

**Management Response to  
Evaluation of United Nations Development Cooperation Strategy 2016-2020  
by United Nations Country Team Turkey**

February 2021

1. *United Nations Country Team (UNCT) in Turkey welcomes the evaluation of the United Nations Development Cooperation Strategy (UNDCS) 2016-2020, which was commissioned by the UN Country Team (UNCT) in Turkey and oversight is provided by the Evaluation Steering Committee (ESC) composed of UNCT and JSC which functions as the decision-making structure for the UNDCS evaluation.*
2. *As the evaluation pointed out, declining core resources, shrinking landscape of donors and development partners and unpredictable government cost sharing presents UN Agencies with a demand to be innovative and diversify their resource portfolio.*
3. *In particular, UNCT agrees with Conclusion 1 that the UNDCS has been broadly in line with Turkey's national development priorities and in particular responsive to evolving needs in light of the refugee situation. As Conclusion 3 pointed out UN Agencies exercised diligence in programmatic and financial portfolio management.*
4. *Evaluation findings shows that maintaining the achievements and established frameworks underpinning gender equality and women's' rights has been a result within the given gender space in Turkey. Notwithstanding, UN successfully fulfils its advocacy roles and contributed towards achieving important short and medium-term results for women and gender equality in Turkey as mentioned in Conclusion 6.*
5. *UNCT will monitor the "actions to be taken" of this management response with the template Follow-up form and include information on progress in the evaluation and learning chapter of the UNCT results report.*

## Responses to recommendations

<b>Recommendation 1</b> Articulate a clear ToC for the next cycle of UN engagement in Turkey based on deeper analysis of areas where the UN holds comparative advantage to help refocus UNCT strategies and roles within the reform processes in which it can add value. This will help maximize UN effectiveness and utilize available resources strategically.	Accepted		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Prepare ToC for the 2021-2025 UNSDCF	UNSDCF Team	April-May 2020	
<b>Recommendation 2</b> The results framework for the forthcoming UN Sustainable Development Cooperation Framework (UNSDCF) should contain a smaller but stronger set of indicators selected based on their realistic potential to be monitored and to be able to capture the achievements of the UN.	Accepted		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Outcome level indicators to be selected in line with the recommendations articulated in the UNSDCF guidance.	UNSDCF Team, MfSR WG, UNCT	2020	
Output level indicators formulated in line with UNSDCF standards and reflecting UN's contribution.	RGs and MfSR WG	April 2021	
<b>Recommendation 3</b> Mainstreaming of human rights, gender equality, and women's empowerment should be further promoted across the new cycle of UNSDCF 2021-2025.	Accepted		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
ToC of the new UNSDCF to clearly articulate that gender and HR are both stand alone outcomes and crosscutting issues.	UNCT	January 2021	
Gender and HR aspects reflected in JWP indicators at output level.	RGs	April 2021	
<b>Recommendation 4</b> Coordination structures for implementation and monitoring the next cycle of the UNDCS should ensure ownership and continuity of membership in working groups and other types of working bodies.	Accepted		

<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Establish mechanism to review and recommend on coordination and monitoring structure for enhanced ownership.	UNCT, RGs	January 2021	
<b>Recommendation 5</b> The monitoring framework for the UNSDCF should be more robust with a clear plan on how/by whom/in which way/when monitoring activities will be conducted. The framework should include a plan for monitoring financial aspects of the UNSDCF.	<b>Accepted</b>		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Develop robust monitoring framework with a clear plan to monitor achievements and funding framework.	UNSDCF Team, MfSR WG, UNCT	January 2021	
<b>Recommendation 6</b> The UN should maintain and enhance its partnerships with civil society, the private sector, and with government.	<b>Accepted</b>		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Establish mechanism to explore partnership, resource mobilization and development financing opportunities and develop common strategic guidance on partnership.	UNCT	January 2021	
<b>Recommendation 7</b> The UN should continue to be a beacon and upholder of human rights, governance and equality and a supporter of the most vulnerable groups.	<b>Accepted</b>		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Include outcomes in the 2021-2025 UNSDCF dedicated to addressing inequalities and human rights issues.	UNSDCF Team, UNCT	January 2021	
<b>Recommendation 8</b> UN should continue investing efforts to address gaps in availability of data to measure progress against SDGs, ensuring that disaggregated data is available for different groups left behind.	<b>Accepted</b>		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Dedicate a programmatic component in the 2021-2025 cycle on collaboration with national entities for	UNSDCF Team, UNCT, MfSR WG,	January 2021	

expanding national measurement of SDG indicators, including relevant disaggregation.	All RGs		
<b>Recommendation 9</b> Given the uncertain prospects for the Syrian refugee population hosted in Turkey and uncertain funding prospects, a consistent investment in different strategies, including on the transition from humanitarian to development priorities, and new partnerships should be designed. Urgent engagement on public or private finance for refugee-focused programmes is needed to ensure the sustainability of the results achieved for the most vulnerable so far.	<b>Accepted</b>		
<b>Actions to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource implication</b>
Inclusion of refugee and migrant needs throughout the UNSDCF priority areas to enhance sustainability.	All RG	January 2021	
Develop a strategy to outreach private and public financing.	PDF TF, All RG	June 2021	