

Turkey

Improvement Plan

Thematic window: Development and the Private Sector

Programme Title: Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector

MDG-F 2067

Harnessing Sustainable Linkages for the SME's in Turkey's Textile Sector

IMPROVEMENT PLAN

Evaluation Recommendation No. 1 Introduce or fine-tune, respectively, management tools for the management, coordination and planning of the JP. Among these tools are (1a) a monitoring system at central and local level, (1b) an integrated quality assurance system, (1c) a coordination mechanism along the anticipated results, in combination with an integrated forward planning with set milestones.						
Response from the Joint Programme Management This recommendation actionable						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
1			Comments	Status	Comments	Status
1.a	May 2012	Murat Gürsoy	Monitoring expert recruited	Done		
1.a	June 2012	Inci Ataç-Rösch	Monitoring framework revised			
1.b	June 2012	Inci Ataç-Rösch	Check list for QA prepared			
1.c	May 2012	Inci Ataç-Rösch	Integrated Planning of Activities for 2012 prepared	Done		
Evaluation Recommendation No. 2 To consider, for the RCO, to hire an M&E medium or senior level specialist to assume the oversight of the M&E of the Joint Plan implementation, and at the same time provide advice to the JP regarding the design and utilization of their M&E frameworks.						
Response from the Joint Programme Management Monitoring expert is recruited who will closely work with RCO, starting from July 2012.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1	May 2012	Murat Gürsoy	Monitoring expert recruited	Done		
2.2	July 2012	Inci Ataç-Rösch	JP outputs and outcomes monitored by RCO			

<p>Evaluation Recommendation No. 3 Internal and external joint programme reporting – Monitoring Reports to MDG-F, MoMs, – should be improved to make it more substantial and easy to read. The outputs and activities in MRs shall be named the same way throughout the various overviews (for example, changes proposed in the IR are in some overviews used, in others not. Long narratives on single activities or sub-activities in overview tables should be avoided, but streamlined. It should be clarified which of the changes in titles and content of activities and results have been agreed with and confirmed by the MDG-F secretariat. It should be reported against results, not against activities only. Degree of achievement and status of implementation shall be clarified. Meaning of colours in the colour-coded table to be clarified. Correct application of the tenses is important to appreciate the meaning of a sentence, for example not to use present tense if the achievement will be in the future.</p>							
<p>Response from the Joint Programme Management MoM's of PMC and TAC will be improved by preparing more "decision-oriented" agendas for these meetings. MR's will be prepared in a more consistent and reader friendly manner, as suggested. All the reports will be prepared in result oriented manner, rather than putting all the emphasis on activities.</p>							
Key actions		Time frame	Person responsible	Follow-up		Secretariat	
				Comments	Status	Comments	Status
3.1	July 2012	inci Ataç-Rösch	Biannual monitoring report improved				
3.2	July 2012	inci Ataç-Rösch	PMC MoM improved				

<p>Evaluation Recommendation No. 4 For the CSR Handbook to respect the set deadlines. For the transformation of the second version of the DFR to the FR, allow one agency (MTE proposes UNDP focal point and UN JP coordinator) to work MDG-F Joint Programme on Private Sector Development in Turkey, Mid-term evaluation Page 54 closely with the consultant. Keep close dialogue with Ministry of Industry regarding how to provide pieces of policy advice through the CSR Handbook. Involve Ministries in the peer reviewing process. Consider that the process of production of the CSR report by end of April 2012 is a time critical delivery. The CSR Handbook can also be an important input into the 10th National Development Plan 2014 – 2020.</p>							
<p>Response from the Joint Programme Management This recommendation is actionable. There is a revised timeline for completion of the CSR Report. It will be completed and ready for printing and distribution in June 2012. However, the first draft will be available by the end of April 2012.</p>							
Key actions		Time frame	Person	Follow-up		Secretariat	

		responsible				
			Comments	Status	Comments	Status
4.1	April 2012	İnci Ataç-Rösch	First draft of the CSR report is to be presented to the related Ministries.	Done		
4.2	June 2012	İnci Ataç-Rösch	CSR Report is ready for printing and distribution			
Evaluation Recommendation No. 5						
Consider a reprint of the leaflets on aspects of Labour Law for the work with the Labour Inspection Office, as this is considered a useful tool in MoLSS's new strategy of inspection & training. Establish a closer link between the LIO and the trained officers and the MoLSS member of the JP PMC.						
Response from the Joint Programme Management						
This recommendation is specific and actionable and is agreed upon, with a special emphasis on the utilization of MDG-F logo on all leaflets.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
5.1	June 2012	Özge Berber-Ağtaş	Leaflets of ILO and MoLSS have MDG-F logo			
5.2	July 2012	İnci Ataç-Rösch	All Joint programme documents have MDG-F logo			
Evaluation Recommendation No. 6						
For the membership of the portal (segmentation by size and turnover shall also serve as indicators which should not replicate but leverage similar initiatives; and should not become a distorting element of the market, Also consider segmentation of companies regarding the level of membership fee in the VCMP. 3 months free trial subscription can be considered. It should be ensured that the VCMP is fully operational and providing the data and information in demand, to set the base for its sustainable growth.						
Response from the Joint Programme Management						
This recommendation is specific and actionable. Sustainability and management related, including membership, free trial period, segmentation and staffing issues will be discussed for clarifications and decisions with ITKIB management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
6.1	July 2012	Özlem Güneş	VCMP membership is segmented by company size.			

6.2	June 2012	Özlem Güneş	Conditions of participation determined			
6.3	September 2012	Özlem Güneş	Management and staffing issues of VCMP clarified			
Evaluation Recommendation No. 7 Clarify the roles and responsibilities, in particular of the JPM, the administrative assistant, the focal point of ITKIB; avoid relating the JPM to ITKIB only. The fact that JPM is based and JP coordination office is located in the premises of ITKIB does not suggest at all that this entity belongs to this agency alone. The JPM is representing the JP and all its members.						
Response from the Joint Programme Management Perceptions about the roles and responsibilities will further be clarified. To improve the perceptions of the JP at local level, tools used by the communication and advocacy strategy of the JP will be revised.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
7.1	continious	İnci Ataç-Rösch	JPT represent the entire JP	Done		
7.2	September 2012	İnci Ataç-Rösch	Communication and Advocacy strategy revised			
7.3	September 2012	İnci Ataç-Rösch	Communication and Advocacy action plan in place			
Evaluation Recommendation No. 8 The Resident Coordinator as Head of the lead agency of the JP and of the UN operations in Turkey, to accompany this JP in the following months even closer, to provide advice and act as “clearing house” should it be required.						
Response from the Joint Programme Management Agreed.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
Evaluation Recommendation No. 9 The proposed Sustainable Competitiveness Centre (SCC) needs to be more closely aligned with current structures avoiding duplication of efforts and redundancies. To describe how it will be managed and how does it operate after JP end (fee for service?, are SMEs willing to pay for this)						
Response from the Joint Programme Management This recommendation is specific and actionable. A protocol is signed between						

ITKIB and Kahramanmaraş Chamber of Commerce and Industry, on the 28 th of February in order to establish cooperation between these two organizations and to ensure coordination of the SCC platform during and after the JP and thus to ensure sustainability. Based on the cooperation agreement, management and management related issues will be carried out by the Chamber with the support of ITKIB.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
Evaluation Recommendation No. 10 To avoid replication or further subsidizing existing grand schemes or business support schemes (for ex.URGE or support schemes offered by the RDAs). Companies' interest and readiness to apply should be reflected in their financial contribution.						
Response from the Joint Programme Management To avoid replication in grant schemes, new criteria are developed in order to use the support mechanism under JP. The resources (app. \$ 180 000) will be utilized almost half for the free trial subscriptions to VCMP and remaining to support clustering activities.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1	June 2012	Özlem Güneş	Conditions of participation to VCMP determined			
10.2	June 2012	Damla Taşkın Vedat Kunt	Support needs for clustering to be determined			
Evaluation Recommendation No. 11 To keep the momentum JP has finally gained, without rushing the implementation of activities (example:companies have hardly be informed about the CC trainings when they were about to start). Introduce anM&E system that can capture the achievement of outputs and specific outputs as well. Introduce intermediate results to be achieved.						
Response from the Joint Programme Management M&E system including the monitoring framework will be revised.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1	May 2012	M & E expert recruited	Done			
11.2	June 2012	Monitoring framework				

		revised				
Evaluation Recommendation No. 12 Consider to delegate a full time JPMT member to the targeted region to coordinate and promote all JP related activities planned in the four provinces. The two CC agents and stakeholders in the provinces (CoCs, RDAs etc) shall be closely involved. Coordination with other related projects or support schemes active in the provinces shall be intensified.						
Response from the Joint Programme Management Regarding better promotion of the JP, coordination and synergies, we have agreed to revise the communication and advocacy strategy, deploy a M&E system and a quality assurance system, which will provide a partial remedy at the local level together with more frequent visits from JPM and JPT. However, delegation of a full time JPMT for the provinces is not feasible since there is not much time left before the end of the JP. Therefore, with the revision of the communication and advocacy strategy, new tools will be developed and potential synergies will be used, especially by having four provincial workshops which will be organized for the presentation of VCMP, will provide a new platform for the JP.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
12.1						
12.2						
Evaluation Recommendation No. 13 To consider segmentation of companies according to their degree of interest and preparedness (forexample having basic CSR measures in place, and the prioritization of provinces for all training and consultancy activities of the JP where there is still a demand for provision of business services. This has been partly done already for the REAP training and for consultancy activities. For consultancy project s: to apply a call for proposal scheme and have a small evaluation committee forthe evaluation of the proposals.						
Response from the Joint Programme Management Agreed.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
13.1						
13.2						
Evaluation Recommendation No. 14 A budget neutral JP extension is suggested, for at least 3 months, better for 6 months until June 2013.This would allow for an actual implementation period of 30 months as originally planned. It would alsoallow to achieve and to sustain the results (of which many will be achieved only with delays). It would also allow working with GoT on the National Textile Strategy and on the National Development Plan that will be discussed in early 2013.						

Response from the Joint Programme Management extension is not considered necessary for the JP; JP will be completed by the end of December 2012.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
14.1						
14.2						
Evaluation Recommendation No. 15 An exit strategy shall be part of the forward planning and budget scheme, also taking into consideration reduction of staff input for the months of an extension. As the JP is rather cost intensive in fix cost (salaries etc), the period 01/2013 to 06/2013 shall be used to closely monitor the results achieved until 12/2012 and to sustain them. As part of the exit strategy the Risk assessment shall be updated and mitigation strategies suggested and implemented.						
Response from the Joint Programme Management A draft sustainability strategy is prepared in November 2011. The draft strategy will be revised and upgraded during the PMC meeting of July 2012 and combined with the exit strategy.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
15.1	July 2012	İnci Ataç-Rösch	Sustainability strategy to be revised and combined with the exit strategy			
15.2	October 2012	İnci Ataç-Rösch	Sustainability and exit strategy to be endorsed by PMC			
Evaluation Recommendation No. 16 Setting up a joint communication & advocacy strategy and make sure that it is shared at all possible opportunities. It shall reflect the joint identity of UN agencies and relation to ITKIB as institutional partner MDG-F Joint Programme on Private Sector Development in Turkey, Mid-term evaluation Page 57 in this JP; include how to present the JP and how to put it in perspective to the different implementing partners at provincial level. This strategy shall be an input to the briefing of all subcontractors.						
Response from the Joint Programme Management A joint communication and advocacy strategy will be developed by the revision of the existing strategy developed by ITKIB. However, the concept of a Joint Programme is very difficult to get across at the micro level, to the SMEs that we work with due to the complex structure of the JP. Nevertheless, effort will be						

made to present a joint brand of the UN system and oneness and synergistic approach to achieve enhanced Development impact as also to interface with SMEs.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
16.1	September 2012	İnci Ataç-Rösch	Communication & advocacy strategy and action plan in place			
16.2						
Evaluation Recommendation No. 17 Introduce a consequent gender differentiated counting of participants/beneficiaries of JP, not only in trainings for staff, but also for employers/managers of companies trained.						
Response from the Joint Programme Management Agreed.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
17.1	December 2012	İnci Ataç-Rösch	Gender documentation for JP provided			
17.2						
Evaluation Recommendation No. 18 Review financial, management and reporting modalities among the resident and non-resident UN agencies and to explore how these modalities could be better aligned. This process has however to be initiated at and supported by respective agencies' HQ level.						
Response from the Joint Programme Management We take note of the recommendation						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
18.1						
18.2						
Evaluation Recommendation No. 19 Consider to hire a medium to senior level M&E specialist to enrich the RCO team and to serve all UNCT agencies. S/he can also support the monitoring of the UN DCS and can investigate how management and reporting modalities among the resident and non-resident UN agencies could be better aligned. Furthermore this specialist can support the JPTS in working with its newly revamped M&E Results Framework.						
Response from the Joint Programme Management We take note of the recommendation. Regarding M&E issue, we mobilize an external M&E specialist to improve the M&E system and later operationalize it thru						

regular missions. The M&E specialist will work closely with RCO.						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
19.1						
19.2						