



# FINAL EVALUATION

**Turkey**

Thematic window  
Environment & Climate Change

**Programme Title:**

Enhancing the Capacity of Turkey to Adapt to  
Climate Change

# Prologue

This final evaluation report has been coordinated by the MDG Achievement Fund joint programme in an effort to assess results at the completion point of the programme. As stipulated in the monitoring and evaluation strategy of the Fund, all 130 programmes, in 8 thematic windows, are required to commission and finance an independent final evaluation, in addition to the programme's mid-term evaluation.

Each final evaluation has been commissioned by the UN Resident Coordinator's Office (RCO) in the respective programme country. The MDG-F Secretariat has provided guidance and quality assurance to the country team in the evaluation process, including through the review of the TORs and the evaluation reports. All final evaluations are expected to be conducted in line with the OECD Development Assistant Committee (DAC) Evaluation Network "Quality Standards for Development Evaluation", and the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System".

Final evaluations are summative in nature and seek to measure to what extent the joint programme has fully implemented its activities, delivered outputs and attained outcomes. They also generate substantive evidence-based knowledge on each of the MDG-F thematic windows by identifying best practices and lessons learned to be carried forward to other development interventions and policy-making at local, national, and global levels.

We thank the UN Resident Coordinator and their respective coordination office, as well as the joint programme team for their efforts in undertaking this final evaluation.

MDG-F Secretariat

*The analysis and recommendations of this evaluation are those of the evaluator and do not necessarily reflect the views of the Joint Programme or MDG-F Secretariat.*



**MILLENIUM DEVELOPMENT GOALS ACHIEVEMENT FUND  
(MDG-F)**

**ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE  
(MDG-F 1680)**

**FINAL EVALUATION**

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## EXECUTIVE SUMMARY

1. As stated in the Terms of Reference, the specific objectives of the Final Evaluation will be the followings: (i) measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase; (ii) measure to what extent the joint programme has contributed to the UNDAF Turkey; (iii) to measure degree of Joint Programme implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised; (iv) measure to what extent the joint programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.; (v) to measure the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG-Fund objectives at local and national level (MDGs, Paris Declaration and Accra Principles and UN reform); (vi) to identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components; and (viii) to identify evidence based behavioral changes.

2. The Joint Programme would support the development of capacity for managing climate change risks to rural and coastal development in Turkey. This would be achieved by developing proposals for government consideration on mainstreaming climate change adaptation into the national development framework, building capacity in national and regional institutions, piloting community-based adaptation projects in a selected vulnerable coastal and integrating climate change adaptation into the UN programming framework in Turkey. Capacity development would take place at the systemic, institutional and individual levels and would be built on existing policy and institutional frameworks in order to promote sustainability. The Joint Programme would serve as a catalyst through pilot local actions to introduce community-based adaptation principles, build capacity in the vulnerable rural regions and develop public-private partnerships to mobilize resources in addressing climate change risks (based on preliminary studies carried out under the First National Communication of Turkey to the UNFCCC 2007, the Seyhan River Basin was identified as an extremely vulnerable region in terms of climate change), and help align the efforts of the UNCT on the emerging climate change issues, proving UN with an opportunity to demonstrate its capacity to function as ONE UN.

3. During the Inception Phase there were introduced some changes to the Programme design, although they were not major ones. These included an adjustment in the composition of the Programme Management Committee, the establishment of a MDG Arboretum and Botanic Garden (under Outcome 4), the reallocation of some USD 100,000 from UNDP budget (Outcome 2) to UNEP budget to finance capacity building activities (Outcome 1) and the creation of a fifth component called PROGRAMME MANAGEMENT UNIT. Funds to finance those expenditures have been allocated under UNDP budget for the same purpose, but they were reallocated to the PMU component to make the administration and categorization of Programme expenses easier; a very useful change but not a significant one to alter the JP structure. The Mid-term evaluation, held in 2010, suggested some changes on indicators; relate them more to outcomes and outputs; review and improve the Logical Framework, etc. but no further changes were introduced.

4. The Mid-term Evaluation spent time analyzing the PROGRAMME STRATEGIES AND THE DESIGN and was quite critical of both. Even though the Evaluation valued positively the many important activities which were strategic in their own right, it considered that the overall intervention was not coherent and strategic. It found the design overly ambitious and the scope too broad and comprehensive. For the Mid-term evaluation, the Programme strategy went "...directly from assessing vulnerability to climate change...to implementing adoption measures without either assessing the impact that climate change would have on its area of intervention." Although the JP and the participating UN agencies agreed with some of the issues stressed by the Mid-term Evaluation, they considered that no further changes were needed to the design, agreeing with what have been designed.

5. Some findings are probably correct: too many outcomes, too many outputs and too many activities, funds split among too many activities; and activities not always clearly related between them and with their outcomes and

outputs. **But as it is shown in this Final Evaluation report, most of the results were achieved by the JP as they were planned so these issues do not seem to have been a constraint to meet the proposed results.** In several aspects, it was a pilot experience and as a pilot it is the opinion of this Final Evaluation that it was a good idea to support different interventions at national, regional and local levels, in a wide, diverse area instead of a more homogeneous one, integrate several different partners from a wide range of sectors, etc. Actually, no any of the proposed activities were so complex for the Programme not be able to implement them, hand in hand with the other partners. Moreover, the UN agencies have enough experienced in the subject to deal with any of the issues that were to be addressed by the JP. Diversity, innovation (at least for the local governments) and a wide range of experiences were at the basis of the Programme strategies.

6. There is no doubt that the JP is relevant for the country, particularly for the National Climate Change agenda, an agenda that was made its own by the Government of Turkey and the UN agencies and, particularly after Turkey ratified the UNFCCC in 2004. Just few years before the JP was designed, Turkey ratified the Convention and in 2005-2006 it prepared the FIRST NATIONAL COMMUNICATION TO THE UNFCCC, completed in August 2007, with the support of UNDP and UN. It was after these events that climate change took a new impulse in Turkey. Multiple studies and analyses have been alerting about Turkey's high vulnerability to climate change impacts, but the institutional, legislative, and implementation framework required to be strengthened to deal with the issues and proper methodologies and experiences were needed to develop suitable systems to ensure timely and appropriate responses to climate change and national disasters. It meant more knowledge, tools and guidance to develop a favorable regulatory framework for climate change influenced decision-making at national, regional and local levels.

7. The JP has been an initiative of the UN agencies with relevant Ministries for joint actions to enhance Turkey's capacity to adapt to climate change. As described in the report, it was approached from three complementary fronts: (i) POLICY. Necessary capacity developed and enhanced for the efficient use of current policies in the context of climate change adaptation and the development of new policies and strategies; (ii) SCIENCE (APPLIED RESEARCH). Necessary capacity developed and enhanced for establishing tools that support adaptation efforts by using the best available technology and data and making information available at all levels of the community; and (iii) IMPLEMENTATION. Necessary capacity developed and enhanced for realizing adaptation implementation from local to central at varying scales and levels and monitoring and evaluating processes from the economic, social and environmental aspects. The JP has also implemented actions at three levels: national, regional and local. As pointed out by the Mid-term Evaluation, this was a climate change adaptation Programme that did not include mitigation actions.

8. As planned, the JP served as a catalyst to introduce community-based adaptation principles in the Seyhan River Basin, an extremely vulnerable region in terms of climate change; built capacity in the vulnerable rural areas; developed public-private partnerships to increase awareness; strengthened the institutional capacity and legislative framework; channeled resources, knowledge, methodologies and experiences to address climate change risks; and helped to align the efforts of the UNCT on the emerging climate change issues, although probably the participating UN agencies could have pushed some limits particularly in the programme implementation modality to function more as ONE UN.

9. All interventions were designed to respond to the environmental and climate change adaptation challenges identified by the government in the NINTH NATIONAL DEVELOPMENT PLAN, its strategies, policies and plans that were in preparation at the time of the design, and by the UN System, especially when it pertained to public policies and capacity development. Interrelated interventions founded by GEF, GEF/SGP and the EUROPEAN UNION within the UN context were in implementation or in formulation at the time the JP was designed; all complementary with the others. During Programme implementation, those complementary interventions produced, among others, the NATIONAL CLIMATE CHANGE STRATEGY in 2009, the NATIONAL CLIMATE CHANGE ACTION PLAN in 2010 and the SECOND NATIONAL COMMUNICATION TO THE UNFCCC in 2011. The JP produced the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN, and an OVERVIEW OF THE INTERNATIONAL FRAMEWORK FOR ADAPTATION TO CLIMATE CHANGE AND THE REGULATORY FRAMEWORK IN TURKEY.

10. All the people interviewed from the government and UN agencies were very satisfied with the results achieved by the JP, and the coordination and the frequent consultation among all partners.

11. As said before, this Final Evaluation shares some of the concerns of the Mid-term evaluation with the design, but it seems the design has not limited the capacity of the JP to be effective. Most of the results have been achieved and the outputs and products are there, in use or ready to use. Yes, the design could have been consolidated, had less outcomes, less outputs and activities, but probably for a different reasons that the ones stressed by the Mid-term Evaluation: in the view of this Final Evaluation, the design could have helped to drive the UN agencies to implement common activities and outputs, concentrate the administration of funds in the PMU (and solve the issue of the administrative fee for each agency in a more innovative way), use one set of rules and one programme account, complement activities taking advantage of the specialties of each agency in common outputs that perfectly accommodated their complementarities, share the same monitoring and evaluation system, etc.

12. This Evaluation does not see a problem with the JP's strategies either, since the Programme was designed specifically for attaining results at three different levels (NATIONAL, REGIONAL AND LOCAL), in three different fronts (POLICY, SCIENCE AND IMPLEMENTATION), on a larger and more heterogeneous intervention area (the entire SEYHAN RIVER BASIN instead of a more reduced, homogeneous area within the Basin), applying a multi-faceted approach to the Grant programme instead of limiting the proposals to just a few focus areas; implementing the six eco-efficiency (cleaner production) projects in four different industries (TEXTILES, FOOD AND BEVERAGES, METALS AND CHEMICALS) instead of one, partnering with many different local and national partners (national and local governments entities, academia, NGOs, community members, schools, university institutes, public-private foundations, industrial firms), making room for four UN agencies (UNIDO, FAO, UNEP and UNDP) instead of two, targeting the largest number of beneficiaries possible and several issues and constraints to overcome as possible, too. That, without smashing funds in such a way as to limit the qualitative impact of interventions (about 50 percent of the JP funds were allocated for Output 3 -the Grant Programme- and Output 1.5. -the Eco-efficiency-Cleaner Production Programme). ONE CAN AGREE OR NOT WITH THE STRATEGY, BUT IT WAS CLEARLY A CONSCIOUS DECISION MADE BY THE DESIGNERS AND THEN BY THE PEOPLE RESPONSIBLE FOR IMPLEMENTATION AND, AS SEEN, THE SAME RATIONALE REPEATED AGAIN AND AGAIN IN EVERY AREA OF INTERVENTION. And it also remained untouched during the Inception phase when the design was reviewed and implementation plan was set up.

13. The Mid-term Evaluation also considered that the Seyhan River Basin should have been more limited rather than selecting the entire Basin of 20,600 Km<sup>2</sup>. Not only the extension of the area seems not having negatively impacted on the effectiveness of the interventions but it ensured diversity, experiences from some differences in conditions and avoided that the results were confined to areas with same conditions, limiting the possibilities for replicability and make the results too pilot and too insignificant for major scales. Size of an intervention is certainly debatable, but again it was a conscious and deliberate decision and this Final Evaluation considers the JP made a correct decision.

14. The JP has been designed based mostly on the Result-based Management Approach (RBA) and it has helped the Programme to achieve most of its outputs and outcomes. But this Final Evaluation considers important to highlight the richness of the PROCESSES involved in the implementation of Programme initiatives, particularly a local and regional level. The Community Based Adaptation approach, the PARTICIPATORY (AND BOTTOM UP) PROCESS in the GRANT PROGRAMMES, in the development of the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN, in the training, etc., make it a success in itself. Not less important, the PARTNERSHIP STRATEGY ensured the participation of the provincial directorates of in line Ministries and its dependencies.

15. Probably a major role for FAO would have increased the effectiveness of the JP in areas like agriculture and forestry, very relevant areas for Climate Change Adaptation. The minor role reserved for FAO in the design delayed its involvement with the project for about a year. As mentioned in other section of this report, its role in providing



implementation support and some technical follow-up to projects in the field would have been precious contribution to the effectiveness of the programme.

16. Initially the Programme was scheduled to complete its implementation in three years (end July 2011), but it has time extension, no budget increase of three months until 31 October 2011 and then two successive, two months extensions until 29 February 2012, a time that can be considered standard for Programmes of this kind. Still, for the time the first of the extension was approved, the main activities had been implemented and completed. What was still pending at the time the MDG-F Secretariat approved the three month extension were activities linked mostly to follow-up to ensure sustainability and replicability and summarize the experiences. The following two extensions were necessary to carry out the Final Workshop to close the Programme and then carry out the final evaluation of the Outcome 3 and this Final Evaluation of the whole Programme.

17. At mid-term, the MPTF had disbursed to the JP almost half of the funds available, while at the end of the Programme, the total expenditures amount to USD 6.95 million, 99.3 percent of the total cost of the JP. Basically, the OUTCOME 3, with 41 percent of the total expenditures and the OUTCOME 1, with 23.8 percent of the expenditures represented, financially, the bulk of the operation. The PMU represented the 16.7 percent of the total expenditures; a reasonable cost (within standards) considering that its expenditures include investments cost (equipment and furniture) and expenses of the Turkish delegation (non-PMU staff) to the MDG-F Workshop held in Morocco in 2010. But most of all, it can be considered a reasonable percentage of the total costs considering the performance of the Programme Manager and PMU staff and how their work has been praised by all the people interviewed by this Final Evaluation, no exception. The PMU had been considered by most interviewees a factor in the JP's success and effectiveness.

18. Regarding the TRANSACTION COSTS, they were higher for the Programme as the administration of funds and all actions and operations carried out by the JP were split in four "sub-administrations"; higher for all four UN agencies but particularly for UNIDO and UNEP, which carried out the actions from their HQs; higher for the implementing partners, particularly for TTGV (OUTCOME 1, OUTPUT 5) that had internalized the transaction costs associated with intermediating with UNIDO and all partners; higher for the service provider and the participating firms in the ECO-EFFICIENCY (CLEANER PRODUCTION) PROGRAMME (OUTCOME 1, OUTPUT 5); and higher also for the MULTI-PARTNERS TRUST FUNDS, which was the ADMINISTRATIVE AGENT of the Programme in charge of the disbursements. Some interviewees argue that transaction costs were lower for the government entities as they agreed and meet together with the UN agencies and the PMU instead of separately. It is possible that there were lower transaction costs for the government as it usually happens with UNDCS (UNDAF), though there was not carried out an analysis of transaction costs that could support this perception.

19. At the end of 2010, the JP prepared a very detailed EXIT STRATEGY that itemized the actions that would be implemented during the last years of the JP to complete some activities still in implementation and ensure ownership and the sustainability of the results. As shown in previous sections, the JP has reached considerable achievements in all outcomes with significant potential for sustainability and replicability. Certainly, both depend on several factors and actors, ownership and replicability of the experiences, which are different according to the outputs of each intervention.

20. There are two important and successful initiatives implemented by the JP that can be considered pilot-initiatives: the COMMUNITY-BASED ADAPTATION GRANTS PROGRAMME and the ECO-EFFICIENCY (CLEANER PRODUCTION) PROGRAMME. Both included financing to projects implemented by the public sector, academia, Government entities at local level, NGOs and schools, industrial firms, which will be in charge of ensuring continuity and sustainability of the results achieved. Specifically, the Eco-efficiency Programme has been selected as one of best practices of sustainable development by the Ministry of Development, within the framework of Rio+20 preparations. The MIDDLE EAST TECHNICAL UNIVERSITY, EARTH SYSTEM SCIENCES DEPARTMENT, CONTINUING EDUCATION CENTRE (SEM) is planning to continue with a new CERTIFICATION COURSE in 2012. The experience and the participation have been very encouraging and all the bases for a

new course in 2012 are ensured but not yet the funds. The CENTER FOR CONTINUING EDUCATION is confident that there will be financiers, maybe the government (considering that the Course train its staff), or maybe the British Council, or others. As expected, the relevance that Climate Change acquired in Turkey in the last few years may be of help.

21. On the other side, we have the results that have included specific products that will enter into the dynamic of the line Ministries: the training to the staff of the Provincial Directorate of the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK; the dissemination of the methodology of the Participatory Vulnerability Analysis workshops organized in eleven different provinces; the training kit on climate change adaptation for the use of primary school students in the Seyhan River Basin, which was agreed with and approved by the MINISTRY OF NATIONAL EDUCATION, based on protocol between Ministry of Environment and Urbanization; it was published, disseminated and the professors were trained; the capacity of end-users to respond to early warning; the pilot implementation of flood early warning systems conducted by the Adana Regional Directorate of Meteorological Services; the activities implemented for the Flood and Drought Information Management System and the strengthening of drought and flood planning conducted by the MIDDLE EAST TECHNICAL UNIVERSITY AND FAO; the mechanism to set the system; the Letter of Agreement signed with the Middle East Technical University to establish an interdisciplinary group of experts and software developers; the Draft National Climate Change Adaptation Strategy and Action Plan, the Business Plan and Master Plan for the Arboretum and Botanic Garden, the UNDCS 2011-2015 and the focal points in each agency, etc.

22. Again, although if it is early to assess the impact of these changes, there are no indications that the results will not continue due to the restructuring at government level. All the interviewees from the government entities have clear plans to continue the activities: the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK is committed with the training of its technical staff in the HQs and in the Provincial Directorates, with its Climate Centers and the rising of farmers' awareness. It is a regular activity within the Ministry, particularly after the drought of 2007, a catalytic event that rose awareness on the linkages between natural events and climate change. It is also the case with the MINISTRY OF ENVIRONMENT AND URBANIZATION which was working, among other things, to ensure the approval of the Draft NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY by the COORDINATION BOARD ON CLIMATE CHANGE. The MINISTRY OF ENVIRONMENT AND URBANIZATION and the MINISTRY OF FORESTRY AND WATER WORKS have expressed in different occasions their commitment with the continuity of the experiences and their plans to replicate these experiences in other regions of the country.

23. The activities implemented through the four outcomes clearly addressed issues reflected in the MDG 7 TARGET 7 A. INTEGRATE THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT INTO COUNTRY POLICIES AND PROGRAMMES AND REVERSE THE LOSS OF ENVIRONMENTAL RESOURCES. Once the Draft NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY will be approved, it will also make its contribution to the MDG 7. Thus, through the Grants Programme, most beneficiaries were from rural areas and students living in small towns. For the rest of the activities it is still early to make a judgment and any comment on possible impact of the JP interventions on the MDGs would be speculative.

24. All JP activities have been consistent with the principles of the **PARIS DECLARATION ON AID EFFECTIVENESS**. There is a clear ALIGNMENT of JP objectives and activities with national development needs and priorities, particularly in the area of Climate Change and Climate Change adaptation that has gotten a new speed after Turkey has ratified the UNFCCC in 2004 and the drought of 2007, of devastating effects for the country.

25. There is probably no any possibility for the UN System or the bi- and multilateral organizations to implement activities and/or support initiatives in Turkey without a clear participation and ownership by the government. But beyond this kind of axiom, the JP has made specific efforts to ensure the strong participation of government entities at central and provincial, coordination and execution levels. This Final Evaluation met all the representatives from the different Ministries that have participated in the Steering Committee and all, no exception, agreed that they participated in the decision-making process, were properly informed and updated on the JP progress and had access to all the information they have requested at the time.

26. In principle, Programme outcomes and outputs were designed in a way that any UN participating agency was in charge of implementing specific activities and achieving specific outputs that did not mix with those under the responsibility of the other agencies. Thus, the JP funds were split among the four agencies and were disbursed, administered, expended, and reported by each one of the four agencies, with the application of its own rules and systems. All the agencies would participate in the decision-making process as all of them had a representative seating at the Programme Steering Committee. As confirmed by the agencies, there are evidences of the collaboration among the agencies, for example among FAO and UNEP to implement the training on Climate Change adaptation, UNDP and UNIDO, etc. Besides, the Resident Coordinator was fully involved in the coordination of the Programme and ensured all the necessary conditions and facilities for the Programme to deliver and be successful as it was. But probably the main reserve this Final Evaluation has with the design is that the Programme was not designed in a way that impelled the agencies to work together and coordinate around common activities, implemented together. This Final Evaluation considers that this has been perhaps a missed opportunity for the UN agencies to go beyond the regular coordination, collaboration and harmonization and take advantage of the joint operation to implement a more innovative approach, closer to the idea of DELIVERY AS ONE.

27. All cases that have involved participation of beneficiaries in projects that targeted men and women, young adults, men and women, and students, boys and girls alike, were planned without targeting by sex. Moreover, the information of trainees and beneficiaries by project was not disaggregated by sex. According to project reports it seems that women's participation has been considerable. Notwithstanding, this evaluation is not sure these could be paired to the design and implementation of the gender approach and activities aimed specifically at women. The UN participating agencies have their specialists but there are no evidences that they have been involved with the gender dimension within the Programme, other than the provision of some miscellaneous advice.

28. The JP implemented the correct PARTNERSHIP STRATEGY that actually was coherent with the strategy of the Programme designed specifically for attaining results at three different levels (national, regional and local), in three different fronts (policy, science and implementation), on a larger and more heterogeneous intervention area (the entire SEYHAN RIVER BASIN instead of a more reduced, homogeneous area within the Basin), applying a multi-faceted approach to the Grant programme instead of limiting the proposals to just a few focus areas; implementing the six eco-efficiency (cleaner production) projects in four different industries instead of one, partnering with many different local and national partners, making room for four UN agencies instead of two, targeting the largest number of beneficiaries possible and several issues and constraints to overcome as possible, too. It meant many different outputs (twelve) and activities (forty three) but it also meant a large number of INSTITUTIONS AND PARTNERS IN DEVELOPMENT involved in the implementation of Programme activities and, as expected, ensuring their continuity now that the JP has closed.

29. But also the number of BENEFICIARIES and people contacted and the number OF VILLAGES AND DISTRICT involved in the Grant projects are also large and quite impressive. Just taking into account what is informed by the JP, the Grants Programme has contacted some 55,000 people corresponding to 2,5 percent of the population of the River Basin.

## LIST OF ACRONYMS AND ABBREVIATIONS

AA	Administrative Agent
CBA	Community Based Adaptation
CBCC	Coordinating Board on Climate Change
CBD	Convention on Biodiversity
CoP (COP)	Contracting Parties
CP	Cleaner Production
CRIFC	Central Research Institute for Field Crops
DEPI	Division of Environmental Policy Implementation
DMI	Turkish Meteorological Service
DSI	General Directorate of State Hydraulic Works
EEP	Eco-Efficient Production
EIA	Environmental Impact Assessment
EIMS	Environmental Information Management System
EMS	Environmental Management System
EST	Environmentally Sound Technologies
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FAO SEC	FAO Sub-regional Office for Central Asia
GDAR	General Directorate of Agricultural Research
GEF	Global Environment Facility
GHG Emissions	Greenhouse Gas Emissions
ICA	Internal Cooperation Agreement
IPCC	Intergovernmental Panel on Climate Change
IT	Information Technologies
ITU	Istanbul Technical University
JP	Joint Programme
M&E	Monitoring and Evaluation
MARA	Ministry of Agriculture and Rural Affairs
MDG	Millennium Development Goals
MDG-F	Millennium Development Goals Achievement Fund
MDG-F 1680	Enhancing the Capacity of Turkey to Adapt to Climate Change
MPTF	The Multi-Partners Trust Fund
MIT	Ministry of Industry and Trade
MoEF	Ministry of Environment and Forestry
MoP	Member of Parliament
MoU	Memorandum of Understanding
NAPA	National Adaptation Plan for Action
NCSA	National Capacity Self Needs Assessment

NEEC	National Eco-Efficiency Center
NEEP	National Eco-Efficiency Programme
NGO	Non-Governmental Organization
NSC	National Steering Committee
PMC	Project Management Committee
PPP	Public Private Partnership
QST	Quality Support Team
RIHN	Research Institute for Humanity and Nature
RBMA	Result-based Management Approach
ROE	Regional Office for Europe
SME	Small and Medium Enterprises
SPA	Specially Protected Area
SPO	State Planning Organization (currently Ministry of Development)
TAC	Technical Advisory Committee
TAGEM	General Directorate of Agricultural Research
TAKEP	Turkish Agricultural Drought Action Plan
TUBITAK	Turkish Scientific and Technological Research Authority
TTGV	Technology Development Foundation of Turkey
TUGEM	Agricultural Production and Development General Directorate
TUIK	Turkish Statistical Institution
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDCS	United Nations Development Cooperation Strategy
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention for Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Center
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNJP	United Nations Joint Programme
UNODC	United Nations Office on Drugs and Crime
WFP	World Food Programme

**MILLENNIUM DEVELOPMENT GOALS ACHIEVEMENT FUND  
(MDG-F)**

**ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE  
(MDG-F 1680)  
FINAL EVALUATION**

**I. INTRODUCTION**

**BACKGROUND**

1. Since mid-1997 a number of reforms have been introduced to improve UN coordination, coherence, and harmonization, delivery as one, aid effectiveness and efficiency in support of and aligned to national development goals and priorities, and to reduce the transaction costs for governments. Principal among these reforms have been the introduction of a common country programming tool that describes the collective response of the UN Country Team (UNCT) to national development priorities: the UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF), with its Results Matrix and its joint evaluation as integral parts in the preparation, implementation and evaluation of Country Cooperation Programmes and Country level projects<sup>1</sup>.

2. The MDG Achievement Fund, an international cooperation mechanism which aim is to accelerate the achievement of the MILLENNIUM DEVELOPMENT GOALS (MDG), was established in 2006 with a contribution of Euro 528 million from the Government of Spain to the United Nations System. In September 2008, additional Euro 90 million were committed by the Government of Spain. The MDG-F supports national government, local authorities, and citizen organizations in their effort to tackle poverty and inequality.

3. Since the establishment of MDG Fund, 128 Joint Programmes in 49 countries worldwide have been approved and funded, including the Joint Programme “ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE.” (MDG-F 1680) Basically, a JP is a joint operation of two or more UN organizations (cutting across their mandates) that join knowledge, good practices, expertise and implementation capacity to implement a Programme, together with national government entities, NGOs, the civil society and the private sector, with an aim to helping countries to achieve the MDG targets in eight different Focus Areas<sup>2</sup>. The MDG-F works through the UN System in partnership with government and NGOs and line ministries to ensure that the development processes are owned and driven locally. The MDG-F is thus at the forefront of the UN Reform process, making a significant contribution to the UN's efforts to Deliver as One.

4. The Joint Programmes, like the “ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE” are part of these collective efforts for ensuring increasing coordination, harmonization and coherence among UN agencies in the countries and ensure that the cooperation is aligned to national development priorities and requirements. In its specific context, this Joint Programme has been designed to contribute to the Sustainable Environmental governance efforts of the UN system and the Government of Turkey programmed in the UNDAF 2006-2010.

5. The core objective of the Joint Programme “ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE” was to develop capacity for managing climate change risks to rural and coastal development in Turkey. As per of the Programme design, it would be achieved by mainstreaming climate change adaptation into the national development

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<sup>1</sup>. For the programming cycle 2011-2015, Turkey as a pilot country for MICs introduced the UNITED NATIONS DEVELOPMENT COOPERATION STRATEGY (UNDCS) replacing UNDAF, reflecting the notion of cooperation instead of assistance

<sup>2</sup>. The Eight Thematic Areas are, Environment and Climate Change; Gender Equality and Women's Empowerment; Youth, Employment and Migration, Democratic Economic Governance; Children, Food Security and Nutrition; Conflict Prevention and Peacebuilding; Culture and Development; and Development and the Private Sector.

framework; building capacity in national and regional institutions; promoting pilot community-based adaptation projects specifically in the Seyhan River Basin; and integrating climate change adaptation into all UN agencies in Turkey.

6. The JP was approved in 2007, the Contract of the Joint Programme MDG-F 1680 was signed on April 3<sup>rd</sup> 2008 and started its implementation soon after. The programme team was hired on May 1<sup>st</sup>, 2008<sup>3</sup>, the inception phase lasted 5 months from June to November 2008, and it reached its completion date on December, 31<sup>st</sup> 2011 (with a 3 months no-cost extension for carrying the Final Workshop and two additional, two months extensions to complete the Final Evaluation of the Outcome 3 and this Final Evaluation of the whole Programme. A rapid Mid-term evaluation that consisted on a shift analysis of the worth of the JP was carried out in early 2010. Now it was necessary to commission and carry out the Final Evaluation of the Programme that started in February 2012.

7. Final evaluations are summative in nature and seek to:

- measure to what extent the Joint Programme has fully implemented their activities, delivered intended outputs and attained outcomes and specifically measuring development results; and
- generate substantive evidence based knowledge, on one or more of the MDG-F thematic windows by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

## **II. PURPOSE, SCOPE AND METHODOLOGY**

8. As stated in the Terms of Reference, the specific objectives of the Final Evaluation will be the followings:

- measure to what extent the joint programme has contributed to solve the needs and problems identified in the design phase;
- measure to what extent the joint programme has contributed to the UNDAF Turkey;
- to measure degree of Joint Programme implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised;
- measure to what extent the joint programme has attained development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.;
- to measure the joint programme contribution to the objectives set in their respective specific thematic windows as well as the overall MDG-Fund objectives at local and national level (MDGs, Paris Declaration and Accra Principles and UN reform);
- to identify and document substantive lessons learned and good practices on the specific topics of the thematic window, MDGs, Paris Declaration, Accra Principles and UN reform with the aim to support the sustainability of the joint programme or some of its components; and
- to identify evidence based behavioral changes.

9. The final evaluation will focus on measuring development results and potential impacts generated by the Joint Programme, based on the scope and criteria included in these terms of reference.

10. As planned, findings, conclusions and recommendations provided by the Final Evaluation will be part of the thematic window Meta-Evaluation that the Secretariat of the MDG-F is undertaking to synthesize the overall impact of the MDG-Fund at national and international levels.

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<sup>3</sup>. The Project Manager, the Regional Project Coordinator; the Finance; the Administrative Officer and the Programme Assistant.

11. The relevance of the task and scope of the MDG-F, as well as the amount of funds allocated make this Fund highly visible from the donors' viewpoint, its society and its parliament, as well as from the international level, the civil society, the media, etc. As considered by the MDG-F in its documents on Monitoring and Evaluation, "it is urgent to address the questions of providing credible and reliable information on progress and results of the Fund to the numerous agents with a role in accountability"<sup>4</sup>.

12. As established by the MDG-F, Final Evaluations are summative exercises that are oriented to gather data and information to measure to what extent development results were attained though the utility and products of the Evaluation goes far beyond what it can specifically be the opinion of the Evaluator and that of the Programme stakeholders. The momentum created by the evaluation during the meetings with government officials, donors, beneficiaries, representatives from the NGOs community and the civil society, etc. constitute an ideal opportunity to set an agenda on the future of the programme in terms of sustainability, replicability and up-scaling.

13. The Evaluation should constitute a useful platform to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scaled up in the country as well as at international level.

14. As expected, the Commissioner of the Evaluation, the Reference Group, the Monitoring and Evaluation Administrator of the UNDP/ESD Programme and any other stakeholders relevant for the Joint Programme will jointly design and implement a complete Plan to disseminate the findings, conclusions and recommendations of this Evaluation with the aim to advocate for Climate Change adaptation, sustainability, replicability, scaling up or to share (locally, nationally and internationally) the good practices and lessons learnt at local and national levels with the implementation of the Joint Programme.

## **A. ISSUES TO BE ADDRESSED BY THE JOINT PROGRAMME AND THE DESIGN**

### **PROGRAMME RATIONALE (WHY?)<sup>5</sup>**

15. The National Development Plan for the Easter Black Sea Region (2002) promoted the sustainable use of agricultural and other natural resources. The National Rural Development strategy for Turkey (2006) also prioritized management of natural resources, which it states is a key to overcoming rural and urban disparities. The Ninth National Development Plan 2007-2013 stressed the importance of addressing Climate Change impacts and managing water and ecological resources in a sustainable manner. The former Ministry of Environment and Forestry was particularly involved in the environmental dimension of climate change. Several other legislation and issues could be named, too. But Adaptation to climate change policies needed to be incorporated into Turkey's legal and policy frameworks. Actually, the legislation insufficiently incorporated adaptation to climate change while awareness of climate change risks was limited among the public and within national and local governments, as well. Not that there were not efforts to rectify the situation. But still there was not enough knowledge neither tools or guidance to develop a favorable regulatory framework for climate change influenced decision-making. Secondly, there were no methodology and practice of climate risk assessment. Thirdly, the financial implications of climate change were not known. In consequence, the identification and implementation of appropriate adaptive responses was difficult.

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<sup>4</sup>. MDG-F, Monitoring and Evaluation System. Learning to Improve. Making Evidence Work for Development.

<sup>5</sup>. This is a summary of the explanation described in the PRODOC of the Programme about the issues that were addressed by the Joint Programme and the arguments used in favor of implementing the Programme in the proposed area in the existing conditions at the time of the design.



16. As a country particularly prone to disasters (e.g. earthquakes, landslides, floods and droughts) Turkey has created some initial response capacities for disaster risk management as the Disaster and Emergency Management Presidency, responsible for providing emergency aid and coordinating the relevant institutions during and after a disaster. At a local level, a 'Drought Center' has, for example, been established by the Konya Soil and Water Resources Research Institute to improve drought predictions and to assist farmers in managing drought (droughts are increasingly recognized as an impending national crisis, and numerous initiatives are being developed). The Integrated Land and Water Management Program is also involved in reducing water consumption and increasing supply in poor rural communities.

17. In 2007, the General Directorate of Agricultural Research (TAGEM) and the former MINISTRY OF AGRICULTURE AND RURAL AFFAIRS (MARA), which has restructured and renamed as MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK (MFAL), started analyzing climate data and climate change trends across the country and used this data to identify highly vulnerable regions where water availability will not meet agricultural demand. It also established twenty observation points in agricultural landscape whereby effects of climate change on agricultural productivity (in croplands and forests) have been monitored, so that impending disasters in the agriculture sector could be detected as early as possible. It also developed plans for each region to adapt to reductions in water availability. These plans will include the implementation of new technologies and training farmers in the region to adopt different farming techniques. Finally, MFAL is in the process of implementing an Early Warning System to inform farmers of impending droughts. Notwithstanding the efforts, there were several capacity gaps within the Ministry, among them: (i) reduced biological expertise for implementing the observation stations in agricultural landscapes; and (ii) reduced skills to incorporate flood warnings into their Early Warning System.

18. Flooding is the second most important natural hazard in Turkey after earthquakes. This is related to topography; during floods, the water flow has a high speed and, due to elevated sediment load, is muddy and eroding in nature. Forest cover has been damaged and the water-retaining capacity of the drainage basins has decreased. Devastating flash floods occur frequently. Structural and non-structural measures as flood control alternatives are being undertaken since the end of the 1990s (construction of new reservoirs, longitudinal and transverse structures for river training, flood forecasting by using the real-time data collected along the river courses, satellite data use and Geographic Information System, flood protection studies on flood proofing, early warning, land use modification, building public awareness of the floods, keeping flood danger in the agenda of flood zones, changes in urban planning policies to keep the settlements as far as possible from the flood plains, obligatory natural disaster insurance including floods, discourage the ongoing trend to settle in flood plains in narrow valleys, higher tax for those settlements in flood prone areas, and education of the youth).

19. The forecasts were available. At the time of the design, the GENERAL DIRECTORATE OF METEOROLOGY provided 5-day weather forecasts with 85 percent accuracy to the public and provides seasonal forecasts via their website which is of critical importance for medium term planning of agricultural activities and for adapting agriculture to climate change. It was not clear to what extent farmers and other end-users were utilizing the information. The GENERAL DIRECTORATE OF METEOROLOGY has a wide observation network, with 444 stations, including 227 automatic stations so climate data is consequently readily available for research into trends and impacts of climate change.

20. However, the institutional set up and efforts to address climate risks were somewhat dispersed and did not allow for systematic adaptation responses. Priority gaps to be addressed were the following: (i) roles and responsibilities were not streamlined across multiple agencies involved in disaster risk management; (ii) early warning system and monitoring systems were not fully equipped to timely disseminate information for response and preparedness; (iii) data storage and processing needed to be improved in a systematic manner so that it could be readily available as well as applicable for decisions at all appropriate levels; and (iv) seasonal weather forecasts information was provided on the internet, but this did not often reached end-users such as rural farmers. These barriers and gaps were to be addressed by the Joint Programme under an alternative scenario.

21. Finally, the interaction between UN agencies in Turkey on climate change projects operated in a relatively ad hoc manner. Climate change issues were addressed in the framework of isolated projects. The UN system had adopted the guidelines for integration of disaster risk management into the UNDAF; however, climate risks and long term adaptation needs have not been fully addressed by the programme guidance. There were a number of gaps that needed to be addressed: (i) the Common Country Assessment process did not consider the country's climate change risks and their implications on the development agenda, including MDG's; (ii) in-house knowledge and expertise in disaster risk management and climate change adaptation had not been fully mobilized to move from merely preparedness approaches towards a longer term climate change perspective; and (iii) and there were no synthesized guidelines to safeguard UNCT development assistance programmes against climate change risks and enable them to capture adaptation opportunities. Clearly, there was scope for developing a system that ensures that all agencies were aware of climate change risks in Turkey and that climate change projects are adapted accordingly.

### **RESULTS FRAMEWORK: OUTCOMES AND OUTPUTS PROPOSED (WHAT?)**

22. The Joint Programme would support the development of capacity for managing climate change risks to rural and coastal development in Turkey. This would be achieved by developing proposals for government consideration on mainstreaming climate change adaptation into the national development framework, building capacity in national and regional institutions, piloting community-based adaptation projects in a selected vulnerable coastal and integrating climate change adaptation into the UN programming framework in Turkey. Capacity development would take place at the systemic, institutional and individual levels and would be built on existing policy and institutional frameworks in order to promote sustainability.

23. The Joint Programme would serve as a catalyst through pilot local actions to introduce community-based adaptation principles, build capacity in the vulnerable rural regions and develop public-private partnerships to mobilize resources in addressing climate change risks (based on preliminary studies carried out under the First National Communication of Turkey to the UNFCCC 2007, the Seyhan River Basin was identified as an extremely vulnerable region in terms of climate change), and help align the efforts of the UNCT on the emerging climate change issues, proving UN with an opportunity to demonstrate its capacity to function as ONE UN.

24. The **CORE OBJECTIVE** of the Joint Programme was:

TO DEVELOP CAPACITY FOR MANAGING CLIMATE CHANGE RISKS TO RURAL AND COASTAL DEVELOPMENT IN TURKEY.

25. The proposed program would apply a three-pronged approach to achieving fully fledged mainstreaming of climate change adaptation:

- (i) mainstreaming into the national development framework;
- (ii) mainstreaming through local pilot action; and
- (iii) mainstreaming into the UN country programmatic framework.

26. the Joint Programme would achieve the Core Objective through the following outcomes and outputs:

#### **OUTCOME 1. CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO TURKEY'S PLANS.**

A draft National Climate Change Adaptation Strategy would be developed to address key requirements for climate change adaptation. Legislative and policy changes would be proposed to mainstream climate change risks into development and regional planning. Capacity would also be built for research and knowledge on adaptation to climate change in Turkish institutions.

**PARTNERS:** FAO, UNDP, UNIDO, UNEP, MEU, MFAL, MoD, MSIT, UNIVERSITIES

**OUTCOME 2. INSTITUTIONAL CAPACITY DEVELOPED FOR MANAGING CLIMATE-RISKS, INCLUDING DISASTERS.**

The capacity of national and regional institutions to respond to climate change risks in Turkey would be enhanced. In particular, capacity would be developed in the Turkish Government to ensure that appropriate climatic data was systematically collected and disseminated to relevant end-users via early warning systems. This would also include public health concerning water-borne diseases.

**PARTNERS:** FAO, UNDP, UNIDO, UNEP, MEU, MFAL, MSIT, UNIVERSITIES

**OUTCOME 3. CAPACITY FOR COMMUNITY-BASED ADAPTATION IN THE SEYHAN RIVER BASIN DEVELOPED.**

Present initiatives in the Seyhan River Basin to increase the resilience of communities to climate change would be further developed. The approach would be multi-faceted and would aim to maintain agricultural productivity, ecosystem goods and services, and the natural resource base in the context of a warming and drying climate. It would also focus on improving preparedness for an increase in the frequency of droughts and floods. Public private partnerships would be a key component of this outcome. Also activities to enhancing public awareness would be performed.

**PARTNERS:** FAO, UNDP, UNIDO, UNEP, MEU, MFAL, MSIT, UNIVERSITIES

**OUTCOME 4. CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO UN PROGRAMMING FRAMEWORK IN TURKEY.**

The UNDAF framework would be revised and used for mainstreaming climate change adaptation within MDG-based UN programming in Turkey. The focus would be on areas where the UN had a comparative advantage and could develop long-lasting in-country capacities at individual, institutional and societal levels. Adaptation to climate change would be integrated into all multi-agency projects targeted at achieving the MDGs.

**PARTNERS:** UNCT and UNEP.

27. **TIMETABLE.** As planned, the JPO would have a duration of three years since the approval of the Inception Report. According to the breakdown of the budget, the JP would spend close to 30 percent of the funds in PY1 (USD 2.0 million), 50 percent during PY2 (USD 3.53 million) and the balance during the PY3 (USD 1.45 million).

28. **PROGRAMME TOTAL COST.** The total cost of the JP was USD 7 million, to be executed through four outcomes with four UN agencies executing or contributing to specific outputs. Administrative costs including the Project Management Unit (PMU), investments in equipment and furniture and excluding the administrative fee of each agency were allocated under the UNDP budget. The breakdown of the budget by agency was the following: UNDP, USD 4,954,700; UNEP, USD 697,100; UNIDO USD 684,800 and FAO, 663,400. Although there have been reallocation of funds among outcomes, the breakdown by agency remained the same for the whole programme duration.

29. **THE PILOT AREA.** A comprehensive climate change assessment and evaluation of agricultural production system with special reference to land and water management was undertaken by Cukurova University, RIHN Institute of Japan and TUBITAK in the Seyhan and Ceyhan River Basins in the arid area on the east coast of the Mediterranean Sea. Cukurova University, RIHN Institute (Japan) and TUBITAK have been the main reference for choosing this Basin for the Joint Programme. The Seyhan River Basin comprises an area of 20,600 Km<sup>2</sup>. The relationship between the regional climate, hydrology and the agricultural economy was evaluated, and an integrated assessment of vulnerability of the system to climate change was undertaken to identify the driving factors behind agricultural productivity in the region.

EXPECTED RESULTS (OUTCOMES)	EXPECTED RESULTS (OUTPUTS)	RESPONSIBLE AGENCY	RISKS & ASSUMPTIONS
<p><b>JP OUTCOME 1.</b></p> <p><b>CLIMATE CHANGE ADAPTATION MAINSTREAMED IN TURKEY'S DEVELOPMENT PLANS.</b></p>	<p><b>OUTPUT 1.1.</b> A plan for education, training and public awareness on adaptation to climate change (UNFCCC Article 6) to support the objectives of the Joint Programme developed and implemented.</p> <p><b>OUTPUT 1.2.</b> A Long-term knowledge in Turkish institutions developed. This serves both to develop capacity in country, and to increase Turkey's profile in international climate change collaboration, including IPCC.</p> <p><b>OUTPUT 1.3.</b> National adaptation to climate change strategy developed and submitted to the government of Turkey for consideration. This will serve as a basis for altering existing policies and legislative frameworks.</p> <p><b>OUTPUT 1.4.</b> Amends to policy and appropriate policy tools will be developed and proposed for reducing vulnerability to climate change through the government's development activities and private sector. A package of polices, legislative, regulatory and other policy instruments is produced and agreed to be submitted to the Government of Turkey for consideration to address climate change risks foreseen in the climate change models/scenarios to be developed during the programme implementation</p> <p><b>OUTPUT 1.5.</b> Industrial practices amended to reduce vulnerability to climate change.</p>	<p>UNEP/ MEU UNIDO/MSIT UNDP/MEU</p>	<p>The political climate remains stable. The macro-economic situation remains stable.</p> <p>The government adherence to the "Adaptation to climate change" priority remains committed.</p> <p>The government adherence to the "Adaptation to climate change" priority remains committed.</p> <p>Sufficient importance attached to knowledge improvement and ownership.</p> <p>Various relevant ministries will consider the strategy.</p> <p>The government will consider and adopt the recommendations and will consider the legal and policy draft for adoption.</p> <p>Active participation of private sector partners.</p>
<p><b>JP OUTCOME 2.</b></p> <p><b>INSTITUTIONAL CAPACITY DEVELOPED FOR MANAGING CLIMATE-RISKS, INCLUDING DISASTERS.</b></p>	<p><b>OUTPUT 2.1.</b> Technical capacity for data management developed. This will improve the quality of drought and flood early warnings across Turkey. UNEP's Division of Early Warning and Assessment can provide guidance.</p> <p><b>OUTPUT 2.2.</b> Technical capacity for analysis and interpretation of data developed.</p> <p><b>OUTPUT 2.3.</b> Capacity of end – users to respond to early warnings developed.</p>	<p>FAO/MFALUN DP/MEU</p>	<p>Public institutions are willing to actively participate and collaborate on the programme.</p> <p>Sufficient importance attached by the scientific research community and government.</p> <p>The relevant ministries and end users will demonstrate increasing importance of the early warning system ownership for daily decision making process.</p>

<p><b>JP OUTCOME 3.</b></p> <p><b>CAPACITY FOR COMMUNITY-BASED ADAPTATION IN THE SEYHAN RIVER BASIN DEVELOPED</b></p>	<p><b>OUTPUT 3.1.</b> Proposals for community-based adaptation projects developed and selected.</p> <p><b>OUTPUT 3.2.</b> Pilot projects awarded, initiated, monitored and evaluated.</p> <p><b>OUTPUT 3.3.</b> Lessons captured and up – scaled by feeding into upstream policy level outcomes.</p>	<p>UNDP/MEU</p>	<p>Elected local officials remain committed to agreements between the programme and communities</p> <p>Lessons learned from the pilot project initiatives generate support in the national government, and among other major donors</p> <p>Effective and full cooperation from pilot project partners.</p> <p>High impact of climate change issues over public opinion in rural areas.</p>
<p><b>JP OUTCOME 4.</b></p> <p><b>CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO UN PROGRAMMING FRAMEWORK IN TURKEY</b></p>	<p><b>OUTPUT 4.1.</b> Revision of UNDAF with a coordinated approach to mainstreaming climate change undertaken.</p> <p><b>OUTPUT 4.2.</b> Screening mechanism on climate change (with a gender approach) agreed upon and established among UNCT agencies.</p>	<p>UNCT</p>	<p>Willingness and commitment from all UNCT agencies is maintained.</p>

SOURCE: PRODOC, 2007

30. The Seyhan River Basin was chosen as the region for climate adaptation demonstration projects for the following reasons: (i) it is part of the Mediterranean region which has been identified as extremely vulnerable to global warming by the UNFCCC; (ii) it is one of the most productive agricultural regions in Turkey and Europe; (iii) the basin has a range of agricultural systems, including dryland farming, irrigated crop farming, and cattle breeding; (iv) it has a long history of wheat production; (v) it is 20,600 km<sup>2</sup> in size and consequently large enough to accommodate numerous studies and pilot projects; (vi) it is not a cross border basin; and (vii) it is one of the world's richest regions in terms of biodiversity. Mean annual rainfall across the basin is 640 mm, and mean annual evapotranspiration is 1,560 mm. The mean annual temperature is 18.8 °C and the climate is Mediterranean (i.e. winter rainfall, with hot and dry summers). The extent of irrigated farm areas is 200,000 ha.

31. **IMPLEMENTING PARTNERS:** The MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK, MINISTRY OF ENVIRONMENT AND URBANIZATION, MINISTRY OF FORESTRY AND WATER WORKS and MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY. As it will be explained further, in August 2011, the Government did impulse a restructuring at Ministry levels with resulted in merges and split among Ministries, particularly of the former Ministry of Environment and Forestry, and reorganization within the Ministries.

30. **CHANGES TO THE DESIGN.** During the Inception Phase there were introduced some changes to the Programme design, although they were not major ones. These included an adjustment in the composition of the Programme Management Committee, the establishment of a MDG Arboretum and Botanic Garden (under Outcome 4), the reallocation of some USD 100,000 from UNDP budget (Outcome 2) to UNEP budget to finance capacity building activities (Outcome 1) and the creation of a fifth component called PROGRAMME MANAGEMENT UNIT. Funds to finance those expenditures have been allocated under UNDP budget for the same purpose, but they were reallocated to the PMU component to make the administration and categorization of Programme expenses easier; a very useful change but not a significant one to alter the JP structure. The Mid-term evaluation, held in 2010, suggested some changes on indicators; relate them more to outcomes and outputs; review and improve the Logical Framework, etc. but no further changes were introduced.

32. **SOME KEY FACTS.** The Contract of the Joint Programme MDG-F 1680 ENHANCING THE CAPACITY OF TURKEY TO ADAPT TO CLIMATE CHANGE" was signed on 3 April 2008 and the Programme staff was hired on May 1, 2008 (the Programme Manager; the Regional Programme Coordinator; Finance an Administrative Officer; and the Programme Assistant). The inception phase of the JP lasted 5 months from June to November 2008, which almost started with the kick-off meeting, held in Adana on June 10<sup>th</sup> 2008 and which was followed by a modeling workshop and the Inception workshop held on 8 and 9 July 2008 respectively.

#### **IV. KEY EVALUATION FINDINGS**

##### **A. THE STRATEGY AND SCOPE OF THE JOINT PROGRAMME**

33. The Joint Programme would support Turkey's efforts to introduce adaptive and long-term strategies into the legislation to address sustainable development issues. THE CORE OBJECTIVE OF THE JOINT PROGRAMME WAS TO DEVELOP CAPACITY FOR MANAGING CLIMATE CHANGE RISKS TO RURAL AND COASTAL DEVELOPMENT IN TURKEY. This would be achieved by developing proposals for governmental consideration on mainstreaming climate change adaptation into the national development framework, building capacity in national and regional institutions, piloting community-based adaptation projects in the Seyhan River Basin, and integrating climate change adaptation into the UN programming framework in Turkey. Capacity development would take place at the systemic, institutional and individual levels and would build on existing policy and institutional frameworks in order to promote sustainability.

34. The Mid-term Evaluation held in 2010 spent time analyzing the Programme strategies and the design and was critical of both for reasons we will try to summarize here: “...(T)he design is overly ambitious given the time frame,” “...(T)he scope was far too broad and comprehensive. The JP includes policy and legislative review and development of options for policy, legislative and institutional modifications, capacity building, development of an environmental information management system, development of an “eco-efficiency center” for industries, pilot projects with a variety of industries to reduce water use, disaster preparedness, risk and crisis management, establishment of an arboretum, students training at school and university levels, strengthening of the Turkish Agriculture Drought Master plan, climate modeling, climate change adaptation projects ranging from crop and animal agriculture to wetlands and coastal zone conservation and the effects of climate change on tropical diseases (amongst others)<sup>6</sup>.”

35. The Mid-term evaluation questioned the strategy adopted by the JP that went “...directly from assessing vulnerability to climate change...to implementing adoption measures without either assessing the impact that climate change would have on the area (and understanding that this will vary significantly depending on topography and other factors that vary greatly within a very small area) or defining a range of adaptation options other than the one proposed by the grant component to be considered, without defining the conditions and timeframes in which adaptation measures should be implemented.” In its view, “...it lacked scientific rigor and assumed an overly simplistic view to adaptation to climate change.” One of the interviewees by this Final Evaluation, a very active member of the PMC, stressed the same lack of a prior assessment of the impact that climate change would have on the area before implementing adoption measures.

36. Even though the Mid-term evaluation valued positively the “many important activities which in their own right may be strategic”, it considered that the overall intervention could not be considered as a coherent, strategic intervention. The evaluation used some examples to make its point: “...given the timeframe and the budget, and given that in the selected pilot area agriculture is much more predominant compared with industry, it does not make sense to include Output 1.5 INDUSTRIAL PRACTICES AMENDED TO REDUCE VULNERABILITY TO CLIMATE CHANGE, which is to enhance water efficiency in different industries” “...in the scope of this JP. Likewise, this doesn’t really fit under Outcome 1 Climate change adaptation mainstreamed in Turkey’s development plans.” The Mid-term Evaluation also mentioned the Output 4.3 DEMONSTRATING THE CARBON FOOTPRINT OFFSETTING OF JP ACTIVITIES THROUGH ESTABLISHMENT OF AN MDG ARBORETUM, which was not part of the PRODOC but was further incorporated at the Inception stage. In its words, it was a “pet project” that did not seem to fit with the JP and the Outcome (CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO UN PROGRAMMING FRAMEWORK IN TURKEY). The Mid-term Evaluation’s main concern was that it could result “in confusion regarding carbon footprint offsetting, which is anyhow not a climate change adaptation related activity but rather a climate change mitigation activity which is not the subject of this JP.”

37. Although the JP and the UN participating agencies agreed with some of the issues stressed by the Mid-term Evaluation, they considered that there was no need for major adjustments to the design.

38. Some of its comments and findings are probably correct: too many outcomes, too many outputs and too many activities, funds split among too many activities not always clearly related between them and their outcomes and outputs. **But as we will show in the following sections, most of the results were achieved by the JP as they were planned, so the design does not seem to have been a constraint to implementation and meet Programme goals.** In several aspects, it was a pilot experience and as a pilot it is the opinion of this Final Evaluation that it was a good idea for the JP to support different interventions at national, regional and local levels, in a wide, diverse area instead of a more homogeneous one, integrate several different partners from a wide range of sectors, etc. Actually, not any of the proposed activities were so complex as to not be able to be implemented hand in hand with the others, and the UN agencies were experienced enough to deal with any of the issues to be addressed by the JP. Diversity, innovation (at least for the local governments) and a wide range of experiences were at the basis of the Programme strategies.

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<sup>6</sup>. RAYDALL et al.

39. Regarding the incorporation of Outcome 1.5., as it is stressed in the JP rationale, it made sense from the climate change adaptation perspective since water scarcity will be one of the main outcomes of climate change in the Seyhan River Basin.

40. This Final Evaluation did not carry out a detailed analysis of the design as the Mid-term evaluation has done. The JP is already finished and there is not much to say regarding the design and how specific changes could have helped to improve its implementation and performance. More in agreement or not with the Mid-term Evaluation, which actually made an exhaustive analysis of the design, this Final Evaluation concentrated on three specific aspects related to the design: (i) how the strategies and design, with its numerous outcomes, outputs and activities, have influenced the achievement of results; (ii) what lessons can be learnt for future designs; and (iii) how the profusion of activities has influenced and/or limited the capacity of the Programme to ensure the sustainability of the (qualitative and quantitative) results, considering that the profusion of activities and numerous implementing partners could mean an excessive breakdown of funds among activities. Generally speaking, many times, the funds allocated to activities are not enough to ensure the achievement of the (qualitative) expected results even if the activities were effectively implemented and finished, but it was not the case with the JP.

41. There is an additional aspect of the design that this Final Evaluation has taken particularly into consideration because it is linked to the spirit of the UN Reform: how this profusion of activities and output did limit (or did not stimulate actually) more collaboration between the UN agencies in the implementation of common activities instead of each agency founding its own niche in which operate without much need for implementing common activities with its peers. Moreover, this Final Evaluation has reviewed how this collaboration has promoted a more cross-pattern approach to knowledge and specialties among them. Probably the mandate of each UN agency was not a constraint to encourage a more compressed design that could have compelled two or more agencies to implement common activities.

## **B. TO WHAT EXTENT THE JP HAS FULLY IMPLEMENTED ITS ACTIVITIES, DELIVERED INTENDED OUTPUTS AND ATTAINED OUTCOMES<sup>7</sup>**

42. As defined by the PMU, the Programme was structured over three pillars, with well interconnected activities of policy support (OUTCOME 1), applied research (OUTCOME 2) and implementation (OUTCOME 3).

- POLICY. Necessary capacity developed and enhanced for:
  - The efficient use of current policies in the context of climate change adaptation
  - The development of new policies and strategies
  
- SCIENCE (APPLIED RESEARCH). Necessary capacity developed and enhanced for:
  - Establishing tools that support adaptation efforts by using the best available technology and data
  - Making information available at all levels of the community
  
- IMPLEMENTATION. Necessary capacity developed and enhanced for:
  - Realizing adaptation implementation from local to central at varying scales and levels
  - Monitoring and evaluating processes from the economic, social and environmental aspects

### **OUTCOME 1. CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO TURKEY'S PLANS<sup>8</sup>**

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<sup>7</sup>. To measure Joint Programme's degree of implementation, efficiency and quality delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.



43. The JP developed proposals for governmental consideration on mainstreaming climate change adaptation into the national development framework.

44. **OUTPUT 1.1.** A plan for education, training and public awareness on adaptation to climate change (UNFCCC Article 6) was implemented and completed by UNEP and FAO. Even though the task was under UNEP responsibility, a fruitful cooperation was established to carry out the plan jointly. The training programmes were about: climate change adaptation; negotiations' skills; Participatory Vulnerability Analyses; drought monitoring tools and practices; climate data analyses; carbon management in agriculture; adaptation to climate change and forestry; soil moisture measurement; climate change and gender; use of the AgrometShell (AMS) software for crop yield forecasting; early warning and monitoring systems for flood planning and management. The material developed for the training was compiled and distributed to regional and local public and NGOs (activities 1.1.1, 1.1.2). A very successful cooperation was established with UNDP on negotiations skills. Joint UNEP-UNDP workshops were organized and papers were prepared for negotiators.

45. **OUTPUT 1.2.** A Long-term knowledge in Turkish institutions developed. This served both, to develop capacity in the country and to increase Turkey's profile on international climate change collaboration, including the IPCC. After the training, the needs were assessed (through a Training Needs Survey), a specific CERTIFICATE PROGRAM was established by the MIDDLE EAST TECHNICAL UNIVERSITY, CONTINUING EDUCATION CENTRE and the EARTH SYSTEM SCIENCES DEPARTMENT to address the aim of improving the knowledge of government staff and staff from other institutions on climate change and other environmental issues. The CERTIFICATE PROGRAM CLIMATE CHANGE, ADAPTATION POLICIES AND TURKEY has been organized and carried out for two years in a row (2010 and 2011). The Course had been approved by the University senate and the curriculum was customized to the needs of the potential attendees.

46. An expert on raising primary school students' awareness on climate change adaptation in Seyhan River Basin was selected and contracted to develop the training kit on climate change adaptation for the use of primary school students in the Basin. The kit was developed, approved by the MINISTRY OF ENVIRONMENT AND URBANIZATION (former MINISTRY OF ENVIRONMENT AND FORESTRY) and the MINISTRY OF NATIONAL EDUCATION, on the basis of the protocol between two ministries, published and professors were trained.

47. Measures for the integration of climate change adaptation into national legislation were developed and dissemination efforts were made with relevant authorities (MINISTRY OF ENVIRONMENT AND URBANIZATION, MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK, MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY and THE MINISTRY OF DEVELOPMENT).

48. In cooperation with the British Council, a series of public awareness activities, the CLIMATE ARENA, targeting the university students, academicians and NGOs were carried out in eleven provinces. Two panels were organized in the MIDDLE EAST TECHNICAL UNIVERSITY and ISTANBUL TECHNICAL UNIVERSITY, with the participation of the Programme Manager and experts and representatives from academia, NGOs and the media. Then the activities continued in other provinces until covering eleven.

49. An OVERVIEW OF THE INTERNATIONAL FRAMEWORK FOR ADAPTATION TO CLIMATE CHANGE and THE REGULATORY FRAMEWORK IN TURKEY has been prepared by UNEP with the collaboration of the MINISTRY OF ENVIRONMENT AND URBANIZATION, as the legal part of the JP with the principal objective of making an assessment of Turkey's existing institutional and legislative

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<sup>8</sup>. UNEP is the UN system's lead authority on the global environment whose mandate is to coordinate the development of environmental policy consensus by keeping the global environment under review and bringing emerging issues to the attention of governments and the international community for action, in a close partnership with UN agencies, national governments NGOs and private sector

structure for adaptation to the impacts of climate change. The Overview provides a general outline of future steps advised to be taken.

50. **Output 1.3.** Participatory Vulnerability Analysis workshops were organized in eleven different provinces with the support of UNEP and the methodology was disseminated. The existing literature on vulnerability and impact of climate change in relevant sectors and regions was reviewed and synthesized (Activity 1.3.1.). A participatory vulnerability assessment with key stakeholders in the Seyhan River Basin and other relevant regions and sectors was undertaken (Activity 1.3.2.). The draft NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY was developed and in a very participatory manner, submitted to the MINISTRY OF ENVIRONMENT AND URBANIZATION for review and then to the COORDINATION BOARD ON CLIMATE CHANGE for approval. The approval is expected for the next Board meeting in March 2012. The strategy was prepared by the Government with the support from UNEP (Activity 1.3.3). The draft Strategy was disseminated among appropriate stakeholders for feedback and then revised (Activity 1.3.4. and 1.3.5.). The Strategy has been endorsed by the MINISTRY OF ENVIRONMENT AND URBANIZATION and is in the agenda for the next meeting of the Coordination Board on Climate Change for review and approval (as confirmed by officials from the MINISTRY OF ENVIRONMENT AND URBANIZATION to this Final Evaluation).

51. A follow up umbrella programme with four projects which address key ecosystems, has also been developed following the strategy. This activity was not initially planned by the project. UNEP is following up with the Ministry of Environment and FAO and the three partners are seeking for financial resources for its implementation. The Project document has been shared with this Evaluation.

52. A STOCKTAKING ANALYSIS for the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY was carried out and finalized (UNEP), as the preliminary step of the NAS Process. Stocktaking Analyses and discussion papers were prepared on the following subjects: (a) climate change adaptation at national sustainable development policies and measures through the institutional, technical-scientific and financial perspective, including some sectoral and thematic approaches such as industry, public health, transportation, infrastructure etc.; (b) climate change impacts on water resources; (c) role of agricultural sector on climate change adaptation; (d) ecosystems and natural resources; (e) natural disaster risk reduction and climate change adaptation; (f) environmental information management on climate change adaptation; and (g) stakeholders consultation. The analysis of climate change adaptation in national legislation has been completed and recommendations developed.

53. **OUTPUT 1.4.** Amendments to policy and appropriate policy tools for reducing vulnerability to climate change through the government's development activities and private sector were developed and proposed to the government as planned. A package of policies, legislative, regulatory and other policy instruments to address climate change risks foreseen in the climate change models/scenarios were developed by the JP and submitted to government of Turkey for consideration. Five vulnerabilities (themes) identified and an analysis of climate change adaptation in national legislation and an analysis from an international legislation perspective have been completed and recommendations developed.

54. **OUTPUT 1.5.** To implement the Output, UNIDO contracted the services of the TECHNOLOGY DEVELOPMENT FOUNDATION OF TURKEY (TTGV)<sup>9</sup>. After four priority areas were identified (textiles, food and beverages, chemicals and metals), introductory meetings with local Chambers of Commerce were held in three provinces, Adana, Kayseri and

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<sup>9</sup>. TTGV is a public-private non-profit organization established in 1991 with the Mission to bridge between public and private sectors to enhance competitiveness of the private sector and intermediate with financial institutions. After the completion of the Phase Out of the Ozone Depleted Substances project, a very comprehensive, long-span project (1994-2007), TTGV was the first Turkish institution that started working with eco-efficiency and the financing of relevant projects including energy efficiency.

Niğde in the Seyhan River Basin, which comprises Adana, a very developed province. Supplementary meetings were also held in Ankara, mainly with public institutions. The Seyhan River Basin, the pilot area for the eco-efficiency (cleaner production) initiatives had already been selected by the JP. A questionnaire was applied to identify potential companies, but it was not so successful as expected and then after visiting 30 firms of the identified sectors, six firms were finally selected (six was also the target), a task that resulted to be much tougher than expected (it was very difficult to find the six companies).

55. The training to firms, which was provided by an experienced Professor from the MIDDLE EAST TECHNICAL UNIVERSITY, was based on UNIDO methodology and training package. Basically, the training was provided to intermediary organizations (“umbrella” organizations), specialists, service providers, academia, government institutions and other key institutions. Sixty eight people who were invited to participate were trained. In the second stage of the training (theoretical and practical), even if the demand was really high, the number of trainees was limited to 25. The training started and was completed during 2010. The training was carried out with the collaboration of an Eco-efficiency Center in Germany. The Grants, for an amount of USD 25,000 each, aimed at supporting the implementation of six (cleaner production) efficient pilot projects focused on water use efficiency. It was expected that the projects would be completed in one year but the companies implemented their projects very fast.

56. As a major output of the JP, it was planned to establish the ECO-EFFICIENCY AND CLEANER PRODUCTION CENTER, which was part of UNIDO methodology. The Center has the function of disseminating the methodology and concept of eco-efficiency (cleaner production), help to formulate strategic policies, provide training and financial support, and replicate what was tried at pilot level, among other functions. Initially, the implementing partner (TTGV) would be the host institution of the Center but the MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY assigned the duty to the former NATIONAL PRODUCTIVITY CENTER, (now the GENERAL DIRECTORATE FOR PRODUCTIVITY within the Ministry) linked to the Ministry, that is responsible to support enterprises, clean production, provide financial support and (new function) support projects on Clean Production in Industry (in general, not limited to water use efficiency). This change delayed the process and it is still delayed. In any case, it is a long process to establish a Center so probably it will take some time before it will be established. A model for the Center and a Road map was set in March 2011 (it was one of the outputs of the JP) but the structural changes in the National Ministries further delayed things<sup>10</sup>.

57. The effort would end with Industrial practices amended to reduce vulnerability to climate change, but it is certainly per se a goal that will take more time to be achieved than initially expected.

## **OUTCOME 2. INSTITUTIONAL CAPACITY DEVELOPED FOR MANAGING CLIMATE-RISKS, INCLUDING DISASTERS**

58. **OUTPUT 2.1.** Technical capacity for data management, analysis and interpretation was developed, helping to improve the quality of drought and flood early warnings across Turkey. UNEP’s Division of Early Warning and Assessment provided the guidance. The detailed institutional capacity development program developed and the implementation continues (see details also in Output 1.1). Existing software system for drought monitoring and crop yield forecasting system for the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK’s use has been improved, while the data delivery sub-system based on a climate change downscaling modeling study was finalized.

59. The capacity of end-users to respond to early warnings was improved. The pilot implementation of flood early warning systems, conducted by the ADANA REGIONAL DIRECTORATE OF METEOROLOGICAL SERVICES was completed with the support of UNDP. The MIDDLE EAST TECHNICAL UNIVERSITY conducted activities for the FLOOD AND DROUGHT INFORMATION MANAGEMENT SYSTEM and strengthened drought and flood planning. The mechanism to set the system is ready and data are available. Various government institutions were consulted and two consultants were contracted to establish a data

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<sup>10</sup> Actually one of the outcomes of the programme was the preparatory and infrastructure studies for the establishment of the Center. This included the development of a model and a draft protocol which was submitted to the Ministry of Science, Industry and Technology in June 2010. This acted as a basis for the mentioned model.

sharing and processing platform for near real-time meteorological, bio-physical and socio-economic data related to flood and droughts for stakeholders (data providers and users). For the technical development (algorithms, feasibility assessment on insurance systems etc.) a Letter of Agreement was signed with the MIDDLE EAST TECHNICAL UNIVERSITY to establish an interdisciplinary group of experts and software developers.

60. **OUTPUT 2.2.** Climate projections based on three global models have been completed. Climate change information portal [agora.itu.edu.tr](http://agora.itu.edu.tr) has been prepared by the ISTANBUL TECHNICAL UNIVERSITY and is active. Climate modeling trainings for regional end-users were organized in Kayseri, Niğde, Adana and Ankara --45 experts were trained in Seyhan River Basin and 22 experts from central government institutions were trained in Ankara.

61. **OUTPUT 2.3.** The Grant project implemented by the STATE HYDRAULIC WORKS 6TH REGIONAL DIRECTORATE guided the pilot implementation with inputs from FAO. Together with the , ADANA REGIONAL DIRECTORATE OF METEOROLOGICAL SERVICES, in cooperation with STATE METEOROLOGICAL SERVICES HEADQUARTERS, and with the support of UNDP a pilot project on flood early warning system has been developed in the coastal town of Iskenderun, an area that is highly vulnerable to floods.

### **OUTCOME 3. CAPACITY FOR COMMUNITY-BASED ADAPTATION IN THE SEYHAN RIVER BASIN DEVELOPED.**

62. **OUTPUT 3.1.** Proposals for community-based adaptation projects developed and selected, **OUTPUT 3.2.** Pilot projects awarded, initiated, monitored and evaluated and **OUTPUT 3.3.** Lessons captured and up-scaled by feeding into upstream policy level outcomes.

63. The Seyhan River Basin stakeholders' analysis, livelihoods analysis, ecosystem analysis and participatory problem analysis by system approach were finalized.

64. The JP supported the implementation of 18 different pilot-experiences in the Seyhan River Basin aimed at introducing community-based adaptation principles, develop capacity in the vulnerable rural regions and developing public-private partnerships to mobilize resources in addressing climate change risks (see list of projects in [Annex 2](#)). Eighteen grant projects were implemented, (4 in Kayseri, 2 in Niğde and 12 in Adana) on agriculture, public awareness and capacity development, ecosystem services, coastal and marine management, public health, adaptation capacity improvement. The Community Based Grants Programme to Adapt to Climate Change in the Seyhan River Basin was completed and in most cases on time<sup>11</sup>.

65. Approximately USD 1.9 million were distributed among the 18 projects; 230 man/day of monitoring field visits were carried out; 55,000 people corresponding to 2,5 percent of the population of the River Basin were benefited and/or contacted; the impact of climate change on animal husbandry was presented using an econometric model for the first time; modern irrigation systems in 2,218 ha of land were set up for demonstration purposes; the drought and salinity resistance of tomato, beans, melon, watermelon, okra and 249 local species of these products were analyzed, the gene pools of resistant types were taken under protection; a water-powered pump, a climate station, an ultrasonic flow meter, two flow monitoring stations and an aflatoxine laboratory were established in the basin; climate change adaptation was integrated into a wetland management plan for the first time; the impact of climate change on forest areas was reviewed and outcomes that can be integrated into forest management plans regarding adaptation were achieved; future impacts on water resources, forests, ecosystem services and animal husbandry in the basin were identified through projections.

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<sup>11</sup>. The objective of the COMMUNITY BASED ADAPTATION GRANT PROGRAM was TO ENHANCE THE CAPACITY OF COMMUNITIES AND INSTITUTIONS IN THE SEYHAN RIVER BASIN TO ADAPT TO CLIMATE CHANGE AND TO SECURE ACHIEVING MDGs, THROUGH PILOTING SPECIFIC/INNOVATIVE ADAPTATION ACTIONS AND SUPPORTING CHANGES IN INSTITUTIONAL AND MANAGERIAL OUTLOOK IN ORDER TO DECREASE THE ADVERSE EFFECTS AND INCREASE THE BENEFITS FROM CHANGING CLIMATIC CONDITIONS. Main selection criteria included: (a) the geographical coverage of the Grant Program was Kayseri, Niğde and Adana provinces; (b) the financial allocation for a project awarded under the Grant Program was minimum 30.000 USD and maximum 140.000 USD; (c) 100 percent of the budget as grants; and (d) the timeframe of the grant projects was limited to 12 months.

66. Most projects closed on time while four has been extended for few months: REGIONAL DIRECTORATE OF FORESTRY (1.5 months), the Fisheries Project implemented by the ÇUKUROVA UNIVERSITY (3 months), BIRD RESEARCH SOCIETY (1 month) and the VILLAGE SERVICE UNION OF SARIZ DISTRICT (1 month).

67. The lessons have been captured and a report collecting the experiences and lessons learnt is being prepared.

#### **OUTCOME 4. CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO UN PROGRAMMING FRAMEWORK IN TURKEY**

68. **OUTPUT 4.1.** The revision of UNDAF with a coordinated approach to mainstreaming climate change has been undertaken and climate change adaptation has been incorporated into the United Nations Development Cooperation Strategy (UNDCS) 2011-2015. The UNDCS 2011-2015, in its RESULT 3 effectively includes climate change and disaster management. "...Of growing importance will be the need to promote energy efficiency, conserve natural resources, assure improved access to safe drinking water and sanitation, and integrate sustainable development principles by promoting low carbon economy and considering climate related risks and adaptations priorities into development planning at national, regional and local level in line with the Ninth National Development Plan of the Government..." (UNDCS, 2011-2015, Result 3).

69. **OUTPUT 4.2.** Screening mechanism on climate change with a gender approach agreed upon and established among UNCT agencies. UN agencies have been assigned focal point functions to follow the process of mainstreaming climate change adaptation into their programmes and in the UNDCS.

70. **OUTPUT 4.3.** The Business Plan and the Master Plan for demonstrating the carbon footprint offsetting of JP activities through establishment of an MDG ARBORETUM and Botanic Garden have been officially submitted to the MINISTRY OF ENVIRONMENT AND URBANIZATION. This is all what the JP can and should have done with this initiative.

#### **OTHERS**

71. Extensive communication activities were carried out:

- the documentary film JOURNEY TO THE SEYHAN RIVER BASIN completed, launched and broadcasted for the first time on IZ TV (most popular documentary TV channel in Turkey). The documentary was widely distributed;
- a short video-clip on Turkey's efforts to combat climate change was produced and displayed in several national and international events;
- a documentary film (both in Turkish and English) for Eco-efficiency (Cleaner Production) was produced and has been run on internet and during all relevant occasions and events; free discussion panels (the CLIMATE ARENA) were organized in eleven provinces with British Council and EU Information Centers' support;
- all activities of JP were shared with general public through several communication activities and tools (posters presentation at the 5th WORLD WATER FORUM, ITU Disaster Summit, panel discussions, participating national initiatives, TV-radio interviews, Climate Change Adaptation chapter in National Geographic special edition on water, 2011 calendar, Climate Arena meetings, etc.);
- for eco-efficiency programme outputs, paper publications in citation index journals, oral and poster presentations at national and international conferences, articles in various national periodicals and academic publications, electronic bulletins for over 5000 stakeholders, media coverage (TRT Anadolu, etc.);
- Brochures for eco-efficiency programmes both in Turkish and English;
- a mobile exhibition was prepared with photographs taken by girls aged 7-14 in the context of "Girls! Let's take pictures" grant project, and exhibited in eleven provinces;

- JP Websites [www.climatemdgf-tr.org](http://www.climatemdgf-tr.org) (in English), [www.iklimmdgf-tr.org](http://www.iklimmdgf-tr.org) (in Turkish), [www.ekoverimlilik.org](http://www.ekoverimlilik.org) (in Turkish), [www.ecoefficiency-tr.org](http://www.ecoefficiency-tr.org) (in English), [www.agora.itu.edu.tr](http://www.agora.itu.edu.tr) (in English and Turkish); and
- the LESSONS LEARNED REPORT on CBA experiences is prepared as a communication and advocacy product.

72. In addition, other communications were implemented: the MDG-F newsletters for 3,000 recipients; 8 articles in UNDP Bulletin for 5,000 recipients; a side event in International Water Forum in Istanbul in May 2011; a presentation in the National Disaster Risk Management Meeting held in Istanbul; information on the grant projects in Seyhan River Basin dissemination by the local media; the mentioned interactive panels (CLIMATE ARENA) organized in eleven provinces; a more user friendly Website is active; participation in the UNDP's radio programme New Horizons; 2 podcasts were produced and broadcasted on Youtube, iTunes, local radio station (Acik Radyo in Istanbul) and on university radios, in ITU Radio, Radio A, Radio Ege Kampus, Radio SDU, Universite FM; and documentary film Journey to Seyhan River Basin was broadcasted 12 times in IZ TV during February-March-April 2011. Through IZ TV, which is broadcasted via Digiturk, the documentary film was made accessible to 2,400,000 Digiturk members. The documentary was also displayed during the dissemination meetings, FAO-UNEP training programs and the METU Certificate Program (2011). In all cases, the initiatives involved government institutions, academia, some NGOs, communities and school teachers and student, while the JP has played a catalytic role at local level through those initiatives.

### **C. SPECIFICALLY MEASURING THE DEVELOPMENT RESULTS**

#### **THE EXTENT TO WHICH THE SELECTED OBJECTIVES HAS BEEN CONSISTENT WITH THE NEEDS AND INTEREST OF THE PEOPLE, THE NEEDS OF THE COUNTRY AND THE MILLENNIUM DEVELOPMENT GOALS**

##### **RELEVANCE**

73. There is no doubt that the JP is relevant for the country, particularly for the National Climate Change agenda, an agenda that was made its own by the Government of Turkey and by UN agencies, particularly after Turkey ratified the UNFCCC in 2004. Just few years before the JP was designed, Turkey ratified the Convention and in 2005-2006 it prepared the FIRST NATIONAL COMMUNICATION TO THE UNFCCC, completed in August 2007, with the support of UNDP and UN. It was after these events that climate change took a new impulse in Turkey. Multiple studies and analyses have been alerting about Turkey's high vulnerability to climate change impacts but the institutional, legislative and implementation framework required strength, proper methodologies and experiences to develop a system that could be able to ensure timely and appropriate responses to climate change and national disasters. It meant, more knowledge, tools and guidance to develop a favorable regulatory framework for climate change influenced decision-making at national, regional and local levels.

74. It was in this context that the design decided to approach the issues from three fronts: (i) develop and enhance capacity for the efficient use of current policies (POLICY); (ii) develop and enhance capacity for establishing tools that support adaptation efforts (SCIENCE); and (iii) develop and enhance capacity for realizing adaptation implementation from local to central (IMPLEMENTATION). There was a specific interest at the time to select and promote specific initiatives targeting the provincial and local levels, too.

75. All Programme interventions were designed to respond to the environmental and climate change adaptation challenges identified by the government in the NINTH NATIONAL DEVELOPMENT PLAN, its strategies, policies and plans that were in preparation at the time of the design, and by the UN System, especially when it pertained to public policies and capacity development. Interrelated interventions founded by GEF, GEF/SGP and the EUROPEAN UNION within the UN context were in implementation or in formulation at the time the JP was designed and which complemented with the others. During Programme implementation, those complementary interventions produced, among others, the NATIONAL

CLIMATE CHANGE STRATEGY in 2009, the NATIONAL CLIMATE CHANGE ACTION PLAN in 2010 and the SECOND NATIONAL COMMUNICATION TO THE UNFCCC in 2011. The JP produced the draft NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN, and an OVERVIEW OF THE INTERNATIONAL FRAMEWORK FOR ADAPTATION TO CLIMATE CHANGE AND THE REGULATORY FRAMEWORK IN TURKEY

76. Probably the design could have been more strategic, probably outcomes and outputs could have been compressed in fewer outcomes, outputs and activities and probably the number of activities could have been reduced. But in any case, the outcomes and outputs were relevant and responded to specific national development needs and requirements. The most discussed intervention for its relevance (or lack of it) is the Arboretum and Botanic Garden, which has not been part of the design but was incorporated during the inception phase. Special circumstances and a favorable context moved the Ministry of Environment and Urbanization to propose the Arboretum, considered a priority at the time by the authorities.

#### **TO WHAT EXTENT THE JP HAS CONTRIBUTED TO SOLVE THE NEEDS AND PROBLEMS IDENTIFIED IN THE DESIGN PHASE**

##### **EFFECTIVENESS**

77. Considering the results achieved, the JP has been effective and successful in implementing most all the planned activities and meeting most of the expected outputs and outcomes. It is still too early to assess the impact of its interventions, but since several of the outputs delivered specific ready-to-use products, to be incorporated to government strategies, policies, plans and negotiations, their effectiveness can be quite easily assessed.

78. The JP has been an initiative of the UN agencies with relevant Ministries for joint actions to enhance Turkey's capacity to adapt to climate change. As described in the previous section, it was approached from three interdependent fronts: (i) POLICY. Necessary capacity developed and enhanced for the efficient use of current policies in the context of climate change adaptation and the development of new policies and strategies; (ii) SCIENCE (APPLIED RESEARCH). Necessary capacity developed and enhanced for establishing tools that support adaptation efforts by using the best available technology and data and making information available at all levels of the community; and (iii) IMPLEMENTATION. Necessary capacity developed and enhanced for realizing adaptation implementation from local to central at varying scales and levels and monitoring and evaluating processes from the economic, social and environmental aspects. The JP has also implemented actions at three levels: national, regional and local. As pointed out by the Mid-term Evaluation, this was a climate change adaptation Programme that did not include mitigation actions.

79. As planned, the JP served as a catalyst to introduce community-based adaptation principles in the Seyhan River Basin, an extremely vulnerable region in terms of climate change; it built capacity in vulnerable rural areas, developed public-private partnerships to increase awareness, strengthened the institutional capacity and legislative framework, channeled financial resources, knowledge, methodologies and experiences to address climate change risks, and helped to align the efforts of the UNCT on the emerging climate change issues though without necessarily taking advantage of agencies' potential capability to function as ONE UN.

80. Going outcome by outcome, perhaps we should start from the OUTCOME 3. **WITH THE OVERALL BUDGET OF USD 2.85 MILLION ALLOCATED UNDER THE OUTCOME, THE GRANT PROGRAMME WAS THE MOST IMPORTANT OUTCOME AND PROGRAMME OF THE JP IN FINANCIAL TERMS SINCE IT REPRESENTED 41 PERCENT OF THE TOTAL EXPENDITURES OF THE JP.**

81. **CAPACITY FOR COMMUNITY-BASED ADAPTATION IN THE SEYHAN RIVER BASIN DEVELOPED (OUTCOME 3).** The COMMUNITY BASED ADAPTATION GRANTS PROGRAM in the Seyhan River Basin was clearly designed by UNDP and national, regional and local partners to support a multi-faceted approach to maintain agricultural productivity, ecosystem goods and services and the natural resource base in the context of a warming and drying climate. The Programme had the focus on improving

preparedness for an increase in the frequency of droughts and floods, in public private partnerships and increase public awareness.

82. The grant programme design, the identification of the eligibility criteria and the highly participatory (bottom up) approach applied in the selection process ensured the complementary nature of the selected project proposals. Each project targeted specific priorities and were disseminated throughout the Basin. The Programme was successful at selecting: (i) different implementing partners from academia, local governments, schools, NGOs and associations; (ii) a diverse target group depending on the nature of projects; and (iii) different issues and constraints to overcome. As expressed, these strategic decisions increased the relevance and effectiveness of the grant projects and the Grant Programme. Besides, the diversity of selected projects and the areas within the Seyhan River Basin ensured diversity of experiences and situations, increasing their possibilities for replicability and up scaling. **As diverse as they have been, the projects implemented carried out short-term results to be used right away and medium- and long-term impacts and benefits that will be seen in the years to come.**

83. Additionally, the Programme was effective at ensuring that local was an eligibility criteria for selecting all project proposals. And all the implementing partners were local. A well-planned dissemination program ensured public diffusion, competitiveness, transparency and accountability of the selection process.

84. There was a limited local knowledge base at the beginning and not all potential partners had the necessary experience on dealing with the specificities of climate change and there was the risk that projects could have ended being implemented as more traditional community development projects, leaving the environmental and climate change adaptation perspectives behind. It did not happen; technical assistance support was ensured for the preparation of the proposals to ensure good projects ideas. Unfortunately, the evaluation of the Outcome 3 that was carried out at the end of the Grant Programme did not comment on the degree of ownership the proponents had over their proposals.

85. The methodology posed a challenge for the provincial government entities, which are not accustomed to “compete” for funds. Funds usually come from the national budget or are channeled through foreign-funded projects in which the entities are partners. This is a common practice for the academia, accustomed to carry out researches funded by external sources or for NGOs and even communities, but certainly not for the government entities. This was certainly an interesting experience for the entities to submit specific proposals and the JP was successful at encouraging several local government entities to apply for funds and be diligent to get them.

86. Not all projects were equally effective for reasons related to weak or overly ambitious design, weak implementing partners, particularly some NGOs, or even the reach of the experience needed. Specifically, several projects were effective at achieving their outcomes and some were effective to achieve outputs needed to achieve the outcome. In some cases probably the implementing partner was not in charge of all activities or achieving goals depended on decisions that rested on third parties, like the DESIGNING AND ESTABLISHING A LOCAL GLOBAL CLIMATE CHANGE MONITORING AND PREDICTION SOCIAL COLLABORATION NETWORK and the INTERNET BASED GLOBAL CLIMATE CHANGE GEOGRAPHICAL MONITORING AND PREDICTION DECISION SUPPORT SYSTEM, which carried a very interesting idea but its results were insufficient.

87. There were also specific doubts about some of the projects approved like the PROJECT FOR POOR FARMERS AND WOMEN LIVING IN SEYHAN RIVER BASIN TO BREED SAANEN DAIRY GOATS. In the words of the Mid-term evaluation, why fight drought with goats, potentially one of the most destructive livestock species in an area that is already significantly degraded and in which the project simply provided more goats in an area where goats used to be but no longer do. The Mid-term evaluation also questioned another project: ADAPTATION AND MITIGATION TO SEA-LEVEL CHANGE RELATED TO GLOBAL CLIMATE CHANGE IN SEYHAN DELTA, a project granted to the Bird Research Society, Adana Branch. As expressed by the Mid-term evaluation, those overseeing the project were seemingly unaware of any potential negative impact on the



biodiversity or ecology of the dunes, nor were they concerned with the sustainability (who would maintain these trees over the long-term?). But even in these cases, there were several lessons learned for future interventions.

88. Probably not all projects could be considered community-based; most of them directly involved communities, while some targeted the public in general (“community focused” as called by the final evaluation of the outcome), and aimed at providing information to urban and rural people. As stated by the Final Evaluation of the Outcome 3, the grants implementation has created significant awareness on the part of key actors, leading to the accumulation of knowledge and experience.

89. The number of beneficiaries of the eighteen grant projects is really impressive, particularly the people that attended the training sessions, even if some of them were just awareness raising events. Approximately USD 1.9 million was distributed among the eighteen projects and 55,000 people corresponding to 2.5 percent of the population of the River Basin were benefited and/or contacted by the eighteen projects. Two hundred and thirty man/day monitoring field visits were carried out; the impact of climate change on animal husbandry was forecasted for the first time using an econometric model; 2,218 da of modern irrigation systems were set for demonstration purposes; the drought and salinity resistance of tomato, beans, melon, watermelon, okra and 249 local species of these products were analyzed; protected gene pools of resistant types; a water-powered pump, a climate station, an ultrasonic flow meter, two flow monitoring stations and an aflatoxine laboratory were established in the Basin area; climate change adaptation was integrated into a wetland management plan for the first time; the impact of climate change on forest areas was reviewed and outcomes are available for integration into forest management plans regarding adaptation; impact of climate change on water resources, forests, ecosystem services and animal husbandry were identified in the basin through different projections.

90. The comments collected by the mentioned evaluation from beneficiaries and implementing partners are very praising of the support received by the grant programme, and of the way they have developed a better understanding of climate change adaptation and got a clearer view of the roles and responsibilities their institutions can play in the matter, the importance of concerted actions, the awareness about climate change and climate change adaptation, etc. The evaluation collected very interesting information on the human, material and financial resources mobilized by the academia and public institutions. Unfortunately, the evaluation did not specify the resources that are additional to the existing situation (“after programme”). Notwithstanding, it is interesting to show some figures: (a) THE DEPARTMENT OF HORTICULTURE IN CUKUROVA UNIVERSITY raised scholarship funds and volunteers to ensure the necessary human resources to carry out the project; (b) the CENTER FOR TROPICAL DISEASES, CUKUROVA UNIVERSITY raised 20.000.000 TL from the general budget to improve the physical environment of the target group; (c) ADANA REGIONAL DIRECTORATE OF FORESTRY raised 3.000.000 TL from the GOVERNORATE, PROVINCIAL SPECIAL ADMINISTRATION to improve the livelihood in the form of complementary activities in 8 villages; (d) ADANA PROVINCIAL DIRECTORATE OF AGRICULTURE raised 160.000 TL from the PROVINCIAL SPECIAL EDUCATION and used the general budget to pay for the remaining part of the organic certificate; (e) KAYSERI PROVINCIAL DIRECTORATE OF AGRICULTURE used general budget to pay for the 50% of the insurance value; (f) Kayköyder raised 1.500.000 TL from the GOVERNORATE AND PROVINCIAL SPECIAL EDUCATION to buy seeds for the trainees; and (g) in other projects in kind contribution in the form of seeds, animal feed, and office space were also provided to implement the grant projects.

91. Finally, the programme has produced an interesting amount of quality scientific research based knowledge, demonstrated good practices that can be mainstreamed and collected field experience to highlight key entry points for policy development and service planning and provision. How the achievements of the grant projects will be reflected on Turkey’s plans is yet to be seen. There are however, promising cases of the use of information and experiences to develop management plans in the MINISTRY OF FORESTRY AND WATER WORKS. Besides, the programme has supported the establishment of an early warning system to serve the agricultural communities and a monitoring system to allow quick response to epidemic outbreaks; a water budget was prepared through one of the grant projects, a forest management plan for the Seyhan River Basin along with local action plans for agricultural development and mobile technologies has been used to communicate with agricultural communities, including the dissemination of climate related information

and warnings. The recipient institutions have confirmed to the evaluation of the outcome their intentions to improve their access to farmers by expanding their telecommunication network.

92. **CLIMATE CHANGE ADAPTATION MAINSTREAMED IN TURKEY'S DEVELOPMENT PLANS (OUTCOME 1).** The four major outputs of the outcome have been highly effective: The ECO-EFFICIENCY (CLEANER PRODUCTION) PROGRAMME, the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN, THE CERTIFICATION COURSE and the TRAINING PROGRAMME to raise awareness at regional and local levels.

93. At the beginning, the ECO-EFFICIENCY (CLEANER PRODUCTION) PROGRAMME seemed not well connected with the rest of the JP, but it ended as one of the most impressive results of the JP, even if there are still some delays in the establishment of the ECO-EFFICIENCY and CLEANER PRODUCTION CENTER. The CENTER is a kind of knowledge hub and it is important to ensure continuity, knowledge sharing, replicability and scaling up of the experience. All the outputs and tools created by the Information Center during the programme implementation were delivered to the beneficiary Ministries through UNJP.

94. At the basis of Programme strategy was the fact that in many locations in Turkey one of the most significant effects of Climate Change would be the reduction in the amount of available water and specifically in the Seyhan River Basin, water shortages would hit agriculture and the industry<sup>12</sup>. Water efficiency or water saving was just a dimension of the approach. The objective of the programme was to enhance, to the maximum extent, the awareness and capacity related to eco-efficiency (cleaner production) and to establish a related infrastructure.

95. The selection of industrial sectors to be supported was fast but not so the selection of firms, that turned to be really difficult at first. The questionnaire used to identify potential companies was not successful and there have to be added additional visits to about 30 companies until six companies (the target) agreed to participate in the Eco-efficiency (Cleaner Production) programme. As mentioned earlier, perhaps there were the selection criteria (not easy to fill), perhaps the amount of the grants (USD 25,000 each) or perhaps some bureaucracy of the process itself (probably too many criteria to be met and constraints: specific sectors, specific locations, high amount of water usage, potential of water saving, willingness and openness to participate, pilots suitable for quite low amount of grant, etc.) and the inadequate knowledge of the companies on the concept), but TTGV found the selection of firms much more difficult that initially expected.

96. TTGV, the partner selected by UNIDO to implement the programme, was highly effective when it comes to results and the quality of the process, as well. The programme and the six projects were successfully completed and very fast by the six implementing firms, even if they had one year to complete them. In TTGV's words and as shown by the results, the programme has been very successful: there has been a 800,000 m<sup>3</sup>/year in water saving along with savings on energy consumption and carbon footprints, increases in product and production quality and reduction of waste and wastewater amounts and substantial hazardous chemicals. The amount of water saved is comparable to the total amount of water consumed by a town of 20,000 population. Besides, there has been an 80 percent usage ratio of native sources and means of equipment and services.

97. TTGV did not mention itself as one of the factors of programme success, but this final Evaluation can confirm that TTGV was a key partner in the success, helped by its expertise, professionalism, commitment, technical knowledge, flexibility, contacts, the effective cooperation with the programme consultant, who also delivered the first phase of the training (a professor from the MIDDLE EAST TECHNICAL UNIVERSITY). Actually the professor who was directly contracted by UNIDO acted as the technical consultant during the whole programme and played a critical role in the

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<sup>12</sup>. UNIDO's Eco-efficiency (Cleaner Production) programme is based upon the foundation that the adaptation of industry to climate change can be achieved through eco-efficiency (cleaner production) implementation in industry. It is also based upon the need that natural resources, especially water, should be consumed less during production.

mentioned success of the programme. In addition, TTGV is an institution that is trusted by the industry. Thus, the specialist assigned to manage the Programme on behalf of UNIDO had also played a key role in the success of the programme, while UNIDO's methodology played a role on the effectiveness of the programme that was praised by the partners.

98. The ECO-EFFICIENCY and CLEANER PRODUCTION CENTER is still pending for reasons detailed in the Results section, but UNIDO is firmly intentioned to continue working with the MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY and the GENERAL DIRECTORATE OF PRODUCTIVITY to establish the Center. Probably there will be time to discuss the issue after the Ministry completes its restructuring.

99. The JP, through UNEP, was very effective in delivering the draft **NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN**, which is expected to be approved soon by the COORDINATION BOARD ON CLIMATE CHANGE. The Strategy will complement two important documents recently prepared with the help of UNDP and the support from GEF: the NATIONAL CLIMATE CHANGE STRATEGY (2009) and the NATIONAL CLIMATE CHANGE ACTION PLAN (2010). The JP was very successful to mobilize different partners that participated in the development of the Strategy, ensuring a highly participatory and bottom up process.

100. Another of the initiative that have very encouraging results and good sustainability prospects is the **CERTIFICATE PROGRAM**, carried out by the JP together with the Earth System Science Programme, Center for Continuing Education of the Middle East Technical University in Ankara. The post-graduate Earth System Science Programme, established two years ago, is supported by 17 different Departments. A need assessment questionnaire applied to University students, government officers, NGOs, Regional Directorate staff, etc. showed that people, particularly from the government entities, needed to improve their knowledge about climate change, sustainable development, energy efficiency, etc. This was the incentive to prepare a special programme for the JP, with specific modules starting from earth science, modeling, sustainable development, strategic planning, climate change and economic planning and others.

101. Forty two lecturers from different disciplines were invited to teach at the course, while students from different institutions, particularly from Government institutions (33 in 2010 and 20 in 2011) attended the course. As confirmed by some government staff that had attended the courses, their managers encouraged them to attend the courses. The course had a duration of four weeks, five hours a day, while at least 105 hours presence was the minimum required to get the certificate and approve a final examination (which was considered difficult by one of the interviewees). In general, the attendees were interested, worked very hard, practiced doing some planning and found the certificate important for their careers. The results from the evaluation showed that their knowledge have increased, the course has helped them to change their approach to the subject and how to approach the problems from other disciplines, and to see problems from a different perspective. The issue of climate change was certainly complex, but the CENTER FOR CONTINUING EDUCATION and the students are cognizant they will need and use the knowledge in the future.

102. In the interviews with the Center's coordinator, it was interesting to know that there is an increasing debate within the University, Departments and among the students on nature, environmental and climate change issues.

103. The **TRAINING** implemented by FAO together with the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK has raised the awareness of the staff at both central and provincial levels. But unfortunately, the JP did not do a better and wider use of FAO's specialties in agriculture and forestry and even fisheries which could have been of great advantage for the Programme may have the JP them taken proper advantage of. FAO could have supported technically the implementation of several Programme activities and outputs, including the activities implemented in the Seyhan River Basin, in collaboration with the other UN participating agencies.

104. **INSTITUTIONAL CAPACITY DEVELOPED FOR MANAGING CLIMATE-RISKS, INCLUDING DISASTERS (OUTCOME 2).** Adaptation measures supported by the JP have addresses, even if a very pilot scale, land degradation, soil fertility decrease, change in native species dynamics, wildlife, drought, storms and flooding, alteration of rain patterns and sea level rise.

105. **CLIMATE CHANGE ADAPTATION MAINSTREAMED INTO UN PROGRAMMING FRAMEWORK IN TURKEY (OUTCOME 4).** Basically, two initiatives have contributed to the outcome: MAINSTREAM CLIMATE CHANGE WITHIN THE UN DEVELOPMENT ASSISTANCE FRAMEWORK (currently UNDCS) and CARBON FOOTPRINT OFFSETTING OF JP ACTIVITIES (ARBORETUM AND BOTANIC GARDEN).

106. Climate change was successfully MAINSTREAMED INTO THE UNDCS 2011-2015 as Result 3 (“...Of growing importance will be the need to promote energy efficiency, conserve natural resources, assure improved access to safe drinking water and sanitation, and integrate sustainable development principles by promoting low carbon economy and considering climate related risks and adaptations priorities into development planning at national, regional and local level in line with the Ninth National Development Plan of the Government...” (UNDCS, 2011-2015, Result 3). In addition, the screening mechanism on climate change, with a gender approach was agreed upon and established among UNCT agencies. The UN agencies already assigned focal point functions to follow the process of mainstreaming climate change adaptation into their programmes.

107. The MASTER PLAN AND THE BUSINESS PLAN OF THE ARBORETUM AND BOTANIC GARDEN were successfully completed and submitted to the Ministry of Environment and Urbanization. Special circumstances drove the then MINISTRY OF ENVIRONMENT AND URBANIZATION to propose the JP demonstrating the carbon footprint offsetting of JP activities through establishing the MDG ARBORETUM in partnership with the Ministry. It is actually a multi- year long process that would conclude in a very ambitious project that would require a significant amount of money and strong commitment from the Ministry. The land was then available and at the time, the government has the money available to invest in the Arboretum. But the authorities changed, the priorities changed, the sense of ownership of the proposal also changed, and the land originally set aside for the Arboretum was in dispute with other alternative uses. The proposal became more expensive, too. For now, the proposal remained in the Business Plan and the Master Plan, both funded by the JP. They are in the hand of the Ministry now for it to decide the next steps. In financial terms, the initiative was not costly, about USD 27.144<sup>13</sup>, but it was all what the JP could and should have done and it was what the programme did.

108. As mentioned, probably a major role for FAO would have increased the effectiveness of the JP in areas like agriculture and forestry, very relevant areas for Climate Change Adaptation. The minor role reserved for FAO in the design delayed its involvement with the project for about a year. As mentioned in other section of this report, its role in providing implementation support and some technical follow-up to projects in the field would have been precious contribution to the effectiveness of the programme.

109. Last but not by any mean least, all the people interviewed from the government and UN agencies were very satisfied with the results achieved by the JP.

110. This Final Evaluation shared some of the concerns of the Mid-term evaluation with the design, but it seems the design has not limited the capacity of the JP to be effective. Most of the results have been achieved and the outputs and products are there, in use or ready to use.

111. Yes, the design could had been consolidated, had less outcomes, less outputs and activities, but probably for a different reason that the ones stressed by the Mid-term Evaluation: in the view of this Final Evaluation, the design could have helped to drive the UN agencies to implement common activities, concentrate the administration of funds in the PMU (and solve the issue of the administrative fee for each agency in a more innovative way), use one set of

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<sup>13</sup>. Initially there were allocated USD 70,000, but as the inauguration ceremony and other related activities did not take place, total expenditures amounted to one third of what was allocated during the Inception Plan.

rules and one programme account, complement activities taking advantage of the specialties of each agency in common outputs that perfectly accommodated their complementarities, share the same monitoring and evaluation system, etc.

112. This Evaluation does not see a problem with the JP's strategies either, since the Programme was designed specifically for attaining results at three different levels (NATIONAL, REGIONAL AND LOCAL), in three different fronts (POLICY, SCIENCE AND IMPLEMENTATION), on a larger and more heterogeneous intervention area (the entire SEYHAN RIVER BASIN instead of a more reduced, homogeneous area within the Basin), applying a multi-faceted approach to the Grant programme instead of limiting the proposals to just a few focus areas; implementing the six eco-efficiency (cleaner production) projects in four different industries (TEXTILES, FOOD AND BEVERAGES, METALS AND CHEMICALS) instead of one, partnering with many different local and national partners (national and local governments entities, academia, NGOs, community members, schools, university institutes, public-private foundations, industrial firms), making room for four UN agencies (UNIDO, FAO, UNEP and UNDP) instead of two, targeting the largest number of beneficiaries possible and several issues and constraints to overcome as possible, too. That, without smashing funds in such a way as to limit the qualitative impact of interventions (about 50 percent of the JP funds were allocated in the Outcome 3. -the Grant Programme and the Outcome 1.5 -the Eco-efficiency Programme, including the Grant projects). ONE CAN AGREE OR NOT WITH THE STRATEGY, BUT IT WAS CLEARLY A CONSCIOUS DECISION MADE BY THE DESIGNERS AND THEN BY THE PEOPLE RESPONSIBLE FOR IMPLEMENTATION AND, AS SEEN, THE SAME RATIONALE REPEATED AGAIN AND AGAIN IN EVERY AREA OF INTERVENTION. And the strategies were not redesigned during the Inception phase when the design was reviewed and the implementation plan was set up.

113. The Mid-term Evaluation also considered that the area of intervention (the Seyhan River Basin) should have been more limited rather than selecting the entire Basin of 20,600 Km<sup>2</sup>. Not only the extension of the area did not seem to have an impact on the effectiveness of the interventions but it seems to have ensured diversity and varied experiences implemented under different conditions, avoiding that the results became too pilot and too insignificant to replicate at major scale and in more varied conditions. The size of an intervention is certainly debatable but again it was a conscious and deliberate decision and this Final Evaluation considers the JP made a correct decision.

114. **RESULTS AND PROCESSES.** The JP has been designed based mostly on the Result-based Management Approach (RBA) which has largely oriented the Programme to achieving most of its outputs and outcomes. But this Final Evaluation also considers important to highlight the richness of the IMPLEMENTATION PROCESSES itself, particularly with the involvement of local and regional partners, institutions and beneficiaries. The COMMUNITY BASED ADAPTATION APPROACH, the PARTICIPATORY (AND BOTTOM UP) PROCESS in the GRANT PROGRAMMES, the development of the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN, the training and awareness raising activities, methodologies and applied research, etc., make it a success in itself. Equally important, the PARTNERSHIP STRATEGY that ensured the participation of the provincial directorates of line Ministries and its dependencies in processes. They have also been trained to further replicate the methodologies and approaches in their own future interventions. These provincial directorates are in charge of implementing policies, programmes and projects at regional level, while the central structure (national level) is responsible for the policies, legislation, planning and administration.

## **EFFICIENCY**

115. Initially the Programme was scheduled to complete its implementation in three years (end July 2011), but it has time extension, no budget increase of three months until 31 October 2011 and then two successive, two months extensions until 29 February 2012, a time that can be considered standard for Programmes of this kind. Still, for the time the first of the extension was approved, the main activities, particularly the GRANT PROGRAMME and the ECO-EFFICIENCY (CLEANER PRODUCTION) PROGRAMME, had been implemented and completed. The NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY AND ACTION PLAN had been drafted, the climate projections based on three global models had been

**FINANCIAL EXPENDITURES BY OUTCOME**

	<b>CONTRACT BUDGET</b>	<b>BUDGET APPROVED WITH INCEPTION REPORT</b>	<b>LAST APPROVED BUDGET BY NSC</b>	<b>REPORTED EXPENDITURES AS OF 31 DECEMBER 2009 (BETWEEN JUNE 2008 – DECEMBER 2009)</b>	<b>REPORTED EXPENDITURES AS OF 30 JUNE 2010</b>	<b>REPORTED EXPENDITURES AS OF 31 DECEMBER 2010</b>	<b>REPORTED EXPENDITURES AS OF 30 JUNE 2011</b>	<b>TO BE REPORTED IN THE FINAL REPORT (ESTIMATED)</b>	<b>% OF TOTAL EXPENDIT.</b>
<b>OPERATIONAL / PROGRAMME MANAGEMENT</b>	0	960,525	1,162,224	601,474	736,435	948,689	1,022,369	<b>1,172,215</b>	<b>16.7</b>
- Salaries of the staff									
- Payments to International and national consultants who is serving to all UNDP components									
- Rental, communication and other related costs									
- Office Supplies									
- Cost of Equipment, Furniture, etc.									
- Cost of Participation to National and International training Programs									
<b>OUTCOME 1</b>	1,353,692	1,366,495	<b>1,688,681</b>	356,828	541,474	733,352	1,066,911	<b>1,666,787</b>	<b>23.8</b>
<b>OUTCOME 2</b>	1,075,000	975,000	<b>698,135</b>	226,830	292,135	382,666	508,146	<b>676,290</b>	<b>9.6</b>
<b>OUTCOME 3</b>	4,001,364	3,147,490	<b>2,880,296</b>	1,014,882	1,849,229	2,407,132	2,654,142	<b>2,849,752</b>	<b>41.0</b>
<b>OUTCOME 4</b>	47,000	72,546	<b>92,720</b>	0	7,520	25,914	32,791	<b>110,642</b>	<b>1.5</b>
<b>REPORTING</b>	45,000	0	<b>0</b>	0	0	0	0	<b>0</b>	<b>0.0</b>
<b>PROJECT PREPARATION FORMULATION</b>	20,000	20,000	<b>20,000</b>	20,000	20,000	20,000	20,000	<b>20,000</b>	<b>0.3</b>
<b>ADMIN FEE (7%)</b>	457,944	457,944	<b>457,944</b>	155,401	241,276	316,243	371,305	<b>454,698</b>	<b>6.4</b>
<b>TOTAL</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>2,375,415</b>	<b>3,688,069</b>	<b>4,833,996</b>	<b>5,675,664</b>	<b>6,950,384</b>	<b>99.3</b>

Source: PMU, Ankara, February 2009

116. completed and the Web portal had been prepared by Istanbul Technical University, the systematic approach to Regional Adaptation to Climate Change had been developed and tested, the capacity development programme targeting primary schools had been developed and implemented, the flood early warning system pilot study in Iskenderun had been implemented and the procedures to respond to early warning had been developed, the Master Plan for the Arboretum had been completed, the first cycle of the Certification Course had been completed and climate change had been mainstreaming into the UN programming tools.

117. What was still pending at the time the MDG-F Secretariat approved the three month extension were activities linked mostly to follow-up of approval processes, dissemination of recommendations, knowledge and lessons learnt to public authorities, documenting experiences and processes, complete the development of modules, promote replication and interest among other institutions of successful programme experiences, update rosters, disseminate guidelines, kits and documents, etc. The following two extensions were necessary to carry out the Final Workshop to close the Programme and then carry out the final evaluation of the Outcome 3 and this Final Evaluation of the whole Programme.

116. Perhaps the only major product expected from the JP that was (and still is) pending at the time was the establishment of the CLEAN PRODUCTION CENTER. The NATIONAL PRODUCTIVITY CENTER (currently the General Director of Productivity at the MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY) has been the entity selected by the Ministry of Science, Industry and Technology to host the Center. As reported by the Ministry, efforts to establish the Center are being carried out by the Directorate General for Productivity in close collaboration with the related parties, including UNIDO.

117. At mid-term, the MPTF had disbursed to the JP almost half of the funds available, while at the end of the Programme, the total expenditures amount to USD 6.95 million, 99.3 percent of the total cost of the JP. Basically, the OUTCOME 3, with 41 percent of the total expenditures and the OUTCOME 1, with 23.8 percent of the expenditures represented, financially, the bulk of the operation. The PMU represented the 16.7 percent of the total expenditures; a reasonable cost (within standards) considering that its expenditures include investments cost (equipment and furniture) and expenses of the Turkish delegation (non-PMU staff) to the MDG-F Workshop held in Morocco in 2010. But most of all, it can be considered a reasonable percentage of the total costs considering the performance of the Programme Manager and PMU staff and how their work has been praised by all the people interviewed by this Final Evaluation, no exception. The PMU had been considered by most interviewees a factor in the JP's success and effectiveness.

118. In general terms, the GRANT PROGRAMME has been efficient at making a good use of its resources and funds to achieve the results. Of the eighteen projects approved and funded, all but four has completed its implementation within the timeframe, while the closing date of these four projects was extended within one to three months. These extensions are normal and did not have particularly affected the JP or the Grant Programme efficiency at all.

116. The FINAL EVALUATION OF THE OUTCOME 3 was concerned about the high recurrent costs, especially of training fees and diffusion material and lamented that cost-sharing alternatives were not explored. This FINAL EVALUATION did not particularly see the "high" recurrent costs as a major issue since the Grant Programme was clearly oriented at raising awareness and developing capacity and these efforts need specific investments that seem normal that the Programme were the one to finance. These are usually the kind of activities that are necessary but are not regularly financed by other partners.

117. But this FINAL EVALUATION agreed with the missing opportunity of not having explored cost-sharing alternatives that could have for sure increased ownership among the implementing partners and beneficiaries, and the sustainability, and would have further raised beneficiaries' expectations and commitment. Counterpart funds did not necessarily needed to be paid back to the Programme; they could have been reinvested in the projects or in the

community. In any case, as mentioned by the final evaluation of the outcome, the Programme seems to have been successful at mobilizing counterpart funds from the implementing partners, though unfortunately it has not been recorded. Probably, these contributions can be considered cost-sharing initiatives or counterpart contribution from the partners and even from the beneficiaries, but they were not designed neither intended as such (“100 percent of the project budget as grant” was one of the characteristics of the grant programme).

118. The **ECO-EFFICIENCY (CLEANER PRODUCTION) PROJECTS** were efficient and implemented very fast, even if their life-span was one year. TTGV carried a very qualitative and quantitative work that was very instrumental to achieve the results of the initiative. Mobilize companies and finally select the six participating companies was more difficult than initially thought, probably because of the amount of the grants (USD 25,000) or perhaps because of some bureaucratic limitations, as mentioned earlier. But the programme was successful and efficient in its results. Administratively, reviews, approvals and payments were all centralized in UNIDO’s HQs in Vienna, what have somehow increased the time necessary to carry out the activities. Probably, more responsibility for fund administration could have been delegated to TTGV, a very serious, experienced institution that would have for sure ensured the necessary competitiveness, accountability and transparency in the management of UNIDO’s funds and could have satisfied UNIDO’s standards. Alternatively, the responsibility for the funds could have been placed on the PMU itself. In practice, TTGV was a partner in development, but it was contracted, year by year, as a contractor or service provider.

119. There is a delay in the establishment of the **ECO-EFFICIENCY and CLEANER PRODUCTION CENTER** but the delay is not to be debited to UNIDO, TTGV or the Programme.

120. The **OTHER ACTIVITIES OF OUTCOMES 1, 2 AND 4** were efficient and have ensured timely implementation and within the projected costs. In general, the JP has implemented the correct partnership strategy, particularly with the academia, which has ensured quality of products and science-based results and knowledge. The quality of human resources hired to carry out the studies, training, forecasting, assessments and others, ensured timely implementation and good quality of the products has been priced by the JP staff and the UN agencies.

121. As mentioned in other section of this Report, a more substantive **PARTICIPATION OF FAO** in the implementation of the Grant programme and in providing technical implementation support could have certainly increased the effectiveness, efficiency and sustainability of the JP, considering its vast expertise in agriculture, forestry and fisheries and its close links and collaboration with line Ministries.

122. As per the **TRANSACTION COSTS** they were higher for the Programme as the administration of funds and all actions and operations carried out by the JP were split in four “sub-administrations”; higher for all four UN agencies but particularly for UNIDO and UNEP, which carried out the actions from their HQs; higher for some service provider, like TTGV; and higher also for the **MULTI-PARTNERS TRUST FUNDS**, which was the **ADMINISTRATIVE AGENT** of the Programme in charge of disbursements. Some interviewees argue that transaction costs were lower for the government entities as they agreed and meet together with the UN agencies and the PMU instead of separately. It is possible that there were lower transaction costs for the government as it usually happens with UNDCS (UNDAF), though there was not carried out an analysis of transaction costs that could support this perception.

## **SUSTAINABILITY**

123. The **SUSTAINABILITY** concept is not always easy to internalize and translate into action within the Government structures. It makes necessary for projects and programmes to find the right approach and terminology and more articulated messages (and methodology), increase the relationship with academia, specialized NGOs, provincial directorates, regional development centers, etc. Staff turnovers and lateral transfers are frequent in the government and NGOs alike and it certainly complicate programme sustainability. Moreover, unfortunately, several times the



knowledge tends to be forgotten once the project is closed out. Sometimes, it is difficult for the specialists and technicians in the government entities to convince the top management (not all are aware of the issue).

124. Since mid-2011, there have been major changes in the Government structure with restructuring of Ministries, splits and merges, particularly in the MINISTRY OF ENVIRONMENT AND URBANIZATION, which was split to form two separate Ministries (MINISTRY OF ENVIRONMENT AND URBANIZATION and MINISTRY OF FORESTRY AND WATER WORKS). These changes had also meant further changes of staff, particularly at management level. The restructuring process is expected to be completed in March 2012 and probably, follow-up actions will be needed in the coming future to ensure the continuity of key successful experiences.

125. At the end of 2010, the JP prepared a very detailed EXIT STRATEGY that itemized the actions that would be implemented during the last years of the JP to complete some activities still in implementation and ensure ownership and the sustainability of the results.

126. As shown in previous sections, the JP has reached considerable achievements in all outcomes with significant potential for sustainability and replicability. Certainly, both depend on several factors and actors, ownership and replicability of the experiences, which are different according to the outputs of each intervention. There are two important and successful initiatives implemented by the JP that can be considered pilot-initiatives: the COMMUNITY-BASED ADAPTATION GRANTS PROGRAMME and the ECO-EFFICIENCY (CLEANER PRODUCTION) GRANT PROJECTS. Both included financing to projects implemented by the public sector, academia, Government entities at local level, NGOs and schools, industrial firms, which will be in charge of ensuring continuity and sustainability of the results achieved.

127. COMMUNITY-BASED ADAPTATION GRANT PROGRAMME. For some reasons, it is always easy to see pilot, short-lived, one-time interventions, sometimes limited to specific issues and geographic areas, flagging after they are completed. It certainly has to do with ownership, but also with access to financial resources, particularly for NGOs, communities and producers' associations. And specifically for each of the eighteen projects financed, the sustainability of the initiatives is linked to the institution that has implemented them. In fact, the chances of institutional sustainability of the grant projects are different according to the implementing partners: the academia and local and provincial government entities will more probably incorporate the knowledge and experiences to their regular work plans, while NGOs and schools will more probably lack the necessary resources to replicate or even upscale the experience. And it is probable that some of them will not remain focused on Climate Change Adaptation, mainly out of necessity and financial constraints.

128. Due to the unique nature of the Grant Program, effectiveness of the termination phase, which could be described as a successful phasing out activity, was limited in some cases. Despite the fact that the relevant skills are effectively transferred and all responsibilities are handed over to recipient organizations, the sustainability of the project achievements as well as the chances of implementing the follow-up activities and sustainability plans strongly depend on the individual efforts of the project implementation teams, as opposed to institutional commitments at the decision making level. Such risk is lower in universities where the status and working principles of academic staff may allow them to plan and carry out these plans. The risk is higher in public institutions, due to high changes of staff relocations. Particularly the NGOs will need to mobilize financial resources from other sources to continue and replicate the experience.

129. ECO-EFFICIENCY (CLEAN PRODUCTION) PROGRAMME. The probability of sustainability of the initiatives is high as one of the firms (textiles in Bursa) continued applying the methodology while other four firms continued with the general idea and concepts. Before the end of the programme, the demands from other firms for consultancies, funding, training, and innovation (about the concept) was continuous. The contact between TTGV and the participating firms (with one exception) continues.

130. The national ECO-EFFICIENCY and CLEANER PRODUCTION CENTER is an important output for sustainability as it will be responsible for disseminating the work and the results accomplished under the programme on national bases. TTGV has analyzed different Centers already established in other countries and the experiences were evaluated. The technical and legal work to establish the Center was already carried out and a dynamic center model was created in collaboration with other relevant institutions. All the documentation has been transferred to the MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY for action. UNIDO's follow up with the Ministry will be necessary in the coming weeks and months to ensure the center is established. According to the NATIONAL PRODUCTIVITY CENTER's staff, there have not been regular meetings with UNIDO.

131. Specifically, the NATIONAL PRODUCTIVITY CENTER of the MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY considers the Clean Production Center necessary though it has not yet completed. The work consists of modeling the structure, define the functions, legal arrangements and the necessary financial, and define other mechanisms for the operation of the Center. As stated in the draft Strategic Plan 2013-2017 of the Ministry of Science, Industry and Technology, the work is planned to be completed in 2013.

132. The MIDDLE EAST TECHNICAL UNIVERSITY, EARTH SYSTEM SCIENCES DEPARTMENT, CONTINUING EDUCATION CENTRE (SEM) is planning to continue with a new CERTIFICATION COURSE in 2012. The experience and the participation have been very encouraging and all the bases for a new course in 2012 are ensured but not yet the funds. The CENTER FOR CONTINUING EDUCATION is confident that there will find institutions interested in financing the new courses, maybe the Government (considering that the Course trains its staff), or maybe the British Council, or others. As expected, the relevance that Climate Change acquired in Turkey in the last few years may be of help.

133. On the other side, there are the results that have included specific products that will enter into the dynamic of the line Ministries: the training to the staff of the Provincial Directorate of the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK, the dissemination of the methodology of the Participatory Vulnerability Analysis workshops organized in eleven different provinces; the training kit on climate change adaptation for the use of primary school students in the Seyhan River Basin, which was agreed with and approved by the MINISTRY OF NATIONAL EDUCATION, based on the protocol signed between MINISTRY OF ENVIRONMENT AND URBANIZATION, published, disseminated and the professors were trained; the capacity of end-users to respond to early warning, the pilot implementation on flood early warning systems conducted by the Adana Regional Directorate of Meteorological Services, the activities for Flood and Drought Management Information System and strengthening drought and flood planning conducted by the MIDDLE EAST TECHNICAL UNIVERSITY and the mechanism to set the system; the Letter of Agreement signed with the Middle East Technical University to establish an interdisciplinary group of experts and software developers, the draft National Climate Change Adaptation Strategy and Action Plan, the Business Plan and Master Plan for the Arboretum and Botanic Garden, the UNDCS 2011-2015 and the focal points in each agency, etc.

134. Regarding the TRAINING in general, there has not been defined specific indicators to measure capacity building/capacity development so it is speculative to say that there is a verifiable capacity development in several of the training activities imparted since the duration of them (hours or few days), particularly the training to beneficiaries and community members, make think more of raising awareness than properly capacity building.

135. The information generated by the JP was used by the MINISTRY OF FORESTRY AND WATER WORKS in 2011 as inputs to prepare the management plan, which is ready but not in implementation yet as it has to be approved by the National Wetland Commission first.

136. The AVAILABILITY OF THE INFORMATION GENERATED BY THE JP after the programme closure was a matter of concern for some of the interviewees. During its implementation, the JP maintained a Web-site with information and documents generated by the Programme. Considering that it was ending, the JP has been looking for acceptable solutions to this issue. On one hand, the JP is preparing a file with all documents, videos and every other available information of the

initiatives implemented by the Programme, which will be distributed among the key Programme partners. On the other hand, the JP has maintained conversations with the MINISTRY OF ENVIRONMENT AND URBANIZATION to ensure that the Ministry creates a link in its own Website that allows people interested in the information and documents have an easy access to them. It was considered the best option since the Ministry is the entity responsible for coordinating the environmental issues within the Government of Turkey. It is also the best alternative to ensure national ownership and capacity development.

137. **SUSTAINABILITY AND CHANGES IN GOVERNMENT STRUCTURE.** As mentioned earlier, since July 2011 there has been a general reshaping of Ministries, with restructuring, merging and splits of Ministries, General Directorates and Departments and creation of new Units. Major changes have involved the MINISTRY OF ENVIRONMENT AND FORESTRY that has been split to form the MINISTRY OF ENVIRONMENT AND URBANIZATION and the MINISTRY OF FORESTRY AND WATER WORKS (STATE HYDRAULIC WORKS which had also its representative in the Programme Steering Committee, is reorganized under the MINISTRY OF FORESTRY AND WATER WORKS). In addition, there have been changes on the staff in charge of several Departments. It certainly has influence on the initiatives supported by the JP but also on all the initiatives supported by the UN agencies, though as expressed by government officials, changes would not disrupt on-going operations.

138. In the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK, the reorganization is happening within the institution. In general, it has remained almost unchanged, although the General Directorate and Departments that were involved with the Programme implementation have changed their names and added new functions. In the MINISTRY OF INDUSTRY AND TRADE (NOW MINISTRY OF SCIENCE, INDUSTRY AND TECHNOLOGY), the NATIONAL PRODUCTIVITY CENTER, which has been selected by the former Minister of Industry and Trade to host the ECO-EFFICIENCY and CLEANER PRODUCTION CENTER has become more centralized after the changes. Before that, it was a more autonomous body within the Ministry.

139. As expected, the major changes should result in a better organization and the incorporation of new functions for almost all entities, and it is happening with Climate Change, which is being incorporated within the functions of several Ministries. It is maybe early to assess the effects of the changes and how they would positively influence the implementation and continuity of initiatives like the JP that were implemented with full involvement and in close collaboration with those entities. It is particularly true for a Ministry like Environment that was merged with a very significant area like Urbanization. Specifically, this is the second major restructuring the MINISTRY OF ENVIRONMENT faces in eight years. Forestry was always a very important area in the country since the Ottoman times and even if it is merging with the Hydraulic Works; another very significant, relevant area in the country, Forestry has its own many strengths.

140. Again, although if it is early to assess the impact of these changes, there are no indications that the results will not have continuity due to the restructuring at government level. All the interviewees from the government entities have clear plans to continue the activities: the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK is committed with the training of its technical staff in the HQs and in the Provincial Directorates, with its Climate Centers and rising farmers' awareness. It is a regular activity within the Ministry, particularly after the drought of 2007, a catalytic event that rose awareness about the linkages between natural events and climate change. It is also the case with the MINISTRY OF ENVIRONMENT AND URBANIZATION which was working, among other things, to ensure the approval of the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY by the COORDINATION BOARD ON CLIMATE CHANGE. The MINISTRY OF ENVIRONMENT AND URBANIZATION and the MINISTRY OF FORESTRY AND WATER WORKS have expressed in different occasions their commitment with the continuity of the experiences and their plans to replicate these experiences in other regions of the country.

#### **REPLICABILITY AND UP-SCALING**

141. In general, all the Ministries and entities have expressed their desire to replicate the experiences and finance their own projects utilizing the same methodologies and experiences collected during the implementation of the JP. Probably, there would have to be new conversations with the government representatives once the restructuring of all

Ministries will be completed and the new (or the same) managers will be in charge of their areas. Probably, each UN agency in the area of their interventions should follow-up on the continuity of the experiences and the use of the information and lessons learnt during the implementation of the JP. Until now, the best example of replicability comes from the ECO-EFFICIENCY (CLEAN PRODUCTION) PROGRAMME. Specifically, TTGV is applying the same methodology in new projects, while its relationship with the industry is very fluid as to ensure a wider expansion of the initiative to other firms and regions of the country. An important example is the Eco-efficiency (Cleaner Production) Programme that started in Izmir with the financing of İzmir Development Agency (IZKA). Since IZKA is the leader among all development agencies, this programme will be an example for other agencies, as well. Moreover, the "CLEANER PRODUCTION (ECO-EFFICIENCY) MANUAL FOR INDUSTRY," which is one of the important outcomes of the Programme, is an efficient tool for sustainability of the similar practices at industry level.

142. In general, there are several other opportunities for cleaner production approaches in every type of facility since the pilot projects have been successfully implemented in both large (European-wide production facilities) and small and medium firms.

143. There are also several grant projects which experience is replicable since they have produced or developed inputs for using in other interventions like vegetable genotypes, or had outputs that are necessary inputs for following steps of a broader intervention (for which, design and studies have been financed by the grant programme).

**TO WHAT EXTENT THE JP HAS CONTRIBUTED TO THE OBJECTIVES SET AND TO THE OVERALL MDG F OBJECTIVES AT LOCAL AND NATIONAL LEVEL: MDGs, PARIS DECLARATION AND ACCRA PRINCIPLES AND UN REFORM.**

144. The MDG Fund supports innovative actions with the potential for wide replication and high impact in select countries and sectors, within the framework of the Millennium Declaration's global partnership for development and the Paris Declaration on Aid Effectiveness. For the UN to meaningfully fulfill its role to help countries achieve the MDGs by 2015 and address the global challenges of the 21st century, an intensive, coherent and efficient country level response is required from the UN development system, operating in concert.

145. As stated in the PRODOC, the **ACHIEVEMENT OF MDGs IN Turkey**, in particular MDG 1 ERADICATE EXTREME POVERTY AND HUNGER, MDG 3 PROMOTE GENDER EQUALITY AND EMPOWER WOMEN, and MDG 7 ENSURE ENVIRONMENTAL SUSTAINABILITY are threatened by climate change. No doubt about the relationship between the reduced water availability in soils, rivers, dams, lakes and ground reserves, and the likely devastating effects on agricultural production, with knock-on effects being a reduction in food production, a reduction in power and influence of rural woman's groups, and the increased degradation of rural landscapes. Specifically with the Grant Programme, the individual projects targeted different MDGs until covering all of them, though MDG 1, 3 and 7 almost repeat in every project. With the exception of these three MDGs, perhaps the contribution of individual projects interventions is probably not significant in magnitude and time to consider they are doing a verifiably contribution to the other MDGs, not yet.

146. The UNITED NATIONS DEVELOPMENT COOPERATION STRATEGY (former UNDAF) was revised and used for mainstreaming climate change adaptation within MDG-based UN programming in Turkey, particularly targeting MDG 7. UN resources for responding climate change risks would be mobilized.

147. The UN System in Turkey and in all other countries works already in concert helping governments through advocacy, policy and strategy development, and project implementation with a major thrust on the poor, vulnerable and marginalized segments of the society to follow up on the MDGs. The UN System has been doing particularly well in the country. As of today, two reports have already being prepared, in 2005 and 2010. Specifically, the JP is one of the

many initiatives designed within the UN System and aligned to the three MDGs mentioned above<sup>14</sup>. The more recent Report was prepared with information of 2009, so there is no way at this time to assess the impact on the MDGs. Notwithstanding, the activities implemented through the four outcomes clearly addressed issues reflected in the MDG 7 TARGET 7 A. INTEGRATE THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT INTO COUNTRY POLICIES AND PROGRAMMES AND REVERSE THE LOSS OF ENVIRONMENTAL RESOURCES. Once the NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY will be approved, it will also make its contribution to the MDG 7. Thus, through the Grants Programme, most beneficiaries were from rural areas and students living in small towns. For the rest of the activities it is still early to make a judgment and any comment on the impacts of the JP interventions on the MDGs would be speculative.

148. All JP activities have been consistent with the principles of the **PARIS DECLARATION ON AID EFFECTIVENESS**. There is a clear ALIGNMENT of JP objectives and activities with national development needs and priorities, particularly in the area of Climate Change and Climate Change adaptation that has gotten a new speed after Turkey has ratified the UNFCCC in 2004 and the drought of 2007, of devastating effects for the country. As stated earlier, there is no doubt that the JP is RELEVANT for the country, particularly for the National Climate Change agenda. Multiple studies and analyses have shown how Turkey is highly vulnerable to climate change impacts, while it is still a way to go when it comes to knowledge, tools or guidance to develop a favorable regulatory framework for climate change influenced decision-making in Turkey. With the support of UNDP, Turkey has prepared the NATIONAL CLIMATE CHANGE STRATEGY in 2009 and then in 2010 it has completed the NATIONAL CLIMATE CHANGE ACTION PLAN. The draft NATIONAL CLIMATE CHANGE ADAPTATION STRATEGY, which was developed within the context of the JP, is completed and ready to be submitted to the COORDINATION BOARD ON CLIMATE CHANGE for approval. These and other initiatives supported by the JP, mentioned in previous Sections, have been clearly designed to address national development issues.

149. **NATIONAL OWNERSHIP**. There is probably no any possibility for the UN System or the bi- and multilateral organizations to implement activities and/or support initiatives in Turkey without a clear participation and ownership by the government. But beyond this kind of axiom, the JP has made specific efforts to ensure the strong participation of government entities at central and provincial, coordination and execution levels. This Final Evaluation met all the representatives from the different Ministries that have participated in the Steering Committee and all, with no exception, agreed that they participated in the decision-making process, were properly informed and updated on the JP progress and had access to all the information they have requested at any time.

150. **ROLE OF THE PMU AND UNCT**. The PMU has played a very important role ensuing close coordination among UN agencies and government representatives. As explained, the Programme design was quietly ambitious and diversified in outputs and activities (large number of outputs and activities) and the PMU made an impressive job at ensuring cohesion and coherence and rapid response to stakeholders' concerns and demands. Unfortunately, all administrative and financial responsibilities were not trusted entirely to the PMU but they were split among four "sub-administrations", one by UN participating agency. It would have ensured celerity in the implementation of some activities (as it happened with the activities under PMU's responsibilities), lower transactions costs and more unified monitoring and evaluation. The Monitoring and evaluation officer made a good job and travelled systematically to the field for monitoring and follow-up.

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<sup>14</sup>. In June 2010 it was completed the second national MDGs report. Its preparation was started by the Ministry of Development (former SPO) in 2009 and completed in June 2010. The Ministry of Health, the Ministry of National Education, the former Ministry of Environment and Forestry, the General Directorate for the Status of Women, the Turkish International Cooperation and Development Agency (TİKA), the Turkish Statistical Institute (TÜİK), the Ministry of Foreign Affairs, and the UN Turkey Office have all contributed their views to the report.

151. The Workshop carried out in November 2011 to close the Programme mobilized a large number of participants, including several high-ranked government officials, University professors and representatives, participating partners and local authorities.

152. Not less important has been the role played by the UN RESIDENT COORDINATOR who has ensured harmonization and coordination among the UN agencies, particularly at the beginning of the Programme, when it was not clear the role FAO would play in it. The Evaluation had a very interesting meeting with the UN Resident Coordinator and remained very impressed about his knowledge, at the details, of the activities implemented and the results achieved by the Programme. All government officials that joined the Steering Committees have praised both the PMU and the role of the Resident Coordinator for their commitment and sensitivity with government requests.

153. The Evaluation had the chance to interview all the Committee members from the government entities and the UN System. They have also found the PROGRAMME MANAGER AND STAFF available to their requirements and suggestions in meetings and ready to provide any additional information they have required. And as confirmed by the interviewees, the government representatives have had a say in the strategies, plans and documents prepared or supported by the JP. The preparation of the draft National Climate Change Adaptation Strategy or the selection of the Grant project proposals, just to mention two examples, was made with full participation of representatives from the government.

154. **RESULTS.** The JP was clearly designed based on the Result-based management approach, although there are some doubt regarding the whole focalization of the JP due to the number of outcomes, outputs and activities. The results by Outcomes and Outputs were summarized in a previous Section and document the achievements of the JP. It has been confirmed that the activities were clearly directed to achieving goals, although as seem in previous sections there are some issues related to sustainability in which results are mixed or still to be seen. But probably it would be interesting to take into account the objective of the JP “mainstreaming climate change adaptation into the national development framework, building capacity in national and regional institutions, piloting community-based adaptation projects in the Seyhan River Basin, and integrating climate change adaptation into all UN agencies in Turkey.”

#### **CONTRIBUTION TO THE OBJECTIVES OF THE UN REFORM**

155. Four UN agencies were part of the implementation of the JP: UNDP, FAO, UNIDO and UNEP. The first three are resident agencies, while UNEP is a non-resident agency, although it has several activities implemented in the country. UNIDO and UNDP share the same building, while FAO has its offices in a building of the MINISTRY OF FOOD, AGRICULTURE AND LIVESTOCK.

156. In principle, Programme outcomes and outputs were designed in a way that any UN participating agency was in charge of implementing specific activities and achieving specific outputs that did not mix with those under the responsibility of the other agencies. Thus, the JP funds were split among the four agencies and were disbursed, administered, expended, and reported by each one of the four agencies, with the application of its own rules and systems. All the agencies would participate in the decision-making process as all of them had a representative seating at the Programme Steering Committee. As confirmed by the agencies, there are evidences of the collaboration among the agencies, for example among FAO and UNEP to implement the training on Climate Change adaptation, UNDP and UNIDO. Besides, the Resident Coordinator was fully involved in the coordination of the Programme and ensured all the necessary conditions and facilities for the Programme to deliver and be successful as it was.

157. But probably the main reserve this Final Evaluation has with the design is that the Programme was not designed in a way that impelled the agencies to work together and coordinate around common activities, implemented together. This Final Evaluation considers that this was perhaps a missing opportunity for the UN agencies to go beyond the regular coordination, collaboration and harmonization and take advantage of the joint operation to implement a more innovative approach, closer to the idea of DELIVERY AS ONE.

158. Climate Change adaptation can be approached from the development side or the environmental side, but in any case all four participating agencies are regularly involved with the Focus Area and there would not had been limitations to explore a more integrated design and implementation. Up to a certain point, the number and diversity of outcomes, outputs and activities reflects the need for the designers to create a space for each agency. In a way, the more the agencies, the more the outcomes, outputs and activities and the easier for each agency to find its own niche. Moreover, the more the outcomes, outputs and activities the less strategic and focused a programme can become.

159. **ADMINISTRATION OF FUNDS.** As designed, each UN agency has a budget assigned to implement the activities under its responsibility and the funds were transferred by the MULTI-PARTNERS TRUST FUNDS to each agency account. It meant that the funds were disbursed to the agency account and administered, executed and reported by the agency. Up to a certain way, it multiplied the administration (and many transactions) by four, one for each agency. It must be said that this framework is the same for all the JP funded by the MDG-F and administered by the MPTF all over the work and Turkey is not the exception. Thus, the MDG-F is a “vertical” operation (fund) and so it is easy that the joint programmes become additional, new operations instead of cross-cutting interventions, which need also new, parallel structures and represent additional work for agencies’ staff.

160. The Administration of funds was one of the activities that could have been concentrated under one umbrella organization and administered with the rule of only one agency and found an innovative way to share (or split) the administrative fee (7 percent). The **PROGRAMME MANAGEMENT UNIT** could have played the same administrative, communication and monitoring and evaluation roles for the entire JP that it has played for some specific activities and outcomes. **MONITORING AND EVALUATION** is another of the activities that could have been implemented together among the four agencies and partners, under the umbrella of the PMU. And this is specifically one of the examples on how coordination, harmonization, collaboration, reduction of transaction costs for governments and UN agencies could have been capitalized. The PMU consolidated the reports from the four agencies and submitted one common report for the whole JP to the MDG-F and the MPTF. Administratively, each agency submitted its financial report to the MPTF.

161. The Mid-term Evaluation considered that the Monitoring and Evaluation administration of the Grant Programme (OUTCOME 3) should have been carried out by FAO, instead of the PMU itself through its Monitoring and Evaluation administrator. The M&E EXPERT did ensure close monitoring of the activities in the field, timely and qualitative reports, access to information, timely reporting to partners and good quality in the whole monitoring and evaluation process, so it was beneficial for the JP to have the person on board to ensure that things effectively happened.

162. This FINAL EVALUATION considers that Monitoring and Evaluation is about something that goes beyond the follow-up on technical issues and considers that the decision to appoint a specialist to perform the job in the PMU was the correct decision. Probably what the PMU should have done was to involve FAO in the provision of technical support to implement the grant projects executed in the Seyhan River Basin; not necessarily to carry out the monitoring process. And that could have been done hand in hand with the Monitoring and Evaluation administrator. In the spirit of the UN Reform but also to help the implementing partners to improve the implementation of the Grant projects, the support of FAO could have been very welcome and necessary in several projects. As expressed before, more involvement of FAO would have for sure increased effectiveness, efficiency and sustainability of the interventions.

163. At the end of the day, it is important to take into account that many of the JP activities were performed by **SPECIALISTS CONTRACTED TO CARRY OUT THE WORK.** It could made things easier for the agencies to work and implement the activities together. And the PMU could have been the catalyst to ensure more joint implementation.

164. As said, there has been coordination but a more basic level; the kind of coordination and collaboration that is regular in other interventions. But not the kind of coordination, collaboration and harmonization that would have been

tried, in line with the spirit of the UN Reform, one that could have taken advantage of the pilot nature of the MDG-F and experiment with something that went beyond the traditional framework. The JP has been innovative in several other activities, but this Final Evaluation cannot say that the JP elevated coordination, collaboration, harmonization and reduced transaction cost to something that had promoted the interagency collaboration or could be considered innovative in this area.

#### **D. GENDER EQUALITY**

165. The grant programme specifically has targeted women, mostly with training and raising awareness. There was a specific participation in one of the projects that targeted women training them as leader farmers for animal husbandry, in which they play a critical role. Another project implemented in Yüreğir involved urban women in efforts toward climate change adaptation and how to reduce water, and the electricity bill, monitor consumption and cost expenditures on water and energy and see how they can improve their quality of living reducing water and energy consumption.

166. In all cases that involved participation of beneficiaries in projects that targeted men and women, young adults, men and women, and students, boys and girls alike, without targeting by sex. Unfortunately this evaluation did not access to information of trainees and beneficiaries by project disaggregated by sex, but according to projects reports it seems that women participation has been considerable. Notwithstanding, this evaluation is not sure these could be paired to the design and implementation of the gender approach and activities aimed specifically at women. The UN participating agencies have their specialists but there are no evidences that they have been involved with the gender dimension within the Programme, other than the provision of some miscellaneous advice.

#### **TO WHAT EXTENT THE JP HAS ATTAINED DEVELOPMENT RESULTS TO THE TARGETED POPULATION, BENEFICIARIES, PARTICIPATING INDIVIDUALS, COMMUNITIES AND INSTITUTIONS**

167. The JP implemented the correct PARTNERSHIP STRATEGY that actually was coherent with the strategy of the Programme, designed specifically for attaining results at three different levels (national, regional and local), in three different fronts (policy, science and implementation), on a larger and more heterogeneous intervention area (the entire SEYHAN RIVER BASIN), applying a multi-faceted approach to the Grant programme; implementing the six eco-efficiency (cleaner production) projects in four different industries, partnering with many different local and national partners, making room for four UN agencies, targeting the largest number of beneficiaries possible and several issues and constraints to overcome as possible, too.

168. Truly speaking, it meant many different outputs (twelve) and activities (forty three) but it also meant a large number of INSTITUTIONS AND PARTNERS IN DEVELOPMENT involved in the implementation of Programme activities and, as expected, ensuring their continuity now that the JP has closed: MINISTRIES (Ministry of Environment and Urbanization, Ministry of Forestry and Water Works, Ministry of Food, Agriculture and Livestock, Ministry of Science, Industry and Technology, Ministry of National Education), several PROVINCIAL DIRECTORATES of these Ministries (DSI VI. Regional Directorate of the State Hydraulic Works, Adana Provincial Agriculture Directorate, Kayseri Provincial Directorate of the Ministry of Agriculture, Provincial Directorate of Environment and Forestry, Adana Regional Directorate of Forestry) UNIVERSITIES (Middle East Technical University, Natural Systems Science Department, Center for Continuing Education, Istanbul Technical University, Cukurova University, Faculty of Agriculture, Department of Animal Science; Faculty of Fisheries; Faculty of Agricultural, Department of Horticulture, Tropical Diseases Research and Application Center), NGOs, ASSOCIATIONS AND FOUNDATIONS (Village Services Union of Sariz, Central Anatolia Fighting Drought and Ecological Life Association, Society of Ecology Agriculture Organization, Bird Research Society Adana Branch, Genc Doğa Association, Karaboğaz, Kili Mehmet Buyukpotuklu Irrigation Union, Kayseri and Villages Training and Solidarity Association), MUNICIPALITIES (Yüreğir Municipality), CHAMBERS AND OTHERS (Adana Commodity Exchange), FOUNDATIONS (TTGV), INDUSTRIAL FIRMS (Pakyurek Agriculture Industry and Trade, Inc, Gulsan Food Industry and Trade Inc., BOSAM



Painting LTD Company, DITA Dogan Parts Manufacturing and Technique Inc., OZEL TEKSTIL Industry and Trade LTD Company, ADVANSA SASA Polyester Industry Inc.), UN AGENCIES (UNIDO, UNEP, FAO, UNDP and also the UNCT) and SCHOOLS. All institutions involved in the implementation of the Programme participated as partners.

169. But also the number of BENEFICIARIES and people contacted and the number OF VILLAGES AND DISTRICT involved in the Grant projects are also large and quite impressive. Just taking into account what is informed by the JP, the Grants Programme has contacted some 55,000 people.

170. PROGRAMME METHODOLOGIES were based on a participatory approach, need assessments, surveys, and institutions with local presence and relevance, people and community participation, ensuring that Programme activities targeted its beneficiaries and results benefited its target group. Additionally, the JP made a good use of communication strategies and tools, as detailed in the sections of Results. The involvement of many institutions and the general public in general through many diverse tools and mechanisms, was at the basis of the Programme. The GRANTS PROGRAMME has a clear approach to community (community-based adaptation). As mentioned earlier, not all projects could be considered community-based, some directly involved communities and some targeted the public in general (“community focused” as called by the final evaluation of the outcome).

171. In this context, with no exception all Programme results have targeted and involved the general public, beneficiary groups, communities, the academia and institutions, with little or no participation of sole individuals as beneficiaries. In general along with the different products generated by the JP has raised awareness of staff of institutions and beneficiaries alike.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSIONS**

172. The results that have been presented in this Final Evaluation certainly match the general appreciation that the persons interviewed from different government institutions, participating agencies and implementing partners have about the Joint Programme, the results achieved in their areas and at the way it was coordinated and managed.

173. The JP had strategically and consciously chosen to specifically work at national, regional and local levels; in three different fronts (policy, science and implementation), on a large, heterogeneous intervention area (the entire Seyhan River Basin), apply a multi-faceted approach to the Grant programme; implement the eco-efficiency (cleaner production) projects in four different industrial sectors (textiles, food and beverages, metals and chemicals); partnering with many different local and national partners (national and local governments entities, academia, NGOs, community members, schools, university institutes, public-private foundations, industrial firms), make room for four UN agencies (UNIDO, FAO, UNEP and UNDP) and targeting the largest number of beneficiaries possible and several issues and constraints to overcome as possible, too. This was a complementary structure, connected at the different levels. That, without smashing funds in such a way as to limit the qualitative impact of interventions.

174. One can always agree or not with Programme strategies, but it was clearly a conscious decision made by the designers and then by the people responsible for implementation, which did not consider necessary to introduce major changes to the (ambitious) design during the Inception phase and at the end it seems it was a correct decision. Although it probably made the JP lose a bit of focus and create more activities that would have probably been necessary, it seems that the design has not limited the capacity of the JP to achieve most of its results. The outputs and products are there, in use or ready to use.

175. The Programme has been effective and efficient in most of its outputs and outcomes. It is probably with the sustainability of some interventions that the Programme shows mixing results, at least for now. Among the interventions, there have been some important pilot activities (which amounted for about half of Programme total costs), like the grant programme or the eco-efficiency (clean production) programme. These were relevant for the concepts, the approach, the knowledge, the beneficiaries' participation, the methodologies, and the experiences collected, even if they will not probably be continued, in some cases, as they have been implemented by the JP. but that would not be necessarily continued as it has been implemented. Other experiences will follow, particularly in the academia and the provincial and local governments and less probably with some NGOs, at least not until they ensure the financing. But for certain, the climate change adaptation approach has been incorporated and will persist in the next interventions. It is also what is expected to happens with the Certification Course, another successful intervention tailored for the needs of government staffs and officials from other institutions, including UN. The National Climate Change Adaptation Strategy and Action Plan will be very soon put to the consideration of the Coordination Board on Climate Change for approval and will soon complement with other major Strategies, Actions Plans and Communications supported by other interventions promoted by the government in coordination and collaboration with UN agencies.

176. The partnership strategy, close coordination and implementation relationship with national, provincial and local government institutions, NGOs, academia, industrial firms, public-private foundations, had certainly helped to streamline and raise awareness of many different partners, villages, communities and beneficiary groups on the risk of climate change and how to adapt to it.

177. Probably the area that this Final Evaluation considers a missing opportunity regards the coordination, harmonization, collaboration between the UN agencies. First it is important to emphasize that in all activities, the UN agencies have ensured the regular coordination that exists among the agencies in other joint interventions, with the exception of gender equality, in which the programme did not receive almost any practical support from the gender specialist of the agencies. But, in the opinion of this Final Evaluation, the Joint Programmes were the right platform to try new, more innovative alternatives to implement projects and take advantage of the strength of each participating agency and a more cross-practice approach, sharing expertise and familiarity with the issues to implement common activities, avoiding outputs, outcomes and activities specific for each participating agency. Probably more than any other funds, for its nature and goals, the MDG-F allowed, among other goals, a very concerted operation among the UN agencies, within the framework of the Millennium Declaration's global partnership for development, the Paris Declaration on Aid Effectiveness and the UN Reform.

178. A major role played by FAO in more of the activities implemented would have certainly increased Programme effectiveness, efficiency and sustainability. FAO had the expertise and familiarity with most of the activities planned in the Programme and they could have been functional to the JP.

179. This has been a good, relevant, effective and efficient Joint Programme, innovative, particularly for the work with the government at provincial and local level, the participatory and bottom-up approaches of several of its major interventions, and the necessary capacity developed. The final phase of the Programme accompanied major changes in government structures with restructuring, merges and split among and within Ministries, particularly in the Ministry of Environment and Forestry, the lead coordinator of the environmental policies and issues in Turkey and a key player in the implementation of the JP. Probably, follow-up actions by UN and the government have become critical in this step to ensure that some of the experiences and knowledge collected during implementation translate into actions.

## **RECOMMENDATIONS**

180. The Joint Programme has just finished and the MDG-F Achievement Fund is scheduled to close at the end of 2012 so there is not much to recommend to both the Programme and the Fund. But it will be certainly useful to make some specific recommendations that could be useful for the UN agencies and future programmes alike to be

implemented under the umbrella of the UN System. Besides, the final evaluation of outcome 3 made a (very) long list of recommendations for several different issues that we do not consider necessary to repeat here.

181. The implementation of the Programme has shown that the coordination, collaboration and harmonization mirrored those of other regular interventions. But this evaluation considers that the UNCT and the UN agencies could have explored more innovative alternatives that could have allowed all four agencies implement common activities, deliver common products, and contribute to achieve common results within same outputs. The Programme itself was designed in a way that did not compel the agencies to implement common activities, neither the administrative arrangements, the (different) rules applied by the agencies and the (separate) monitoring and reporting systems. Each agency worked in its own niche, while the transaction costs were higher for every participant, probably with the exception of the government representatives that sat in the Programme Steering Committees.

**RECOMMENDATION 1.** The UN System should take into account the experiences collected with the implementation of the Programme and explore more innovative alternatives to implement innovative programmes like the JP, in the spirit of the UN Reform and in the Delivery as One. Specifically this Joint Programme and the nature and scope of the MDG-F Achievement Fund allowed all four agencies to implement common activities.

182. As expected, the restructuring of the government structures is at the final stage so in the coming weeks there will be necessary for the UN agencies to follow-up on the activities that are still pending of incorporation in government structures and translate into policies and specific actions. This is a task that usually remains in government hands but it would be frustrating to see that the information and experiences collected by the Programme is forgotten once it has finished.

**RECOMMENDATION 2.** The UN system should find a way to ensure that the agencies follow-up on several of the results that have been achieved but need some time to be incorporated into the government structures and translated into actions. Considering that the government structures are completing its restructuring, it would be important that the UN agencies follow-up with their government counterparts on the activities that have been recently completed.

Probably, there would have to be new conversations with the government representatives once the restructuring of all Ministries will be completed and the new (or the same) managers will be in charge of their areas. Probably, each UN agency in the area of their interventions should follow-up on the continuity of the experiences and the use of the information and lessons learnt during the implementation of the JP. A need for following up between the Ministry of Environment, FAO and UNEP is required on the umbrella programme of 4 projects, which will address key ecosystems and which is in need of financial resources for its implementation.

183. The availability of the Information generated by the JP after its closure was a matter of concern for some of the interviewees. During its implementation, the JP maintained a Web-site with information and documents generated by the Programme. Considering that it was ending, the JP has been looking for acceptable solutions to this issue and some alternatives were pondered, particularly with the MINISTRY OF ENVIRONMENT AND URBANIZATION to ensure that the Ministry creates a link in its own Website that allow people interested in the information and documents have an easy access to them.

**RECOMMENDATION 3.** Continue the conversations with the Ministry of Environment and Urbanization to ensure that the Ministry creates a link in its own Website that allow people interested in the information and documents have an easy access to them. It was considered the best option since the Ministry is the entity responsible for coordinating the environmental issues within the Government of Turkey. It is also the best alternative to ensure national ownership and capacity development.

184. Finally, although it is planned to be done, the Programme should ensure that electronic files of all the relevant documents, information and products are conveniently compiled and distributed to key partners.

**EVALUATION METHODOLOGY**

1. According to the guidelines from the MDG-F “...(M)onitoring and evaluation of the project activities shall be undertaken in accordance with established rules and procedures of the UN Agencies, and determined by the Steering Committee, subject to the respective regulations, rules, policies and procedures of the UN Agencies.”
2. The specific principles that are described in the matrix hereunder will be at the basis of the methodology suggested in these reference documents as well as in the terms of reference of this Evaluation: RELEVANCE, EFFICIENCY, EFFECTIVENESS, OWNERSHIP OF THE PROCESS and SUSTAINABILITY. Though maybe there would be chance for the Evaluation to identify some IMPACTS of the programme supported activities, it is probably too early to identify and measure the IMPACTS generated by Programme activities.

<b>RELEVANCE</b>	THE EXTENT TO WHICH THE OBJECTIVES OF A DEVELOPMENT INTERVENTION ARE CONSISTENT WITH THE NEEDS AND INTEREST OF THE PEOPLE, THE NEEDS OF THE COUNTRY AND THE MILLENNIUM DEVELOPMENT GOALS.
<b>EFFICIENCY</b>	EXTENT TO WHICH RESOURCES/INPUTS (FUNDS, TIME, HUMAN RESOURCES, ETC.) HAVE BEEN TURNED INTO RESULTS
<b>EFFECTIVENESS</b>	EXTENT TO WHICH THE OBJECTIVES OF THE DEVELOPMENT INTERVENTION HAVE BEEN ACHIEVED.
<b>OWNERSHIP OF THE PROCESS</b>	EFFECTIVE EXERCISE OF LEADERSHIP BY THE COUNTRY’S NATIONAL/LOCAL PARTNERS IN DEVELOPMENT INTERVENTIONS
<b>SUSTAINABILITY</b>	PROBABILITY OF THE BENEFITS OF THE INTERVENTION CONTINUING IN THE LONG TERM.

3. The Evaluation will make recourse to qualitative and quantitative techniques based on queries and interviews, direct observations and meetings with beneficiaries and stakeholders, constructive interaction, gaining consensus on key issues with partners, use of non-numerical information, and quantitative techniques including the analysis of records, numerical information and statistical data from the Joint Programme and the projects financed, national and local government bodies, local communities and the private sector and other statistical sources in order to answer the query of how much the Joint Programme has done *vis-à-vis* what was planned. Additionally, the Evaluation will make good use of the Mid-term Evaluation carried out in 2010 and the results and lessons learned of the Evaluation of the Outcome 3 carried out in November 2011. The Programme has generated a set of documents of its implementation, progress reports, training and dissemination material, specialized reports, etc. that will be reviewed before and during the field visits.
4. The work will be supported with a matrix of actions implemented and outputs met or partially met by the Programme for each of the outcomes, outputs and components, including the soft assistance, based on the Programme Logical Framework, as designed at the beginning of the Programme and its successive updates. The matrix will mix qualitative and quantitative information. Indicators and baseline, though not complete as expected, were set during the design for most activities and components so the matrix should reflect what, how and how much of what have been planned have been actually met or partially met.
5. The **PARTICIPATORY (AND BOTTOM UP) METHODOLOGY** proposed will include:

- (a) **DESK-REVIEW** of relevant documents, contextual information and baselines contained in project and programme documents, monitoring and progress reports, etc. Main documents to be reviewed include: UNDAF 2006-2010, CPAP 2006-2010 ESD Programme, MDG-F 1680 Project Document -Final, Memorandum of Understanding, MDG-F 1680 Inception Report, Annual Work Plans and Budgets, Financial Reports by Year, Fund Disbursements by year, Audit Report, Annual Narrative Progress Reports, Monitoring Reports 2008-2011, Training and Dissemination Materials, Minutes of the Steering Committee and other relevant meetings, Mid-term Evaluation Report, 2010, Progress/Final Reports from Projects, MDG F Improvement Plans, , Community Based adaptation, Grant Programme in the Seyhan River Basin. Final Evaluation and Lessons Learned, Nov 2011, MDG-F Sustainability and Exit Strategy, Reports from Experts and Specialists, UNIDO Eco-Efficiency (Cleaner Production) Programme.

Prior travelling to the country, the Evaluator will submit this **INCEPTION REPORT** (10 to 15 pages in length) to be discussed and agreed upon with the JP Management and partners. Considering the volume of documents produced by the programme, the desk review will continue after the submission of this Inception Report.

- (b) **DATA COLLECTION AND ANALYSIS** from different sources during the sojourn in the country. It will be complemented with discussions with key stakeholders and a comprehensive review and observations during field visits. It will be carried out a pattern matching and triangulation of data convergence to verify the validity of the assessment based on multiple perceptions and data. During this step, availability and reliability of quantitative and qualitative will be assessed.

- (c) **MEETINGS AND INDIVIDUAL INTERVIEWS** with the staff of the Resident Coordinator Office, Programme manager and staff, Coordinator and Monitoring and Evaluation Administrator of UNDP Turkey Environment and Sustainable Development Programme, members of the Programme Management Committee as the evaluation reference group, Joint Programme coordination and staff, the specialist consultant that carried out the Final Evaluation of the Outcome 3, project staff Government officials, non-governmental organizations (NGOs), University professors (Institute of Continuing Education, , etc.) and specialists, civil society representatives, programme and project beneficiaries and key stakeholders, and partners. Important note, the evaluation will concentrate more at central level. Interviews will be conducted with PMC members.

The Evaluation will draw specific checklist questions (**SEMI-STRUCTURED INTERVIEWS**) which will follow the criteria indicated in the matrix above and the questions included in the Terms of Reference of this Evaluation. Questionnaires are not excluded. Meetings and interviews will help the Evaluation to validate information obtained from other sources, seek thinking and perceptions of persons interviewed and yield sufficiently relevant evidence of results of the JP.

- (d) **FIELD VISITS** On one hand, the programme contracted a specialized consultant (FATMA NIL AYHAN) to carry out field visits to Seyhan River Basin and assess, among other things, the final results and the lessons learnt of the projects implemented in the area by local institutions (Outcome 3). On the other hand, the Evaluator had the chance to travel to the same area and visit some selected projects funded by the JP during his November-December 2011 visit to Turkey to carry out the Outcome Evaluation of the ESD Programme. So field visits to the Seyhan River Basin are not initially planned.

This Evaluator had also the opportunity to hold different meetings with relevant actors in the implementation of the JP, including the Technology Development Foundation of Turkey, the Institute for Continuing Educations, etc.

- (e) A **DEBRIEFING MEETING** to be held at the end of the sojourn in the country to share the preliminary findings and recommendations with Programme Management, partner UN agencies, and RC office, Government officials and representatives from partners in development; and
- (f) A **DRAFT REPORT** will be submitted within 10 days after the completion of the field work and will be length 20 to 30 pages and will also contain an Executive Summary 5 pages length maximum. A **FINAL REPORT** will be submitted after the Evaluator receives the comments and suggestions from the Evaluation Reference Group. Copy of the report will be shared with the MDG-F Secretariat.

6. This final evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the Terms of Reference, included to this Inception Report in Annex 1 (see Annex 1 for more details) and the availability of resources and the priorities of stakeholders. In all cases, the Final Evaluation is expected to analyze all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, mid-term evaluations and any other documents that may provide evidence on which to form judgments. The Final Evaluation is also expected to use interviews, surveys or any other relevant quantitative and qualitative tool as a means to collect relevant data for the final evaluation. The Evaluator will make sure that the voices, opinions and information of targeted citizens and participants of the Joint Programme are all taken into account.

7. Last November, the Joint Programme has carried out an external evaluation of Outcome 3. The report was shared with JP main beneficiary (experts of the Ministry of Environment and Urbanization), and has been already finalized. In this Final Evaluation, the Outcome 3 will be evaluated based on this Evaluation and its final report<sup>15</sup>.

8. The Evaluation will place particular attention to the partnership, coordination, harmonization and cooperation among the UN agencies within the context of the implementation of the Joint Programme and the principles of the UN Reform.

9. As established, the Evaluator will work in close coordination and collaboration with staff of the Resident Coordinator Office, the Monitoring and Evaluation administrator of ESD Programme at UNDP-CO, staff of the JP, and members of the Programme Steering Committee.

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<sup>15</sup> UNITED NATIONS JOINT PROGRAMME (2011) Community Based Adaptation Grant Programme in the Seyhan River Basin. Final Evaluation and Lessons Learned.

## LIST OF GRANT PROJECTS

INSTITUTION	NAME OF THE GRANT PROJECT	LOCATION
1. CUKUROVA UNIVERSITY, FACULTY OF AGRICULTURE, DEPARTMENT OF ANIMAL SCIENCE (MDG1/3/7)	ADAPTATION OF ANIMAL PRODUCTION AND ENVIRONMENTAL ACTIVITIES TO GLOBAL WARMING AND CLIMATE CHANGE IN SEYHAN RIVER BASIN	ADANA PROVINCE (10 VILLAGES)
2. VILLAGE SERVICES UNION OF SARIZ (MDG1/7)	DEVELOPING FARMERS' CAPACITY TO ADAPT TO IRRIGATION AND ENERGY RESTRICTION	KAYSERI PROVINCES (SARIZ DISTRICT)
3. DSI VI. REGIONAL DIRECTORATE: OF STATE HYDRAULIC WORKS (MDG1/7/8)	IDENTIFICATION OF SURFACE WATER RESOURCE POTENTIAL AND FLOOD RISKS WITHIN THE PERSPECTIVE OF DEVELOPING WATER RESOURCE MANAGEMENT POLICIES IN SEYHAN RIVER BASIN WITHIN THE FRAMEWORK OF ADAPTATION TO CLIMATE CHANGE	ADANA PROVINCE
4. ADANA COMMODITY EXCHANGE (MDG1/4/5/7)	GOOD AGRICULTURE HEALTHY SOCIETY	ADANA PROVINCE (11 DISTRICTS)
5. YUREĞİR MUNICIPALITY (MDG1/7)	ESTABLISHING, SUPPORTING AND DEVELOPING THE ADAPTATION CAPACITY OF THE PEOPLE OF YUREĞİR AGAINST CLIMATE CHANGE	ADANA PROVINCE (YUREĞİR DISTRICT)
6. ADANA PROVINCIAL AGRICULTURE DIRECTORATE (MDG1/4/5/6/7)	THE DEVELOPMENT OF GOOD AGRICULTURAL TECHNIQUES FOR SUSTAINABILITY OF NATURAL RESOURCES IN THE CATALAN POTABLE WATER BASIN	ADANA PROVINCE (KARASALI DISTRICT)
7. SOCIETY OF ECOLOGY AGRICULTURE ORGANIZATION (MDG7)	CLIMATE SCOUTS (IKIZ)	ADANA PROVINCE (3 DISTRICTS), KAYSERI PROVINCE NIGDE PROVINCES
8. KAYSERI PROVINCE DIRECTORATE OF MINISTRY OF AGRICULTURE (MDG1/7)	RAISING AWARENESS OF FARMERS FOR RISKS ENCOUNTERED IN AGRICULTURAL PRODUCTION RELEVANT TO CLIMATE CHANGE IN KAYSERI PROVINCE	KAYSERI PROVINCE (8 DISTRICTS)
9. CUKUROVA UNIVERSITY, FACULTY OF FISHERIES (MDG1/7)	OBSERVING THE CHANGES OF REPRODUCTIVE SEASONS OF FISHES DEPENDING ON CLIMATE CHANGE AND MODIFYING OF FISHERIES MANAGEMENT	ADANA PROVINCE (KARATAS DISTRICT)
10. PROVINCIAL DIRECTORATE OF ENVIRONMENT AND FORESTRY	DESIGNING AND ESTABLISHING A LOCAL GLOBAL CLIMATE CHANGE	ADANA PROVINCE



<b>(MDG7)</b>	MONITORING AND PREDICTION, SOCIAL COLLABORATION NETWORK AND AN INTERNET BASED GLOBAL CLIMATE CHANGE GEOGRAPHICAL MONITORING AND PREDICTION DECISION SUPPORT SYSTEM IN ADANA AND NIGDE PROVINCES	NIGDE PROVINCE
<b>11. CUKUROVA UNIVERSITY, FACULTY OF AGRICULTURAL, DEPARTMENT OF HORTICULTURE ( MDG1/7/8)</b>	SCREENING AND SAVING OF LOCAL VEGETABLES FOR THEIR RESISTANCE TO DROUGHT AND SALINITY	ADANA PROVINCE
<b>12. CENTRAL ANATOLIA FIGHTING DROUGHT AND ECOLOGICAL LIFE ASSOCIATION (MDG1/7)</b>	PROJECT FOR POOR FARMERS AND WOMEN LIVING IN SEYHAN RIVER BASIN TO BREED SAANEN DAIRY GOATS	NIGDE PROVINCE (3 DISTRICTS)
<b>13. CUKUROVA UNIVERSITY TROPICAL DISEASES RESEARCH AND APPLICATION CENTER (MDG4/6)</b>	TRANSMITTED DISEASES OBSERVATION AND CONTROL SYSTEM	ADANA PROVINCE (3 DISTRICTS)
<b>14. ADANA REGIONAL DIRECTORATE OF FORESTRY (MDG7)</b>	ADAPTATION OF FOREST ECOSYSTEMS AND FORESTRY TO CLIMATE CHANGE IN SEYHAN RIVER BASIN: ECOSYSTEM SERVICES (SOCIAL), BIODIVERSITY (ENVIRONMENTAL) AND FORESTRY PRODUCTS (ECONOMIC)	ADANA PROVINCE
<b>15. BIRD RESEARCH SOCIETY ADANA BRANCH: MDG7</b>	ADAPTATION AND MITIGATION OF THE EFFECTS OF THE SEA LEVEL RISE RELATED TO GLOBAL CLIMATE CHANGE IN SEYHAN DELTA	ADANA PROVINCE (AKYATAN AND TUZLA LAGGONS)
<b>16. GENÇLİK DOĞA ASSOCIATION: MDG2/3/7</b>		
<b>17. KARABOĞAZ, KILIÇ MEHMET, BUYUKPOTUKLU IRRIGATION UNION (MDG1/7)</b>	SAVINGS BY USING NEW TECHNOLOGIES IN IRRIGATION IN PINARBASI PROVINCE	KAYSERİ PROVINCE (PINARBASI DISTRICT)
<b>18. KAYSERİ AND VILLAGES TRAINING AND SOLIDARITY ASSOCIATION: MDG3/7</b>	RAISING AWARENESS LEVEL OF RURAL PEOPLE IN THE SUBJECT OF POSSIBLE EFFECT OF CLIMATE CHANGE IN KAYSERİ PROJECTS	KAYSERİ PROVINCE (6 DISTRICTS)

**SOURCE:** Monitoring and Evaluation administrator, UNDP, February 2012.

## LIST OF ECO-EFFICIENCY (CLEANER PRODUCTION) PROJECTS

FIRM/ENTERPRISE	TYPE OF PRODUCTION	PRODUCTIVE SECTOR	LOCATION
1. PAKYUREK AGRICULTURE INDUSTRY AND TRADE, INC	THE PRODUCTION OF MARINATED SMOKED AND FROZEN SEA PRODUCTS	FOOD SECTOR	ADANA
2. GULSAN FOOD INDUSTRY AND TRADE INC.	THE PRODUCTION OF FRUIT JUICE AND MILK PRODUCTS	BEVERAGE SECTOR	KAYSERI
3. BOSAM PAINTING LTD COMPANY	SURFACE FINISHING AND COATING	METALWORKING SECTOR	ANKARA
4. DITA DOGAN PARTS MANUFACTURING AND TECHNIQUE INC.	THE PRODUCTION OF PARTS AND ACCESSORIES FOR MOTOR VEHICLES	METALWORKING SECTOR	NIGDE
5. OZEL TEKSTIL INDUSTRY AND TRADE LTD COMPANY	TEXTILE DYEING FINISHING	TEXTILE SECTOR	BURSA
6. ADVANSA SASA POLYESTER INDUSTRY INC.	POLYESTER PRODUCTION	CHEMISTRY SECTOR	ADANA

SOURCE: Environmental Projects Coordinator, TTGV, February 2012.

No.	Name of the Applicant	Project Title	Province	Target Area	Target group	Main Outputs
1	CUKUROVA UNIVERSITY FACULTY OF AGRICULTURE DEPARTMENT OF ANIMAL SCIENCE	ADAPTATION OF ANIMAL PRODUCTION AND ENVIRONMENTAL ACTIVITIES TO GLOBAL WARMING AND CLIMATE IN SEYHAN RIVER BASIN	Adana	10 Adana Villages: Karaisalı (Gildirli, Çukur), Aladağ (Kökez, Dölekli), Feke (Güzpınarı, Gürümze), Saimbeyli (Himmetli, Beypınarı), Tufanbeyli (Kayarcık, Ayvat)	Male/female farmers and children	<b>In total:</b> 692 male, 501 female, 528 children participate to the trainings; (Saimbeyli 149 male, 116 female, 71 children) (Tufanbeyli 61 male, 48 female, 149 children) (Feke 216 male, 116 female, 210 children) (Aladağ 110 male, 107 female, 169 children) (Karaisalı 99 male, 100 female) Econometric models will be turned into scientific articles in the context of the studies for preparation of local action plan and it will be a pioneering study as it will be discussed by the scientific world at national and international level Local Action Plan developed, implemented and submitted to Ministry of Agriculture and Rural Affairs
2	SARIZ DISTRICT ADMINISTRATION	ADAPTATION OF FARMERS TO DEVELOP IRRIGATION AND ENERGY RESTRICTION	Kayseri	Sarız - Yaylacı Village	Farmers	<b>In total:</b> 156 farmers participate to the trainings 77 male and 1 female farmers participate to the modern agricultural techniques trainings. 78 farmers have been trained in order to interpret the data provided by the climate station. 1 Water Powered Pump has been installed. With the installed pump 100.000m <sup>2</sup> (10 families) land is irrigated.( Yaylacı village ) 1 Meteorology Station has been installed in Yaylacı Village The fertilizer to be implemented with modern irrigation systems will be reduce in a considerable amount, and it will also provide an important effectuality on water and soil pollution as well as the environmental protection. At the same time, the fertilizer costs of farmers will significantly decrease. By the meteorology station to be established, the frost and disinfection warning will be able to be received, farmers will be enabled to take measures beforehand thus the yield loss will be avoided.

<b>3</b>	STATE HYDRAULIC WORKS VI. REGIONAL DIRECTORATE	SURFACE WATER RESOURCES POTENTIAL AND FLOOD RISKS AND MANAGEMENT IN SEYHAN BASIN WITHIN THE FRAMEWORK OF ADAPTATION TO CLIMATE CHANGE	Adana	Adana Province	Citizens of Adana	<p>Integration of impacts of climate change to basin water management plan</p> <p>2 Flow Monitoring Stations and 1 Ultrasonic Flowmeter station installed.</p> <p>The proposed reservoir operation policies developed at the basin scale, in close relation to incoming floods and associated reservoir releases, can be implemented in other 24 basins across the country by developing similar data sources and identifying integrated reservoir operation policies</p>
<b>4</b>	ADANA COMMODITY EXCHANGE	GOOD AGRICULTURE HEALTHY SOCIETY	Adana	Adana Villages; Seyhan, Çukurova, Karaisalı, Yüreğir, Sarıçam, Karataş, Pozantı, Aladağ, Feke, Saimbeyli ve Tufanbeyli	Farmers, agricultural industrialists, agricultural engineers	<p>471 agricultural producers (farmers), 123 agricultural industrialists, 199 agricultural engineers have been trained on Good Agricultural Practices.</p> <p>An aflatoxin laboratory has been established</p> <p>A workshop has been organized on Problems and Solutions on Good Agricultural Practices. Result declaration submitted to the relevant state authorities</p> <p>Good agricultural practices will increase quality of the products which could be imported abroad. With the increasing competitive capacity and marketing opportunities, producers could raise their income.</p>
<b>5</b>	YÜREGİR MUNICIPALITY	FORMING, SUPPORTING AND DEVELOPING THE ENVIRONMENTAL ADJUSTMENT CAPACITY OF THE PEOPLE OF THE TOWN OF YÜREGİR, ADANA TO THE CLIMATE CHANGE	Adana	Adana Yüreğir Municipality	Citizens of Yüreğir Municipality	<p>526 (92 female-434 male) Municipality Personnel</p> <p>220 male Irrigation Union members</p> <p>5623 high school students</p> <p>20633 primary school students</p> <p>550 family in Yüreğir trained on Climate Change and impacts</p> <p>Following the trainings about climate change that may affect people in Yüreğir negatively, the target group will use water resources carefully in their homes, schools, working environments and communities</p> <p>within the Municipality a Climate Change Department has been established</p>

6	ADANA PROVINCIAL AGRICULTURE DIRECTORATE	THE DEVELOPMENT OF GOOD AGRICULTURAL TECHNIQUES FOR SUSTAINABILITY OF NATURAL RESOURCES IN CATALAN POTABLE WATER BASIN	Adana	Adana Karaisalı, Tatık, Döşkevi, Ömerli, Sarıkonak, Cevherli ve Sarıkonak	Farmers	277 farmers have been trained on modern agricultural techniques, and organic farming in Adana (Çatalan sub-basin). Döşkevi: 67 male, 6 female; Ömerli: 28 male, 13 female; Sarıkonak 20 male, 6 female; Cevherli 67 male, 3 female; Tatık 12 male, 2 female; Sarımehtemli 37 male, 12 female.)50 persons participated in workshop. (5 of them was local administrators, 29 agriculture engineers, 1 veterinary surgeon,1 fishery products engineer, 1 forestry engineer, 11 farmers, 2 corporation managers.) (11 are female.) Demonstration location 100 acres for contour and 90 acres for organic farming has been completed An Action Plan has been prepared on Agricultural activities in Çatalan Basin Necessary precautions taken in order to prevent the pollution in sub-basin
7	SOCIETY OF ECOLOGY AGRICULTURE ORGANIZATION	CLIMATE SCOUTS	Adana	Adana; Sarıçam, Çukurova – Seyhan Provinces and Kayseri - Niğde	Students and Families	20 Climate scouts has been trained n total 3428 students from 40 schools (Adana, Niğde and Kayseri) have been trained climate change Awareness on climate change has been raised in public and organizations with the assistance of Climate Scouts
8	KAYSERİ PROVINCE DIRECTORATE OF MINISTRY OF AGRICULTURE	RAISING THE CONSCIOUSNESS OF FARMERS FOR RISKS ENCOUNTERED IN AGRICULTURAL PRODUCTION COME ALONG WITH CLIMATE CHANGE IN KAYSERİ PROVINCE	Kayseri	Kayseri; Bünyan, Develi, Kocasinan, Melikgazi, Pınarbaşı, Sarız, Tomarza & Yahyalı	Farmers	Kayseri (Bünyan, Develi, Kocasinan, Melikgazi, Pınarbaşı, Sarız, Tomarza, Yahyalı Districts) in total 4458 farmers have been trained on agricultural insurance and modern agricultural techniques Agriculture production and food security will be provided; the living standards of the farmers' (farmers and their families and agricultural workers) will be protected, the status of farmers to cope with the climate change will be enhanced An action plan regarding the agricultural practices to prevent farmers from possible risks of climate change by the Province/District MARA have been prepared.
9	CUKUROVA UNIVERSITY FISHERIES FACULTY	MONITORING OF CHANGES IN SPAWNING PERIODS, DEPENDING ON CLIMATE CHANGE, AND APPLICATION OF FISHERIES MANAGEMENT	Adana	Adana; Karataş (Fishers in Yumurtalık Gulf)	Fishers	Biological limits of the fish species are under protection Time prohibitions will be adopted and accurate fishery management plan will be prepared Results of the reproductive season of sole observation submitted to Ministry of Agriculture and Rural Affairs 900 fishers will revise their fishing plans

10	ADANA PROVINCIAL DIRECTORATE OF ENVIRONMENT AND FORESTRY	ESTABLISHING A LOCALLY ORGANIZED COLLABORATION NETWORK TO MONITOR AND PREDICT EFFECTS OF THE CLIMATE CHANGE AND AN INTERNET BASED GEOGRAPHICAL CLIMATE CHANGE MONITORING DECISION SUPPORT IT SYSTEM AS A COLORATION INFRASTRUCTURE TO THE THIS NETWORK IN ADANA AND NIĞDE PROVINCES	Adana	Adana and Niğde	Citizens of Niğde and Adana	70 people have joined the trainings regarding use of the web based GIS system Determination of the magnitude and scope of the impact of global warming on the project area by analyzing the entire area and providing opportunity for forecasting the magnitude and scope of the impacts in the future and ensuring the reduction of these impacts and having the adoption measures taking immediately
11	CUKUROVA UNIVERSITY, AGRICULTURAL FACULTY DEPARTMENT OF HORTICULTURE	SCREENING AND SAVING OF LOCAL VEGETABLES FOR THEIR RESISTANCE TO DROUGHT AND SALINITY	Adana	Adana	Farmers and Private Companies	Companies located in Çukurova and 500 farmers participate to the result workshop on Suggestions of drought and salinity resistant seeds. Determine and saving the resistant local vegetables for using future breeding programs Vegetable species that are under threat are under protection
12	CENTRAL ANATOLIA FIGHTING DROUGHT AND ECOLOGICAL LIFE ASSOCIATION	PROJECT FOR POOR FARMERS AND WOMEN LIVING IN SEYHAN RIVER BASIN TO BREED SAANEN DAIRY GOATS	Nigde	Niğde; Çamardı, Bor and Ulukışla	Animal Husbandary	240 goats have (224 female – 16 male) been purchased and distributed to 16 families Families trained on goat husbandary Necessary protocols with milk collecting and dairy production centers were signed to market milk
13	CUKUROVA UNIVERSITY TROPICAL DISEASES RESEARCH AND APPLICATION CENTER	TRANSMITTED DISEASES OBSERVATION AND CONTROL SYSTEM	Adana	Adana; Karataş, Tuzla, Yunusoğlu, Yumurtalık and Karaisalı	Nomadic workers	927 tent (3 – 18 nomadic living in the tent) visited From these 927 tents 4000 materials (like nasal, throat swab sample, gaita, lesion aspiration, sputum, blood purulent materials have been collected from the complaint nomadic people 31 vectors (rats for leptospirosis) transferred with frigofric vehicle Communication and dissemination of findings and experience on “infections that may increasing due to the changes on climate” with 200 Fight Against Tuberculosis Societies through Turkey National Fight Against Tuberculosis Societies Federation

14	ADANA REGIONAL DIRECTORATE OF FORESTRY	ADAPTATION OF FOREST ECOSYSTEMS AND FORESTRY TO CLIMATE CHANGE IN SEYHAN BASIN: ECOSYSTEM SERVICES (SOCIAL), BIODIVERSITY (ENVIRONMENTAL) AND FOREST PRODUCTS (ECONOMIC)	Adana	Adana; Karataş, Tuzla, Yunusoğlu, Yumurtalık and Karaisalı	Citizens of Karataş, Tuzla, Yunusoğlu, Yumurtalık and Karaisalı	10 forest villages - 40 staff from 5 district directorates trained Adaptation recommendations shared with 100 (person) implementer 500 people participate to the workshop Integration of climate change adaptation into Forest Management Plan and Silvicultural Plans in the region
15	BIRD RESEARCH SOCIETY ADANA BRANCH	ADAPTATION AND MITIGATION TO SEA-LEVEL CHANGE RELATED TO GLOBAL CLIMATE CHANGE IN SEYHAN DELTA	Adana	Adana; Akyatan and Tuzla Lagoons	Citizens Akyatan and Tuzla	Adana (Akyatan and Tuzla Lagoons) 250 farmer, 40 women, 300 student have been trained Integration of climate change impacts into Management Plan of Akyatan and Tuzla Lagoons
16	Kayseri and Villages Training and Solidarity Association	Raising Awareness Level of Rural People in the Subject of Possible Effects of Climate Change in Kayseri Province	Kayseri	Kayseri; Develi, Kocasinan, Melikgazi, Pınarbaşı, Tomarza and Yahyalı	Male/female farmers, children and technicians	<b>In Total:</b> 5664 person trained Kayseri (Bünyan, Develi, Kocasinan, Melikgazi, Pınarbaşı, Sarız, Tomarza, Yahyalı Districts) in total 3960 farmers, 1418 boarding students, 286 technician have been trained Increased forage crop (alfalfa, vetch, trefoil etc) production (28.289 da alfalfa, 33.412 da trefoil, 48.667 da Hungary vetch and 13.085 da silage corn (planning total forage crops planted area is 123.453 da))
17	Karabogaz, Kilicmehmet, Buyukpotuklu Irrigation Union	Savings By Using New Technologies in Irrigation in Pınarbaşı Province	Kayseri	Kayseri; Pınarbaşı	Farmers	Kayseri (Pınarbaşı District) 150 farmers and union members trained on New Technologies in Irrigation A new irrigation system has been installed (2000 decare of 3 village)
18	Genc Doga Association	Girls! Let's Take Pictures	Nigde	Niğde; Çamardı	Female Student	25 girls have been trained on environmental subjects and photography. 327 people have been trained (schools, NGOs, Niğde University) on climate change impacts.

**SOURCE:** OE Programme Monitoring and Evaluation Administrator, February 2011

### Meetings Held During the ESD Outcome Evaluation Mission

NAJAM, Shahid	UN Resident Coordinator	Ankara
RICHARDSON GOLINSKI, Ulrika	Deputy Resident Representative, UNDP	Ankara
ZAIM, Katalin	UNDPESD Programme Coordinator	Ankara
ÇAYLAN, Halide	UN Coordination Officer	Ankara
URAS, Atila	UN Joint Programme Manager	Ankara
ABACI, Koray	Monitoring and Evaluation Administrator, UNDP	Ankara
RESULOĞLU, Gökhan	Finance and Administrative Officer, UN Joint Programme	Ankara
YÖRÜKOĞLU, Gökçe	Programme Assistant	Ankara
TAPAN, Deniz	Communication Expert of ESD Programme, UNDP	Ankara
KAVUK, Ömer	ESD Intern	Ankara
AKIN, Aysegül	Assistant Representative for Turkey, FAO	Ankara
YILMAZ, Suleyman	Director, UNIDO	Ankara
ATAMAN, Şenol	Project Coordinator, UNIDO Component	Ankara
AYHAN, Fatima Nil	Consultant, Final Evaluation Outcome 3, JP	Izmir
ENGÖRÜLÜ, Bekir	Acting Division Director for Risk Management, Ministry of Food, Agriculture And Livestock	Ankara
ULUTAŞ, Ferda	Coordinator, Technology Development Foundation of Turkey (TTGV), Environmental Projects Group, Coordinator	Ankara
KÖYCÜ, Yasin	Forest and Water Works Expert, Ministry of Forestry and Water Works General Directorate of Natural Conservation, Division of Wetlands, Department of Sensitive Areas	Ankara
KAYIKCI, Çiğdem	General Director of Forestry, Division of Relations with International Organizations	Ankara
DEMİRBOLAT, Kadir	General Directorate for Environmental Management, Climate Change Department, Division of Adaptation to Climate Change, Ministry of Environment and Urbanization	Ankara
CARLOS RUIZ GONZALEZ Ankara	Canceller, Embassy of Spain	
TAHMİSCİOĞLU, Sait	Deputy Head of Department for Planning and Investigation, Ministry of Forestry and Water Works	Ankara
ASLAN, Hacı Mahmut	Planning Expert, Ministry of Development, General Directorate of Social Sectors and Coordination`	Ankara
FIDA, Ermira	Head of GEF Adaptation Unit, UNEP	Nairobi
YILMAZ, Anıl	Ministry of Science, Industry and Technology General Directorate of Energy Efficiency General Director	Ankara
ECEL, Muhammed	General Directorate of Environmental Management, Ministry of Environment and Urbanization	
ŞAHİN, Mustafa	General Directorate of Environmental Management Ministry of Environment and Urbanization	Ankara