Gianni Magazzeni
OHCHR Chief of the Americas, Europe and Central Asia Branch

Zamira Eshmambetova
UNECE Director, Programme Management Unit

SIGNATURES

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.

Resident Agencies

Kamal MALHOTRA (Mr)
UNDP Resident Representative
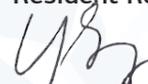
Yuriko SHOJI (Ms)
FAO Representative and Sub-Regional Coordinator

Ingibjorg GISLADOTTIR (Ms)
Regional Director, Regional Office for Europe and Central Asia (ECA) and UN Women Representative in Turkey

Karl KULESSA (Mr)
UNFPA Representative

Numan ÖZCAN (Mr)
ILO Director

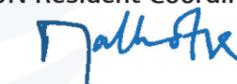Süleyman YILMAZ (Mr)
UNIDO National Director

Zsuzsanna JAKAB (Ms)
WHO Regional Director for Europe

Pascale MOREAU (Ms)
UNHCR Representative

Philippe DUAMELLE (Mr)
UNICEF Representative

Non-Resident Agencies

On behalf of OHCHR
Kamal Malhotra (Mr)
UN Resident Coordinator

On behalf of UNCTAD
Kamal Malhotra (Mr)
UN Resident Coordinator

Zamira ESHMAMBETOVA (Ms)
UNECE Director, Programme Management Unit

TABLE of CONTENTS

ABBREVIATIONS and ACRONYMS

AFAD	Prime Ministry Disaster and Emergency Management Authority
AIDS	Acquired Immune Deficiency Syndrome
AKP	Justice and Development Party
BOS	Business Operations Strategy
CoE	Council of Europe
CASGEM	MoLSS Education and Research Centre
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
CIM	Child Monitoring Centre (Çocuk İzleme Merkezi)
CRC	Convention on the Rights of the Child
CP	Country Programme
CSO	Civil Society Organisation
DaO	Delivering as One
DG	Directorate General
DGMM	Directorate General for Migration Management
DPI	United Nations Department of Public Information
DRR	Disaster Risk Reduction
ECA	Europe and Central Asia
ECHR	European Court of Human Rights
EOC	Committee on Equal Opportunities for Women and Men
EU	European Union
ExCom	Executive Committee
FACE	Fund Authorisation and Certificate of Expenditure
FAO	Food and Agriculture Organisation of the United Nations
FED	Forest Enterprise Directorate
FTFP	FAO Turkey Forestry Programme
FTPP	FAO Turkey Partnership Programme
GA	United Nations General Assembly
GAP RDA	South-East Anatolia Project, Regional Development Administration
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GE	Gender Equality
GEF	Global Environment Fund
GHG	Greenhouse Gas
GoT	Government of Turkey
HACT	Harmonized Approach to Cash Transfers
HIV	Human Immunodeficiency Virus
HLFS	Household Labour Force Survey
IBM	Integrated Border Management
ICPD	International Conference on Population and Development

ICSC	International Civil Service Commission
ICT	Information and Communication Technologies
IGO	International Government Organisation (s)
ILO	International Labour Organization
INGO	International Non-Government Organisation
IOM	International Organization for Migration
IP	Implementing Partner
İŞKUR	Turkish Employment Agency
IT	Information Technology
JSC	Joint Steering Committee
JWP	Joint Work Plan
KOSGEB	Small and Medium-Sized Industry Development and Support Administration
KSGM	DG Women's Status
LDC	Least Developed Country
LFIP	Law on Foreigners and International Protection
LGBT	Lesbian-Gay-Bisexual-Trans
MDG	Millennium Development Goal
MENR	Ministry of Energy and Natural Resources
MIC	Middle Income Country
MISP	Minimum Initial Service Package
MoD	Ministry of Development
MoEnU	Ministry of Environment and Urbanisation
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoFAL	Ministry of Food, Agriculture and Livestock
MoFSP	Ministry of Family and Social Policies
MoFWA	Ministry of Forestry and Water Affairs
MoH	Ministry of Health
MoI	Ministry of the Interior
MMR	Maternal Mortality Rate
MoJ	Ministry of Justice
MoLSS	Ministry of Labour and Social Security
MoNE	Ministry of National Education
MoSIT	Ministry of Science, Innovation and Technology
MTR	Mid-Term Review
M&E	Monitoring and Evaluation
NAP	National Action Plan
NCD	Non-Communicable Disease

NGO	Non-Governmental Organization
NHRI	National Human Rights Institute
NRA	Non-Resident Agency
NUTS	Nomenclature of Territorial Units for Statistics
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Cooperation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OMT	Operations Management Team
PHIT	Public Health Institute of Turkey
PISA	Programme for International Student Assessment
PM	Prime Ministry
POP	Persistent Organic Pollutants
PPP	Purchasing Power Parity
PSG	Peer Support Group
RC	Resident Coordinator
RDA	Regional Development Agency
RG	Results Group
RRP	Regional Response Plan
3RP	Regional Refugee and Resilience Plan
RSD	Refugee Status Determination
R&D	Research and Development
SAI	Supreme Audit Institution
SDG	Sustainable Development Goal
SGBV	Sexual and Gender Based Violence
SME	Small and Medium-sized Enterprise
SOPs	Standard Operating Procedures
SPR	Strategic Prioritization Retreat
SRG	Syria Response Group
TGNA	Grand National Assembly of Turkey
THB	Trafficking in Human Beings
TICA (TIKA)	Turkish Cooperation and Coordination Agency
ToR	Terms of Reference
ToT	Training of Trainers
TPR	Temporary Protection Regime
TR	Turkey
TRC	Turkish Red Crescent
TÜBİTAK	Scientific and Technological Research Council of Turkey
Turkstat	Turkish Statistical Institute
UN	United Nations

UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDCS	United Nations Development Cooperation Strategy
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
USD	Currency of the United States of America
UNSR	United Nations Special Rapporteur
UNSSC	United Nations System Staff College
UNV	United Nations Volunteers
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UPR	Universal Periodic Review
WG	Working Group
WFP	World Food Programme
WHO	World Health Organization
WHS	World Humanitarian Summit
WWF	World Wildlife Fund

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.

UNITED NATIONS TURKEY

1.

INTRODUCTION

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 IOM 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 (IICPSD).

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 2003 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 21.8% 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

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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 a "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.

UNITED
NATIONS
TURKEY

2.

NATIONAL
DEVELOPMENT
PRIORITIES AND AREAS
OF UN COOPERATION

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 ICPD+20, Beijing +20 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 embedded 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

UNITED NATIONS
TURKEY

UNITED NATIONS
TURKEY

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[6]. 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.[7] 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.

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6 Turkstat: national income statistics

7 Turkstat: Children in Statistics, 2014

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).

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[8]. 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.

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.

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.

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8 http://www.kalkinma.gov.tr/Lists/Yayinlar/Attachments/548/SEGE-2011.pdf2 Turkstat: national income statistics

9 Turkstat: Household Labour Force Survey

40. A National Environment Strategy has been adopted for 2007-2023, and "Liveable Places; Sustainable Environments", which combines issues related to the environment and urbanisation with rural and regional development concerns, has been identified as one of the four main objectives of the Tenth Development Plan. In this context, environmental problems associated with economic growth need to be addressed, such as pollution, rising greenhouse gas emissions, depletion of water, soil and other natural resources and loss of green spaces. These issues are affecting health and the quality of life – especially for disadvantaged people – and threatening biodiversity, food security and the sustainability of economic growth, while increasing the risk of natural disasters. The UN will focus on strengthening the "capacity to prevent and respond" to environmental degradation, particularly in relation to biodiversity, forest management and chemical waste prevention and management. Support will also be extended to the relevant ministries for the integration of biodiversity and ecosystem services into development planning.

41. Turkey is a party to the Convention on Biodiversity and a National Biodiversity Strategy and Action Plan have been drafted to preserve its extraordinary biodiversity. The UN will support the government in reviewing and revising legislation for protecting wetlands, forests and other natural sites. Turkey is a party to the United Nations Framework Convention on Climate Change and has adopted a National Climate Change Strategy and National Climate Change Action Plan. A new regulatory framework on monitoring has been adopted. The UN in Turkey will support the Government in the development of technical capacity for climate change mitigation and adaptation. Turkey is party to the UN Convention on Combating Desertification and has adopted a National Strategy on Combating Desertification (2013-2023) and a National Action Plan on Combating Desertification (2014-2018), the preparation of which received support from the UN. Similarly, the UN will support the Government's effort to resolve Turkey's challenges with Persistent Organic Pollutants and related land contamination nationwide, and hence to meet its commitments to the Stockholm Convention.

42. Aside from man-made disasters, Turkey faces frequent earthquakes, landslides, rock falls, avalanches, floods and droughts. Turkey is ninth in the world for human losses in earthquakes and fifth for people affected. More than 95% of its territory is exposed to geophysical hazards. About 1,000 people die in disasters annually.

43. Turkey has significantly advanced its capacity to manage and mitigate disaster risk, also strengthening its legal and institutional framework. Nevertheless, further enhancement of the capacities of national and local governments and individuals is needed to build a disaster-resilient society. The UN will support the Government's efforts to build the resilience of communities including their most vulnerable members and to ensure national preparedness in line with the Sendai Framework for Disaster Risk Reduction.

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. De-centralization 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 4.94% 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 2014[10]. 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 benefit 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 2008-2013 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 Survey[13] (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 (İstanbul 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

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13 Ministry of Family and Social Policies: National Research on Violence against Women in Turkey, 2015

UNITED
NATIONS
TURKEY

3.4 Migration and International Protection[14]

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.

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14 The Law on International Protection defines international protection and includes the categories of international protection applicant, refugee, conditional refugee, subsidiary protection, and temporary protection. The Temporary Protection Regulation covers Syrian nationals and refugees and stateless persons from Syria.

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.

b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on September 5, 1951.

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.

i) With the World Health Organization (WHO) based on the Basic Agreement on the status of the Office of the World Health Organization in Turkey signed on June 17, 2013 between the Government of Turkey and the World Health Organization.

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)[15] 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.

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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)[16] 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.

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16 Results Group's or agency specific annual, bi-annual or multi-year work plans.

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.

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.

4.3.2 Humanitarian and Resilience Issues

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 3RP 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 feed-back and updates to the SRG. Furthermore, the UN Task Force will be responsible for reporting on the level of implementation of the 3RP 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 agency/ies concerned.

UNITED NATIONS TURKEY

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).

UNITED NATIONS TURKEY

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.

TURKEY

Turkey – Selected Indicators (National Data)

	2011	2012	2013	2014
Population	74,724,269	75,627,384	76,667,864	77,695,904
Median age of men, years	29.1	29.5	29.8	30.1
Median age of women, years	30.3	30.7	31.0	31.3
Youth dependency ratio (age 0-14), %	37.5	36.9	36.3	35.8
Elderly dependency ratio (age 65 and above)	10.9	11.1	11.3	11.8
Annual growth rate of population, %	1.35	1.20	1.37	1.33
GDP in billion USD at market exchange rates	774.0	786.3	823.0	799.0
Per capita GDP in USD at market exchange rates	10,428	10,459	10,822	10,390
Real annual GDP growth, %	8.8	2.1	4.2	2.9
Labour market participation (women), %	28.8	29.5	30.8	30.3
Unemployment (men)	9.2	8.5	8.7	9.0
Unemployment (women)	11.3	10.8	11.9	11.9
Unemployment (young people aged 15-24)	18.4	17.5	18.7	17.9
Absolute poverty (below USD4.30 per day), %	2.79	2.27	2.06	1.62
Relative poverty (individuals below 50% of median equivalized household income), %	16.1	16.3	15.0	15.0
Under-5 mortality rate, ‰	11.3	11.0	10.3	9.7
Maternal mortality rate per 100,000 live births	15.5	15.4	15.9	15.2
No. of doctors	126,029	129,772	133,775	-
Total no. of health personnel	670,092	698,518	735.159	-
Total health expenditures (% GDP)	5.3	5.2	5.4	5.4
Net tertiary enrolment rate (boys), %	35.6	38.4	38.9	38.0
Net tertiary enrolment rate (girls), %	35.4	38.6	40.9	41.1
Carbon dioxide emissions, '000 tonnes	343,708	368,339	363,396	-
Carbon dioxide emissions per capita, tonnes	4.63	4.90	4.78	-

Sources: Turkstat – Turkey's Statistical Yearbook 2014, 2013; national income data; Household Labour Force Survey; Survey of Income and Living Conditions; Poverty Study; Health Expenditure Statistics. Ministry of Health – Health Statistics Yearbooks.

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 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 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	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
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 Worst Forms of Child Labour), 187 Promotional Framework for Occupational Safety and Health, 138 (on 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. **Baseline:** 0 **Target:** 8	Official Gazette EU Progress reports, MoD Annual Programmes and sectoral plans	**Assumptions** (i) Increased productivity rates (ii) Government commitment to structural reforms and infrastructure investments sustained (iii) Government's commitment to provide integrated social policies continues (iv) Employment friendly inclusive economic and growth policies aiming at reducing regional disparities are adopted and implemented by the government **Risks** (i) Political instability and conflicts in neighboring countries, affecting Turkish economy (ii) Economic downturn negatively affecting growth, investment allocations and priorities (iii) Investments distorted due to natural disasters - Slowdown in national growth rate preventing sufficient job creation (iv) Frequent staff turnover at senior management and operational level	MoD;MoSIT; MoEnU; MoFSP; MoFAL; MoH; MoLSS; Energy Efficiency Consultancy Companies/ Consultants; NGOs working on Energy Efficiency/ Renewable Energy; RDAs; Universities; KOSGEB; TÜBITAK; Municipalities MoE; Confederations of Trade Unions; Confederations of Employers' Associations	**Government:** Initiate, develop and implement law and policy change: **MoD:** Provide guidance and coord. on inclusive growth, w/relevant line ministries **MoSIT:** Develop and implement industry related policies and support programmes **MoFSP:** Design and implement policies for support of disadvantaged pop's, their participation etc. **Civil Society:** Monitor and advocate	UNDP 50,400,000 ILO 7,000,000 UNICEF 2,000,000 FAO 3,000,000 UNECE 50,000
2. Ratio of budgetary incomes to expenditures for the three NUTS 2 regions with the lowest socio-economic development **Baseline:** 0.1 0.2 and 0.2 for TRB 2, TRA 2 and TRC 3 respectively. **Target:** Convergence in all these ratios towards the value of 1					

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
1. Maternal Mortality Ratio (The highest three regions in terms of NUTS1) **Baseline:** Highest three NUTS1 regions: - 26.3 per 100,000 live births (Middle East Anatolia) - 22.6 per 100,000 live births (Northeast Anatolia) - 21.3 per 100,000 live births (Mediterranean) **Target:** 25% reduction in MMR for the highest 3 NUTS1 regions.	MoH Annual Reports; UN Inter-Agency Estimates (WHO-UNFPA-UNICEF)	**Assumptions** (i) Budget allocation to Reproductive Health and Family Planning services sustained as well as Government commitment to pursue global development agenda continued **Risks** (i) High turnover rates of managers & staff as well as restructuring of institutions in addition to slow economic growth leading to budget cuts	MoH; MoD; NGOs; MoLSS;	**MoH:** Provision of health services to reach the most vulnerable; expansion of youth friendly health services **MoD:** Design development policies **Universities (w/medical faculties):** Piloting of outreach programmes **NGOs:** Technical inputs, Peer education and advocacy **MoLSS:** Design Labour Policies for foreigners	UNFPA 5,000,000
2. Net enrolment ratio in early learning programmes (age 5) **Baseline:** 53.78% nationwide, gender gap: 3.06 percentage points, provincial gap[1]: 48.25 percentage points (2014-2015 school year). **Target:** by 2020, 70% nationwide, gender gap-1, provincial gap-30 percentage points	MoNE National Education Statistics	**Assumptions** (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&E beyond basic indicators **Risks** (i) Quality of delivery of education programme not uniform and disparities continue	MoNE	**MoNE:** Outreach and monitoringfor foreigners	UNICEF 15,000,000

UNITED NATIONS TURKEY

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
3. PISA scores in problem solving and mathematics: share of low/top achievers; gender difference in scores (boys–girls) **Baseline:** (a) Problem solving (2012): Low achievers: 35.8%; Top achievers: 2.2%; Gender difference: 15 (b) Mathematics (2012): Low achievers: 42%; Top achievers: 5.9% Gender difference: 8 **Target:** By 2020: a) Problem solving: Low achievers: 30%; Top achievers: 7%; Gender difference: 10 (b) Mathematics: Low achievers: 37%; Top achievers: 11% Gender difference: 3	OECD PISA Results	**Assumptions** (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&E beyond basic indicators **Risks** (i) Quality of delivery of education programme not uniform and disparities continue	MoNE	**MoNE:** Outreach and monitoringfor foreigners	UNICEF 15,000,000
4. % of recommendations of the NAP on social protection for rural population under implementation **Baseline:** 0 **Target:** 30 percent	Government Website	**Assumptions** (i) High level ownership from MoFSP **Risks** (i) Reduced political commitment and changes in Governmental priorities	MoFSP; MoFAL; NGOs; Producers	**MoFSP:** Initiate policy development internal process with relevant DGs and line Ministries to develop and implement the action plan **MoFAL:** Contribute to Action Plan **NGOs:** Contribute to the process and preparation of Action Plan	FAO 1,000,000

Pillar 1: SUSTAINABLE, INCLUSIVE GROWTH and DEVELOPMENT

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
5. Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases **Baseline:** The probabilty of dying between ages 30 and 70 years 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	WHO Non-communicable diseases country profiles 2014 (http://www. who.int/nmh/ countries/en/)	**Assumptions** (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) (ii) Multi-sectoral collaboration and whole government cooperation will be strengthened to support MoH efforts for prevention, control and management of NCDs **Risks** (i) Reduced political commitment of government on NCD prevention, control and management as health sector priority, emerging unexpected priorities in health sector, economic crises.	MoH; Public Health Institute of Turkey (PHIT); MoFAL; MoNE; MoEnU; MoF; Turkstat	**MoH & PHIT:** Implementation of 2015-2025 Multi-sectoral Action Plan for Prevention, Control and Management of Non-communicable Diseases -Accelerate action on obesity and nutrition risk factors for NCDs -Increase the role of family medicine in NCDs **MoFAL:** Reduction of amounts of salt, saturated fat and sugars in processed foods - 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	

UNITED NATIONS TURKEY

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
5. Unconditional probability of dying between ages of 30 and 70 from cardiovascular diseases, cancer, diabetes or chronic respiratory diseases **Baseline:** The probabilty of dying between ages 30 and 70 years 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	WHO Non-communicable diseases country profiles 2014 (http://www.who.int/nmh/countries/en/)	**Assumptions** (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) (ii) Multi-sectoral collaboration and whole government cooperation will be strengthened to support MoH efforts for prevention, control and management of NCDs **Risks** (i) Reduced political commitment of government on NCD prevention, control and management as health sector priority, emerging unexpected priorities in health sector, economic crises.	MoH; Public Health Institute of Turkey (PHIT); MoFAL; MoNE; MoEnU; MoF; Turkstat	**MoNE:** 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 & MoH:** Collecting health statistics and conducting surveys on prevention, control and management of NCDs	

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
6. Job placement rate for women and men registered with İŞKUR **Baseline:** 29% (2014) 25% female (2014) 31% male (2014) #of total placements: 691,015 #of placements: 221,498 female #of placements: 469,517 male # of applications (total) to İŞKUR: 2,375,583 # of applications (female) to İŞKUR:875,519 # of applications (male) to İŞKUR:1,500,064 **Target:** 50% of applicants placed in jobs 39% female (2020) 50% male (2020)	İŞKUR's Annual Labour Market Surveys Assessment reports	**Assumptions** (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 **Risks** (i) Slowdown in economic growth rate resulting in the decrease of budget allocations for provision of public employment services (ii) Frequent staff turnover at senior management and operational level (iii) Inadequate implementation of policies adopted (iv) Difficulty in reaching targeted groups	İŞKUR; NGOs; MOLSS/ Social Security Institution; Workers' organizations; Employers Organizations	**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 & inspection **Workers' organizations:** Participate in policy development **Employers' Organizations:** Participate in policy development	ILO (tbc) 4,000,000 UNICEF 2,000,000

UNITED NATIONS TURKEY

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
7. % of children engaged in economic activity **Baseline:** 5.9% (age 6-17); 2.6% (age 6-14); 15.6% (age 15-17) **Target:** 4% (age 6-17); 1.5% (age 6-14); 10% (age 15-17)	Turkstat Child Labour Survey Ministry of Labour and Social Security	**Assumptions** (i) The Government will revise Timebound Policy and Programme Framework for the elimination of child labour and will continue to invest in reduction strategies. **Risks** (i) With the Syrian influx, number of children engaged in child labour is increasing although not reflected in official data.	MoLSS; MoFSP; MoNE; Turkstat; İŞKUR; NGOs; Municipalities	**Line Ministries:** Policy development, monitoring and evaluation and inspection **NGOs:** Community level service provision and advocacy **Municipalities:** Local level policy making, implementation and service provision.	UNICEF 2,000,000 ILO(tbc) 2,200,000

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
1. # of ha of forest landscapes with integrated forest plans developed and under implementation **Baseline:** 0 ha **Target:** 510,000 ha	Forest management plans of Forest Enterprise Directorates (FED) GEF tracking tools	**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. **Risks** (i) Institutional complexities limit implementation of updated policy framework (ii) Limited technical capacity in the Ministries and Private Sectors to implement MRVs	MoFWA; MoFAL; MoEnU; Chamber of Forest Engineers; Yale University; Union of Forest Cooperatives; Nature Conservation Centre; WWF–Turkey; Climate Change and Air Management Board; AFAD; EU Delegation; Gold Standard; Private Sector (Coca Cola, MERKIM, KARDEMIR, ISDEMIR etc.) ; MoEnU	**MoFWA, MoFAL and MoEnU:** Initiate, develop and implement GEF projects, 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 partnership advocacy; Project beneficiaries, partners and co-financiers. Provides technical support. **NGOs:** Focal points for discussion with the private sector. Accelerate development of policies and provide technical inputs. **Academia:** Advocacy, consultancy and technical support. **EU:** Technical exchange and potential financial collaboration **AFAD:** Initiate and develop policy and technical partnership	UNDP 11,200,000 FAO 11,000,000

UNITED NATIONS TURKEY

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
2. # of tons of GHG emission reduction **Baseline:** 401.924,89 CO2e-Mton (GHG inventory, 2012) **Target:** Minimum 1,289,000 tCO2 reduced	Turkstat National GHG emission annual reports for UNFCCC Project reports GEF tracking tools Government records	**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. **Risks** (i) Institutional complexities limit implementation of updated policy framework (ii) Limited technical capacity in the Ministries and Private Sectors to implement MRVs	MoFWA; MoFAL; MoEnU; Chamber of Forest Engineers; Yale University; Union of Forest Cooperatives; Nature Conservation Centre; WWF–Turkey; Climate Change and Air Management Board; AFAD; EU Delegation; Gold Standard; Private Sector (Coca Cola, MERKIM, KARDEMIR, ISDEMIR etc.) ; MoEnU	**MoFWA, MoFAL and MoEnU:** Initiate, develop and implement GEF projects, 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 partnership advocacy; Project beneficiaries, partners and co-financiers. Provides technical support. **NGOs:** Focal points for discussion with the private sector. Accelerate development of policies and provide technical inputs. **Academia:** Advocacy, consultancy and technical support. **EU:** Technical exchange and potential financial collaboration **AFAD:** Initiate and develop policy and technical partnership	UNDP 11,200,000 FAO 11,000,000

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
3. # of tons of hazardous chemicals and waste including POPs managed, treated and disposed of in an environmentally sound manner. **Baseline:** 238 tons **Target:** 3700 tons	Project reports MoEnU records GEF tracking tools	**Assumptions** (i) Cost effective business arrangements for required technology is available. (ii) Continuous and high-level ownership from MoFWA and MoFAL to support reforms. **Risks** (i) The technology is not suitable, sustainable, effective or affordable.	MoEnU; Private Sector (Bedas, Etimaden, Igsas, Sedas, Turk Sugar Factories, Merkim); Industry Associations	**MoEnU:** Initiate, develop and implement GEF projects, policy and regulations. **Private Sector:** Advocacy and technical support. Project beneficiaries, partners and co-financiers. **NGOs:** Accelerate development of policies and provide technical inputs. Focal points for discussion with the private sector	UNDP 11,200,000 FAO 11,000,000
4. # of ha of landscapes covered by integrated natural resource management practices. **Baseline:** 0 **Target:** 4.7 million ha agricultural lands.	Project reports Independent evaluation reports GEF tracking tools Public records	**Assumptions** (i) High level ownership by MoFWA and MoFAL to apply reforms. **Risks** (i) Changes of institutional strategies, policies and staff.	GEF; MoFWA; MoFAL	**MoFWA and MoFAL:** Implement the GEF projects in close cooperation with UN agencies	UNDP 11,200,000 FAO 11,000,000

UNITED NATIONS TURKEY

Pillar 2: DEMOCRACY and HUMAN RIGHTS

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
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	Shadow and other reports of Civil Society EU Progress Reports Media reports Reports of other international organizations	**Assumptions** (i) Political will continued for reform process. **Risks** (i) Inadequate human and financial resources (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms (iv) Low level of public awareness about the reform	PM; MoJ; MoI; MoFA; Local and national NGOs	**PM:** Effective coordination with the rest of the stakeholders and parties **MoJ, MoI and MoFA:** 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.	UNDP 2,000,000

Pillar 2: DEMOCRACY and HUMAN RIGHTS

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
2. % of recommendations emanating from UN Human rights mechanisms (treaty bodies, special procedures, UPR, CEDAW) implemented **Baseline:** 0 recommendations implemented (UPR 2015) **Target:** 5 percent of the recommendations implemented (UPR 2015)	Reports from UN HR mechanisms (treaty bodies, special rapporteurs reports, 2015 UPR) EU Progress Reports Country UPR mid-term review interim report	**Assumptions** (i) Political will continued for reform process. **Risks** (i) Inadequate human and financial resources (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms (iv) Low level of public awareness about the reforms	PM; MoJ; MoI; MoFA; NHRI; Ombudsman Institution; Parliament; High Judiciary; Bar Associations; Local and National NGOs; Universities	**PM:** Effective coordination with the relevant stakeholders and parties **NHRI and Ombudsman:** As the national human rights machinery, both pillars will address any human rights violations and monitor the progress to improve the situation in the country **Parliament:** The Parliament, as the legislative pillar, will promote an enabling environment for the required reform initiatives. **High Judiciary:** By their verdicts, the high judiciary will support the rule of law and independence of judiciary **Bar Associations:** As the defence body, the Bar Associations will contribute to the enactment of functional legislation and full-fledged 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 by producing scientific data.	UNDP 3,500,000

UNITED NATIONS TURKEY

Pillar 2: DEMOCRACY and HUMAN RIGHTS

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
3. % of the targets of the new Judicial Reform Strategy to promote and protect the rights of specific groups (women, youth, children) achieved **Baseline:** 0 **Target:** 4 percent	EU Progress Reports Reports of Council of Europe European Commission for Efficiency of Justice UNSR Report on Independence of Judges and Prosecutors	**Assumptions** (i) Political will continued for reform process **Risks** (i) Inadequate human and financial resources (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms	MoJ; High Judiciary; Bar Associations; Justice Academy; Notaries; Local and National NGOs; Universities	**MoJ:** Develop the judicial reform strategy through inclusive and participatory approach for multi-stakeholder consultation process and its full-fledged implementation High Judiciary, Bar Associations; Justice Academy; Notaries; Local and National NGOs; **Universities:** As the judicial actors and relevant partners they will contribute to the development of the judicial reform strategy and its full-fledged implementation	UNICEF 2,000,000 UNDP 5,000,000

Pillar 2: DEMOCRACY and HUMAN RIGHTS

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
4 . # of public performance documents (strategic plan, performance program, budget, budget instructions and guidelines, templates) at central and local level reflect gender equality commitments and priorities and implemented **Baseline:** Total 6 (central level: 3; local level: 3) **Target:** Total 10 (central level: 5; local level: 5)	Performance documents that reflect gender equality commitments and priorities	**Assumptions** (i) Central and local governments continue to keep its commitments on gender equality and to be willing to implement them. **Risks** (i) Diminishing political will at central and local level for gender equality both at decision making and implementation level (ii) High turn-over of decision makers and experts in the central/local publicinstitutions	MoFSP; MoF and MoD; MoI; Municipalities; CSOs	**MoFSP, MoF, MoD, MoI, pilot municipalities:** Reflection of gender equality commitments into public plans and budgets, expansion of gender sensitive public services Development of the performance documents through multi-stakeholder consultation process and their full-fledged implementation **CSOs:** Advocacy & monitoring public policy and budget. Active participation to and monitoring of the development of the public performance documents .	UN Women 2,600,000 UNDP 49,000,000
5. Level of implementation of Integrated Border Management (IBM) Strategy **Baseline:** Limited implementation of national IBM strategy due to fragmented organization infrastructure **Target:** Full implementation of IBM strategy by a single and competent IBM structure/body	National Action Plan towards to Implementation of Turkey's Integrated Border Management Strategy Progress Reports	**Assumptions** (i) Political will continued for reform process **Risks** (i) Inadequate human and financial resources (ii) Lack of coordination among the stakeholders (iii) Slow pace in implementation of reforms	MoI; Turkish General Staff	**MoI and General Staff:** Evolved border management in the light of EU accession and conduct of context-specific capacity building programs for the law enforcement bodies	

UNITED NATIONS TURKEY

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 by 2020.

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

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 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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
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. **Risks** (i) Change in government's structures and staff	MoFAL; MoFWA; NGOs; MoFSP; Turkstat	**MoFAL, MoFWA, MoFSP:** Inclusion of measures identified in the report into policies **NGOs:** 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 (ii) EOC maintains its interest in and commitment to being a driver of change in advancing gender equality **Risks** (i) High turn-over of membership in EOC	The Committee on Equal Opportunity for Women and Men (EOC); (TGNA)	**EOC:** Gender mainstreaming in legislation	UN Women 3,500,000 UNDP 3,100,000

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
3. % of female MPs in the Parliament **Baseline:** tbd after June 2015 elections **Target:** tbd after June 2015 elections	Website of Higher Board of Election	**Assumptions** (i) The Turkish Government and Parliament continue to support policy actions to advance gender equality **Risks** (i) Political parties unwillingness to nominate female candidates	TGNA, EOC, Women's CSOs, Political Parties	**TGNA:** Adopt temporary special measures to increase women's political participation **Women's CSOs:** Advocacy, awareness raising **Political parties:** Implement temporary special measures to increase women's political participation	UN Women 3,500,000
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 (ii) Increased ownership and capacities for full-fledged implementation of the enacted legislation **Risks** (i) Instability in the economy causing revenue cuts from programs and policies for gender equality	MoFSP; DG Women's Status (KSGM); Committee on Equal Opportunity for Women and Men (EOC)	**MoFSP:** As executive pillar of Gender Equality Machinery, effective implementation and monitoring of genders sensitive policies and legislations. **EOC:** As the legislative pillar, will promote an enabling environment for the required reform initiatives to mainstream gender at all policies	

UNITED NATIONS TURKEY

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)
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 **Baseline:** 0 **Target:** 4 (2 developed+ 2 revised*) *(#6284 Law and regulation, Shelters Regulation, NAP on GE, NAP on GBV)	E-Legislation Information System Progress Report(s)	**Assumptions** (i) Government commitment to realize Istanbul Convention continued **Risks** (i) High manager & staff turnover rates (ii) Restructuring of institutions (iii) Slow economic growth leading to budget cuts	MoI and Local Authorities; MoH; MOFSP; NGOs; Private Sector	**MoI and Local Authorities:** Formulate Women Friendly Policies and provide Women Friendly local Services **MoH:** Provide health services to SGBV cases **MoFSP:** Formulate policies and provide preventive& protective SGBV services **NGOs:** Advocacy & technical support **Private sector:** Adoption of GE policies	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 **Baseline:** No **Target:** Yes	UN Gender TG reports	**Assumptions** (i) NAPs on GE and GBV developed. Government cooperates to monitor and evaluate NAPs on GE and GBV. **Risks** (i) High manager & staff turnover rates (ii) Restructuring of institutions	MoFSP, NGOs	**MoFSP:** Cooperate to develop the M&E mechanisms **NGOs:** Advocacy & technical support	

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)
3. # of victim girls & boys identified /brought to the security institutions **Baseline:** 51,977 (2012) **Target:** 200,000	Turkstat, Public reports	**Assumptions** (i) Violence against girls is acknowledged and communities are open to report and cooperate on social change (ii) Official referral mechanisms are in place and professionals are competent on how to identify violence and where to refer the cases. **Risks** (i) Non-registration of some cases as per unofficial mediation attempts by the law enforcement bodies due to workload and/or low level of awareness (ii) Inaccurate/Inconsistent data due to different identification of "victimization" by the law enforcement and the judiciary	MoI and Local Authorities; MoJ; MoH; MoFSP/ Provincial child protection boards, NGOs	**MoI and Local Authorities:** Referral of girls to relevant services **MoJ:** Child-friendly inquiry and procedures **MoH:** Support through CIMs **MoFSP/ Provincial child protection boards:** Prevention campaign, early identification and follow-up of protective and supportive measure orders **NGOs:** Advocacy and technical support	UNICEF 2,500,000
4.% of 20-24 year old women reporting having been married or in union by the age of 18) **Baseline:** 14.7 % **Target:** 10 %	2013 Demographic Health Survey Data on Population and Gender	**Assumptions** (i) Girls' Enrolment in Secondary Education will approach 100% as a result of compulsory secondary education. **Risks** (i) Social conditions and cultural behaviors may continue to favor early enforced marriage in some parts of society	MoNE; MoFSP	**MoNE:** Encourage girls' participation in formal education up to the age of 18. **MoFSP:** Coordination of government efforts to enable a protective environment for girls at risk of child marriage.	

UNITED NATIONS TURKEY

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)
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).	Parliamentary decisions/official gazette	**Assumptions** (i) Government extend the scope of national legislation and continue provision of training on GBV at work including sexual harassment and mobbing (ii) Govt. continue its commitment to international labour standards **Risks** (i) Lack of political commitment of government institutions to ratify and implement ILO conventions related to gender equality	MoLSS; İŞKUR; CASGEM/MoLSS	**MoLSS:** Provision of data on GBV at workplace including sexual harassment and mobbing and training on GBV at work **İŞKUR:** Integration of GBV at work component to vocational courses **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	ILO (tbc) 2,000,000

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)
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 %	3RP reports; UNHCR annual Country Reports; UNHCR situation updates; National statistics on registration and RSD; Coordination meetings, notes	**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.	DGMM	**DGMM:** DGMM will implement the national asylum laws and regulations with the support of the UN.	UNHCR 14,000,000

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NATIONS
TURKEY

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)
2. Percentage of refugees (disaggregated by age group and gender) benefiting from various social protection mechanisms (education, health, special needs and employment) **Baseline:** 30% of refugee children benefiting from education services **Target:** 75% of refugee children benefiting from education services **Baseline:** 75% of refugees benefit from primary health care, including immunization, and maternal health care provided by the State **Target:** 100% of refugees benefit from primary health care, including immunization, and maternal health care provided by the State **Baseline:** No systematic assistance provided to persons with special needs. **Target:** Systematic assistance to persons with special needs that are in line with international standards. **Baseline:** Refugees can only informally engage in labour market and have limited vocational trainings **Target:** 20% of refugees at legal working age formally engaged in labour market.	Circulars issued by concerned ministries on service provision to refugees; Program activities, records and reports of relevant ministries, including DGMM, MoH, AFAD, MoNE, MoLSS, MoFSP, etc; Reports and assessments from the UN and other partners working on relevant fields.	**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. (iii) Secondary regulations further expand protection space for refugees and asylum-seekers, including non-Syrian caseload. **Risks** (i) Increased number of persons of concern may result in restrictive policies. (ii) Negative public opinion may influence the policies.	DGMM; AFAD; MoNE; MoFSP; MoH; MoLSS/İŞKUR; Trade unions; employers organizations; Chambers of Commerce and Chambers of Industry within the affected provinces; NGOs	**MoLSS, DGMM, trade unions and employers' organizations:** Collaborating in the implementation of TPR, provision of work permits and decent works to refugees. **MoH:** Cooperates in the provision of Minimal Initial Service Package (MISP) and undertakes in-service trainings on MISP.	ILO 4,000,000 IOM 8,000,000 UNFPA 5,000,000 UNICEF 50,000,000 UNHCR 18,000,000

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.

Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
3. Newly adopted migration management system under implementation (N/Y) **Baseline:** No **Target:** Yes	Annual reports of EU, UN Human Rights bodies, CoE and NGOs on Turkey's progress in the migration management, Annual Migration Reports of DGMM Directives, SoPs, circulars, action plans, guidelines and manuals for implementation of the LFIP	**Assumptions** (i) International migration management continues to be one of the national priorities (ii) Local Institutions have relevant capacity in international migration **Risks** (i) Low level of interest to involve international organizations (ii) Unsuccessful completion of membership negotiations between the EU and Turkey	DGMM	**DGMM:** Development of implementation of strategies and policies coordinate among relevant institution, ensure temporary protection and protection of victims of human trafficking	IOM 2,000,000 UNHCR 18,000,000
4. # of vulnerable migrants with access to social services provided by governmental and non-governmental partners. **Baseline:** 850 of victims of trafficking have been assisted by government and non governmental partners **Target:** 1200 victims of human trafficking assisted **Baseline:** 6 specialized centers with 300 capacity	Training curriculum and materials; 3RP reports and updates; ToTs and Cascaded trainings report	**Assumptions** (i) Governmental and non-governmental commitment for fully operational human rights based migration management system in Turkey **Risks** (i) Reluctance to cooperate with UN through capacity building activities	MoI ; MoNE ; MoFA ; AFAD ; MoFSP ; MoJ ; MoLSS; Municipalities; Governorates; NGOs; Bar associations; Academics	**MoFA:** Intergovernmental coordination **AFAD:** Coordination in provision of services for people under temporary protection **MoFSP:** Provision of social services including accommodation and protection for vulnerable people particularly women, children and youth. **MoJ:** Provision of legal services **MoLSS:** Labour market integration support for foreigners **Municipalities &Governorates NGOs Bar associations Academics:** Provision of respective expertise in line with available institutional framework.	IOM 2,000,000 UNHCR 2.500,000 FAO 5,000,000

UNITED NATIONS TURKEY

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Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
5. # of additional types of institutions involved in inter-institutional framework besides those defined in the law 6458 (article 105, 113-116) **Baseline:** 0 **Target:** 2 (CSO, local governments)	SoPs on inter-institutional coordination and referral Institutional communication strategy Reach-out materials on diverse thematic issues including irregular migration, vulnerability assessment, provision of services, etc. List of program activities carried out Meetings notes of Migration Policies Board Annual Migration Report	**Assumptions** (i) Migration Management remains a priority area for the National Agenda. (ii) Ministerial Partners and NGOs willing to cooperate on Turkey's efforts in managing migration. **Risks** (i) Deadlock in the EU accession process	MoI ; MoNE ; MoFA ; AFAD ; MoFA ; MoJ ; MoLSS; Municipalities; Governorates; NGOs; Bar associations; Academics	**MoI:** Overall coordination of migration management **MoNE:** Access to education by foreigners irrespective of their migratory status **MoFA:** Intergovernmental coordination **AFAD:** Coordination in provision of services for people under temporary protection **MoFSP:** Provision of social services including accommodation and protection for vulnerable people particularly women, children and youth. **MoJ:** Provision of legal services **MoLSS:** Labour market integration support for foreigners **Municipalities &Governorates NGOs Bar associations Academics:** Provision of respective expertise in line with available institutional framework	IOM 2,000,000 UNHCR 1.500,000

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Indicators, Baseline, Target	Means of Verification	Assumptions and Risks	Partners	Role of Partners	Indicative Resources (USD)
6. Level of awareness on social cohesion among target population (host community, migrants and people under international protection) **Baseline:** Low **Target:** High	Communication and outreach strategy Surveys Focus group discussion reports	**Assumptions** (i) Government commits for wider outreach and implements nationwide activities **Risks** (i) Lack of political commitment and coordination among relevant public institutions	DGMM; MoLSS; MoNE; MoH; AFAD; NGOs; INGOs; Employers and workers organizations	**MoI:** Overall coordination of migration management **AFAD:** Coordination in outreach to people under temporary protection **MoNE:** Awareness raising on access to education **MoFSP:** Awareness raising and provision of reliable information on available services for vulnerable people particularly women, children and youth. **MoLSS, DGMM:** Awareness raising on registered employment procedures for foreigners with diverse migratory status. **MoH:** Awareness raising on available health services for foreigners in several languages. **NGOs, INGOs Employers and workers organizations:** Provision of respective expertise in line with available institutional framework.	ILO 4,000,000 IOM 2,000,000 UNHCR 2,500,000

Time Line/ Methodology		2015	2016	2017	2018	2019	2020
UNCT M&E Activities	**Surveys/Studies**						
	Monitoring Systems	Turkstat data Annual Reports and Work Plans by UN Thematic Groups, Working Groups, including monitoring reports of joint programmes Resident Coordinator Annual Report UNDP Human Development Report, EU Progress Report Findings and recommendations of UN HR mechanisms (Treaty Bodies, Special Rapporteurs' reports, UPR) Government reports and other					
	Evaluations	Country and/ or Agency specific program or outcome evaluation UNDCS 2011-2015 Evaluation Report	Country and/ or Agency specific program or outcome evaluation	Country and/ or Agency specific program or outcome evaluation	Country and/ or Agency specific program or outcome evaluation	End of 2016-2020 Cycle Evaluation UNFPA Country Programme Evaluation	Country and/ or Agency specific program or outcome evaluation
	Reviews		Annual Review of UNDCS	Annual Review of UNDCS	Annual Review of UNDCS Progress Report (Mid-Term Review)	Annual Review of UNDCS	Annual Review of UNDCS
Planning References	**UNDCS Evaluation Milestones**	Update indicator framework	Update indicator framework	Update indicator framework	Update indicator framework	Update indicator framework	Update indicator framework
	M&E Capacity Development	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&E focal points					
	Use of Information	The information will be used for programmatic interventions including policy development, advocacy, maintenance of databases, M&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.					
	Partner Activities		Please insert if agencies are aware of any supporting activities of partners or any other				