

Section I: Identification and JP Status

Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector

Semester: 2-11

Country	Turkey
Thematic Window	Development and the Private Sector
MDGF Atlas Project	
Program title	Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector
Report Number	
Reporting Period	2-11
Programme Duration	
Official Starting Date	
Participating UN Organizations	* ILO * UNDP * UNIDO
Implementing Partners	* ITKIB

Budget Summary

Total Approved Budget

UNDP	\$1,428,923.00
UNIDO	\$858,675.00
ILO	\$410,880.00
Total	\$2,698,478.00

Total Amount of Transferred To Date

UNDP	\$1,116,085.00
UNIDO	\$736,695.00
ILO	\$337,731.00
Total	\$2,190,511.00

Total Budget Committed To Date

UNDP	\$240,000.00
UNIDO	\$0.00
ILO	\$205,741.60
Total	\$445,741.60

Total Budget Disbursed To Date

UNDP	\$589,959.22
UNIDO	\$426,803.46
ILO	\$182,282.10
Total	\$1,199,044.78

Donors

As you can understand, one of the Goals of the MDG-F is to generate interest and attract funding from other donors. In order to be able to report on this goal in 2010, we would require you to advise us if there has been any complementary financing provided for each programme as per following example:

Please use the same format as in the previous section (budget summary) to report figures (example 50,000.11) for fifty thousand US dollars and eleven cents

Type	Donor	Total	For 2010	For 2011	For 2012
Parallel		\$0.00	\$0.00	\$0.00	\$0.00
Cost Share		\$0.00	\$0.00	\$0.00	\$0.00
Counterpart		\$0.00	\$0.00	\$0.00	\$0.00

DEFINITIONS

1) PARALLEL FINANCING – refers to financing activities related to or complementary to the programme but whose funds are NOT channeled through Un agencies. Example:

JAICA decides to finance 10 additional seminars to disseminate the objectives of the programme in additional communities.

2) COST SHARING – refers to financing that is channeled through one or more of the UN agencies executing a particular programme. Example: The Government of Italy gives UNESCO the equivalent of US \$ 200,000 to be spent on activities that expand the reach of planned activities and these funds are channeled through UNESCO.

3) COUNTERPART FUNDS - refers to funds provided by one or several government agencies (in kind or in cash) to expand the reach of the programme. These funds may or may not be channeled through a UN agency. Example: The Ministry of Water donates land to build a pilot 'village water treatment plant' The value of the contribution in kind or the amount of local currency contributed (if in cash) must be recalculated in US \$ and the resulting amount(s) is what is reported in the table above.

Beneficiaries

Beneficiary type	Targetted	Reached	Category of beneficiary	Type of service or goods delivered
National Institutions	4	4	National Institutions	Capacity building on business planning and production
Local Institutions	1	7	Local Institutions	Awareness raising on cooperatives for agricultural producers
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Local Institutions	1	7	Local Institutions	Awareness raising on cooperatives for agricultural producers

Section II: JP Progress

1 Narrative on progress, obstacles and contingency Measures

Please provide a brief overall assessment (1000 words) of the extent to which the joint programme components are progressing in relation to expected outcomes and outputs, as well as any measures taken for the sustainability of the joint programme during the reporting period. Please, provide examples if relevant. Try to describe facts avoiding interpretations or personal opinions

Plases describe three main achievements that the joint programme has had in this reporting period (max 100 words)

Progress in outcomes

Progress in outcomes:

•Outcome 1: Improving skills and capabilities to collaborate

Turkey is one of the few countries that can command the entire T/A value chain. The national strategy recognizes this advantage, and introduces several measures to capitalize on this particular advantage. One of such measures is promoting regional specializations, through, for instance, encouraging relocation of labour-intensive segments of the value chain from high-cost regions to lower-cost regions.

Clusters will create the increased competitiveness), if, value chain actors within different regions of Turkey can collaborate. The value chain management portal (VCMP), which will be deployed with the support of the JP, will provide the enterprises within the T/A industry to collaborate on an online platform. .

Clusters and business networks have become keywords in the policy debate. They are regarded as tools to promote poverty reduction and the development of competitive industries. The Ninth Development Plan of Turkey recognizes clustering as a tool for increased competitiveness, and includes several measures for promoting clusters. As such; JP's emphasis on clustering as means of increased competitiveness coincides nicely with national policies.

The JP has taken the initial steps to facilitate improvement of capabilities and skills for both national and local collaboration and networking, which will in turn improve the competitiveness of the entire T/A sector.

•Outcome 2: An Integrated Approach for CSR Enhancement

CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives while at the same time addressing the expectations of shareholders and stakeholders.

A properly implemented CSR concept can bring along a variety of competitive advantages, such as enhanced access to capital and markets, increased sales and profits, operational cost savings, improved productivity and quality, efficient human resource base, improved brand image and reputation, enhanced customer loyalty, better decision making and risk management processes.

An integrated CSR enhancement strategy usually involves interventions at three levels:

•Micro-level: Assistance on the micro-level involves direct support to a group of companies belonging to the same sector, region, cluster, supply chain, etc.

•Meso-level: Support on this level focuses on business support and advisory institutions (public or private) that aim at expanding their service portfolio and strengthening their institutional capacity.

•Macro-level: This level involves CSR related policy work with a view to support government institutions in determining what public policies best support a country's private sector in its efforts to apply socially and environmentally responsible business practices.

The design of the second outcome of the JP includes elements from all these three levels, providing a sound basis, on which a sustainable CSR enhancement strategy can be built and integrated into the national textile strategy.

At the micro-level, the JP includes activities towards development of enterprise tools, such as training materials, reporting tools etc. At the meso-level, the JP activities will support the institutional development activities, particularly at the business support and advisory institutions by means of providing trainings etc. Finally; at the macro-level, the JP will produce a policy note with a view to support relevant government institutions in determining what public policies best support the Turkish T/A industry.

A second element that has an effect on the design of JP Outcome 2 is the division of labour between partaking UN Agencies. In plain words, each partaking UN Agency is responsible from analysis of one of the three imperatives of the triple-bottom-line approach, mapped against the most relevant MDGs. That is to say, UNDP will lead the analytical efforts with regard to economic imperatives of CSR by focusing on MDG1 and MDG8, while ILO focuses on social conduct and MDG3. UNIDO's specific responsibility, in term of analysis, concerns MDG7; however UNIDO is also responsible from "putting it all together" and producing a CSR advocacy strategy for ITKIB.

It is to be noted that the original JP foresaw production of a CSR Strategy for the Turkish T/A industry for incorporation into the national textile strategy, whereas the revised design focuses on an advocacy strategy for ITKIB. The analyses carried out during the inception phase revealed that CSR in the Turkish T/A industry will evolve and enhance through a bottom-up approach. ITKIB, as a strong player at the meso-level, is ideally positioned to support the micro-level, coordinate the efforts in the meso-level and advocate for change at the macro-level.

The challenge and the success of the JP is associated with working at three levels. The JP, had initiated mechanisms such as institutions, coordination and implementation of activities to mobilize all three levels.

Progress in outputs

Progress in Outputs:

Output 1.1

An online Value Chain Management Platform (VCMP) activated by ITKIB and utilized by T/A value chain actors.

This Output is realized by facilitating collaboration and networking between the value chain actors, operating in the different nodes of the value chain, by means of introducing state-of-the-art and user-friendly technologies.

As a first step a situation analysis together with a needs analysis and a deployment plan is prepared. The final report is completed and shared with PMC members in November 2011.

ITKIB carried out negotiations with the service provider and the potential companies for launching the platform. During December 2011, ITKIB and Superonline (as service provider) came to an agreement for launching VCMP.

An agreement is signed and VCMP is launched.

The portal will be fully operationalized during the first months of 2012.

Budget allocated for VCMP under the JP is not sufficient to cover the costs of the portal. Therefore, ITKIB used its own resources to come up with additional funds.

After VCMP is operationalized, training activities will start.

Priority will be given to the pilot provinces.

Additional information:

As mentioned above, a situation analysis together with a VCMP needs analysis for the textile sector had been carried out before launching the VCMP. The findings of this report is as follows:

Within scope of the Valuation Analysis Report in the Platform for Value Chain Management in Textile and Apparel Sector prepared, Gaziantep, Kahramanmaraş, Adıyaman and Malatya cities were visited and positions of companies operating in aforesaid cities in the textile and apparel sector within the supply chain were examined.

Based on face-to-face interviews on problems experienced in the supply cycle and issues about competition and access to the market, information is collected on ordinary operation style of companies in relation with supply chain.

In interviews performed in all cities, it is revealed that the companies will have benefits in many aspects including increase in local and international visibility of companies, saving in communication methods, following processes with less travels and increase in new business opportunities.

Results of those interviews indicated that formation of said value chain platform will make positive contributions to workflow processes sustained by companies using conventional methods and it will create a virtual cluster where all of target cities will intensely gain benefits from the platform.

As a consequence of face-to-face interviews with 25 Textile and Apparel Companies operating in target cities, it is concluded that a value chain, which contains correct and up-to-date data and includes supplier/buyer/seller will make contributions to the region in terms of expanding the market, providing input and saving in time and costs. Intense influence of global competition leads to high-quality and low-price stresses on the products launched to the market, and in such environment, profitability and productivity become the prerequisite of survival for companies that want to have sustainable competitive power.

Price-oriented competition causes advantage favoring states / companies which may supply cheaper labor force and low input costs, but this condition is distant to being sustainable for other states / companies. In this case, development of supply chain strategies gains importance which will enable companies to easily reach to new markets and suppliers and enhances communication and cooperation by increasing visibility of them in the market.

Such problems are addressed within scope of sector oriented clustering studies, which will strengthen global competitiveness of textile and apparel sector and accelerates socio-economic development and thus, new solutions are created.

Within this context, the report involves results obtained as a consequence of face-to-face interviews made in pilot regions in the preliminary phase of VCMP "Value Chain Management Platform" which will be developed in web-based fashion in order to increase cooperation of members of Textile and Apparel Sector involved in the supply chain with local and foreign companies.

Economic and conjectural factors within the scope of supply process are excluded from the evaluation and the scope of the report is consisted of supply processes of companies interviewed, the means they manage such processes and the examination of methods and information technologies used during the management.

Output 1.2

The capacity of national SME support and advisory institutions in the field of clustering and business linkage development are enhanced.

1.2.1. A needs assessment for the support in the fields of cluster, export consortia & business linkages development in the textile sector has been elaborated in a gender sensitive and participatory manner

1.2.1.1 Undertake a gender sensitive needs assessment including (a) a mapping of all stakeholders, (b) their respective strengths and weaknesses, (c) number of firms in the clusters, size of firms, their location, products / services, internal/export market, (d) analysis of the respective production/ distribution chains, and (e) past/ongoing/planned initiatives related to cluster and business linkages development.

Activity launched in line with time plan, information and available documentation collected and studied. Desk research completed whereas the data collection process related to this activity will continue for the duration of the whole project. The activity will be completed towards the end of the project as cluster development activities according to UNIDO methodology are ongoing in the pilot project provinces. It is necessary to report the outputs and progress of these currently ongoing activities towards the end of the project in order to draw a complete picture of the industry from the aspect of clusters. The first draft of the report is currently ready and available and it reflects various aspects of the textile industry in Turkey including statistics and also qualitative data such as strengths and weaknesses.. The reason for this timing is to harvest as much and as long as possible the result of the cluster development activities and combine them with the findings related to the rest of Turkey

The current table of contents of the first draft of the report is as follows:

CONTENTS3

FIGURES5

TABLES5

EXECUTIVE SUMMARY6

INTRODUCTION	9
BACKGROUND INFORMATION	9
METHODOLOGY	9
GLOBAL TEXTILE AND CLOTHING INDUSTRY	10
TURKISH TEXTILE AND CLOTHING INDUSTRY	14
Turkey's Textile and Clothing Clusters	18
NATIONAL LEVEL CLUSTERS	19
Cluster Activities of	19
Weaknesses and Strengths	20
Other Information About The Cluster	20
REGIONAL LEVEL CLUSTERS	22
Cluster Activities of	22
Weaknesses and Strengths of	23
Other Information About The Cluster	23
LOCAL LEVEL CLUSTERS	23
GATO (Chambers of Gaziantep Knitting Manufacturers)	23
Cluster Activities of	23
Weaknesses and Strengths of	23
Other Information About The Cluster	23
ATEKS (Adiyaman Textile and Clothing Cluster)	24
Cluster Activities of	24
Weaknesses and Strengths of	24
Other Information About The Cluster	24
DETAB (Denizli Towel and Bathrobe Cluster)	24
Cluster Activities of	25
Weaknesses and Strengths of	25
Other Information About The Cluster	25
ÖRSAD (Association of Knitting Industrialists)	25
Cluster Activities of	25
Weaknesses and Strengths of	25
Other Information About The Cluster	25
egsd (Aegean Clothing Manufacturer's Association)	25
Cluster Activities of	25
Weaknesses and Strengths of	25
Other Information About The Cluster	26
AGSD (Ankara Clothing Manufacturer's Association)	26
Cluster Activities of	26
Weaknesses and Strengths of	26
Other Information About The Cluster	26

COMMUNITY LEVEL CLUSTERS²⁶

OTIAD (Association of Osmanbey Textile businessmen)²⁶

Cluster Activities of OTIAD²⁶

Weaknesses and Strengths of OTIAD²⁶

Other Information About The Cluster²⁷

LASIAD (Laleli Businessman and Industrialists' Association)²⁷

Cluster Activities of LASIAD²⁷

Weaknesses and Strengths of LASIAD²⁷

Other Information About The Cluster²⁷

MIMKEM (İzmir Mimar Kemalettin Fashion Center)²⁷

Cluster Activities of MIMKEM²⁷

Weaknesses and Strengths of MIMKEM²⁷

Other Information About The Cluster²⁷

KATO (Kahramanmaraş Chamber of Tailors)²⁷

Cluster Activities of KATO²⁸

Weaknesses and Strengths of KATO²⁸

Other Information About The Cluster²⁸

Regional Benchmark²⁸

REFERENCES³⁰

1.2.1.2 Organization of a focus group meeting hosting representatives of the identified core institutions with the objective to (a) discuss the findings and recommendations outlined in the mapping; (b) gather feedback and suggestions from the stakeholders; (c) define the concrete role/involvement of each participating institution in this project component; (d) present the UNIDO Cluster Methodology and Programmes (including Export Consortia); (e) discuss potential approaches and applicability for the Turkish textile sector; and (f) discuss the implementation of a pilot cluster for demonstration and training purposes in Kahramanmaraş and/or neighbouring provinces.

This activity will take place in the last quarter of 2012 towards the end of the project. The first draft of the initial report is currently ready and available in the first quarter of 2012 and it is deemed important to also insert the results of UNIDO cluster development activities as stated above. Accordingly it is deemed suitable to share the output of the report with the Programme Management Committee members who are indeed the correct target group to absorb this information and use it in their policy making and future project design initiatives.

1.2.1.3 Preparation of a set of recommendations as regards on what groups of SMEs future cluster / business linkages / export consortia development initiatives of national public and private support institutions should focus.

This activity also requires an ongoing process to be carried out in line with the cluster development activities. The objective of such an activity is to combine knowledge being currently acquired in activity 1.2.1.1 and with practical cluster development activities currently being carried out in the field. This will provide the opportunity to test all the theory on the ground in the pilot project provinces and only then it will be meaningful to prepare the set of recommendations on possibly needed future activities.

1.2.2. Capacities of minimum 4 selected business support institutions on business linkage development, clustering and export consortia formation are reinforced and / or developed

1.2.2.1 Adaptation of UNIDO training material on clusters to the textile industry and local specificities

This activity was launched and completed according to time plan. UNIDO training material has been adapted in line with the Turkish context and the training programmes are carried out accordingly.

1.2.2.2 Organization of 2 training courses for selected experts on the UNIDO Cluster Development and Export Consortia Methodology

This activity is carried out and completed according to the time plan. Instead of the initial 2 sessions planned in the project document, the activity surpassed the requirement and 5 training courses have been carried out as a total 95 participants participated in the 5 training programmes. 4 training programmes are carried out in the pilot project provinces whereas one training programme took place in Istanbul.

The programme was as follows:

Gaziantep 30 – 31st May 2011 13 participants

Kahramanmaraş 9-10th May 2011 14 participants

Malatya 27 -28 June 2011 35 participants

Adıyaman 19-20 July 2011 17 participants

Istanbul 6-7th December 2011 16 participants

The premises that were used are :

Kahramanmaraş Chamber of Commerce and Industry

Gaziantep Chamber of Commerce

Malatya FIRAT Regional Development Agency

Adıyaman Chamber of Trade and Industry

Istanbul İTKİB Premises

The reason of using the premises above was to create synergies with these Business Organisations and also raise further awareness on the United Nations Joint Programme.

The training programmes are analyzed in a Training Report and the report is ready and available.

The 5th training programme took place on the 6th and 7th December 2011 in Istanbul in the premises of the Beneficiary. Representatives of Ministries, Istanbul Development Agency and the Beneficiary have participated in the training programme. A total of 16 participants have participated, therefore a total of 95 participants are trained on UNIDO Cluster Methodology, which now represent a pool of potential future Cluster Development Agents. Another outcome of the training sessions (through a group play introduced on real provincial sectors) is that participants played an active role in discussing the priorities of their provinces and therefore became a part of the selection process. A simulated real life case study helped the trainers to better involve each participant into the discussions.

1.2.2.3 Formulation of a gender sensitive and participatory diagnostic study for Kahramanmaraş and neighbouring provinces to identify strengths, weakness, opportunities and threats, and establishment of a baseline for monitoring and evaluation with gender disaggregated data when available.

Activity launched in December 2010 and completed in line with time plan.

The activity is completed in line with the time plan via desk research, field work in the form of interviews. Representatives of a total of 130 enterprises, Business Organisations, Association and universities were interviewed and visited. The study was completed in 4 provinces with a view to assess the degree of rivalry, supply and demand factors, related and supporting institutions together with a mapping of the linkages between the different input suppliers, processors, buyers and support institutions. The value chain analysis in order to identify possible areas of vertical and horizontal growth is also carried out.

Results are available in the form of a comprehensive report shared with all the stakeholders. The report is also available in Turkish language.

1.2.2.4 Formulation and participatory validation by local stakeholders, of action plans entailing the development vision of the cluster and a road map for its achievement. These action plans also include institutional capacity building activities

Activity launched upon the completion the diagnostic study and completed in line with time plan. A total of 60 participants in Adıyaman, 8 participants in Malatya, 40 participants in Kahramanmaraş and 30 participants in Gaziantep participated in the focus group meetings. The participants consisted of representatives of enterprises, business organisations and governmental institutions. The findings of the Diagnostic study were shared with the participants in order to inform them about the activities to follow and also their expectations were received.

1.2.2.5 Support in the implementation of the cluster action plan within the time frame of this project. Under this component, training programmes on cluster development policies

to enable a wider application of the cluster approach
Activity launched within time plan.

The provinces of Kahramanmaraş and Adıyaman are selected in order to carry out cluster development activities.

Two Cluster Development Agents (CDA) are identified, selected and are being currently recruited. Many meetings and site visits are already carried out with the cluster members. As soon as the contractual formalities are completed related to the recruitment of one of the CDA's, the activities will be expedited. The cluster development activities will be carried out during the whole life time of the project. These will be continuous actions in order to motivate the cluster members to carry out joint activities and increase social capital.

A tool related to Social Network Analysis of the clusters is designed and currently Social Network Analysis is ongoing in the field. One Cluster Development Agent is currently actively involved in the field activity. As cluster development is a network driven economic development strategy based on collaboration and joint action among the cluster actors/players with the aim to achieve higher levels of competitiveness; the most important key issues are cCollaboration and joint actions. The idea of Social or Organizational Network Analysis in clusters is based on the need to understand the level of the social relations/interactions among cluster actors/players or members at the very beginning of the development efforts to elaborate and define the individual people, institutions and firms constituting the cluster environment technically defined as the Network in order to find out the nature of information they share or tend to share as well as the frequency and the strength of their interactions.

As the first output of this activity, 30 individual company and institutions were visited by the together with the CDA in Kahramanmaraş to discuss the details of the JP as well as the face to face interviews in order to gather the following information:

-The possible number and nature of relations between members

-The usage of the possible relations

-The frequencies of the above usages

-The possible sub-networks or groups within the Cluster

-The individual members at the focus of the Clusters

-The demographical , gender, economic level kind of specific analysis are amongst possible outcome of the same data gathered from the Networks

1.2.2.6 Formulation of gender sensitive policy recommendations for the integration of the cluster approach into existing private sector development policies to enable a wider application of the cluster approach.

Information is currently being collected in all cluster development activities in order to incorporate them into a policy note. The activity will be completed at the end of the project in order to harvest all the outputs of the cluster development component, taking stock of them and moving forward with the suggestion of potential future projects and action plans.

The PMC members consist of the correct target group for policy making and project design for future activities and they are very well informed about project activities.

Output 1.3

A Sustainable Competitiveness Centre (SCC) is established and activated.

A sustainable competitiveness network which provides business advisory services to the SMEs on sustainable competitiveness is being operationalized. The sustainable competitiveness network will be coordinated by Kahramanmaraş Chamber of Trade and Industry at the local level, with participation from all pilot provinces (chambers, regional development agencies, universities). Three complementary studies are prepared before proceeding with the activation of this platform, a) to analyze the best practices from Turkey and from the world, b) to make a needs analysis for a network and/or center to support the textile sector in the four provinces and c) a road map and a business plan to take the necessary steps.

Advisory modules are prepared by ITKIB based on the needs analysis of the T/A sector at the pilot provinces. Advisory services are planned to start during March 2012, at the pilot provinces.

Additional information:

Business Plan for Sustainable Competitiveness Center

The Business Plan has been targeted to develop the strategic guideline, or a roadmap, that provides the overall strategic direction to support and develop the region's textile and clothing industry with a participatory approach.

The business plan also includes a governance model and the current needs of the region's industry together with an action plan and its resource requirements.

Containing the correct business definition is extremely important for a business plan. Although it may sound trivial, making a definition correctly is not so easy. The business definition must specify what the local secretariat offers to whom clearly. It must have two components; "what is offered" and "to whom."

The JP has obviously stated its overall target as "to enhance the international competitiveness of SMEs in textile and clothing sector of Turkey, especially those located in poor and vulnerable regions, in order to integrate them into the global and domestic value chains." This statement also responds the questions related with the main components of the business definition;

- Which services will be provided?

- Who will be the beneficiary?

The business definition of the local secretariat of SCC may be developed from overall objective of the JP

The Local Secretariat of the SCC enhances the competitiveness of the SMEs in the region through establishing permanent communication channels between them and BSOs, integrating the firms to different value chains.

This business definition will be achieved by

- Establishing permanent communication channels between industry players and BSOs.

- Integrating the regional firms to the global value chain

Which, who and HOW... Strategy is the answer of HOW in a business plan according to Mintzberg. Strategy shows us how we get from current situation to a designed one.

The rationale of SCC's strategy is based or focused on the integration of the regional firms to the global value chain and the establishment of permanent communication channels between the industry members and BSOs together with solving the current problems of the industry.

A strategy framework has been developed for SCC & its local secretariat.

The most complex issue of the business plan was the selection of governance model which directly affects the sustainability of the development efforts about the region's industry.

SCC (Sustainable Competitiveness Platform) has been formulated as a horizontal multi-institution initiative which is based on regional innovation environment and the cluster-based competitiveness strategy. By this way, each platform member will have equal responsibility for outcomes. The members of the platform also have equal influence over the goals and the direction of the industry. A local secretariat' presence is also required in order to ensure the functionality of the platform. The role and the responsibilities of the local secretariat are separately handled in the following sub-section. The advantages and the disadvantages of the governance of these type organizations are summarized in Table

The Advantages and Disadvantages of Selected Model

ADVANTAGESDISADVANTAGES

- Platforms are cost effective and sustainable organizations

- Platforms have cross-functional expertise, experience and knowledge.

- Platforms are horizontal and multi-institution initiatives; the members of a platform are more directly involved in the decision making process, rather than closely supervised by many layers of management.

- Platforms provide equal opportunities; platform members have equal influence over the goals and direction of the industry.

- Setting a policy about the decision rights is a complex issue: what kinds of decisions will the Platform make/not make?
- Daily management of a platform is not easy: How often will the Platform meet? What is the output of its discussions and decisions?
- Monitoring and Evaluation of a platform is quite difficult: What are the Platform's charter, responsibilities, deliverables and metrics?
- Overall management of a platform; what are its operating principles?

Role of the Local Secretariat

A platform type horizontal multi-institution initiative also requires a local secretariat's presence which

- makes the industry related information available to the platform members by the establishment of a databank,
- assists the preparation of combined industry reports for the region,
- prepares the meeting agendas and meeting minutes,
- enables to open the communication between the platform members,
- establishes a follow-up mechanism and internally publishes quarterly follow-up reports
- creates a neutral environment for discussions and decision-making and
- seeks to reach out to the broader community through the forums and social media while seeking ongoing public feedback on what it is doing in the industry.

Most important duty of the local secretariat is

aligning the provinces' strategic plans and enabling different institutions to work towards the common objectives.

SCC and its local secretariat have four main tasks according to the purposed strategy and the business definition;

- Building the competencies for the regional SMEs;
- Management Competencies,
- Marketing Competencies,
- Manufacturing Competencies,
- Aligning the different strategic plans,
- Setting-up permanent communication channels and
- Implementing CSR.
- Building the competencies;

Building the competencies for the regional SMEs are very crucial tasks of the SCOPE. A competency building program has been designed for the following potential business service areas:

The most important areas have been already selected in order of importance according to the firms' current requirements, as follows;

•Information Services: In below mentioned areas, SCC and its secretariat will provide the necessary information in-house. The role of the secretariat will collect the information from the stakeholders in order to disseminate within the industry.

Planning, executing and controlling business tasks: These are imperatives for effective and efficient management. These "managerial activities" includes business planning, budgeting, monitoring and evaluation activities. SCC has to provide industry specific management tools (such as business plans and budgeting templates, staff performance evaluation forms etc) as a TA.

•Consulting Services: In some areas, the regional firms require more external and specialized expertise as consulting services. These areas are grouped as follows;

•Training Programs:

Management: Leadership and Modern Management,
Marketing 1: Setting Up the Channels of Distribution
Marketing 2: Sales Enquiries & Preparing Specifications and Negotiating
Manufacturing 1: Inventory Requirements, Purchasing and Stock Keeping
Manufacturing 2: Quality Standards & Quality Control Procedures
Manufacturing 3: Cost Estimation

•Aligning the strategic plans of the stakeholders;

Most important duty of the local secretariat is aligning the provinces' strategic plans and enabling different institutions to work towards the common objectives. In order to carry-out this task, the local secretariat continuously

- makes the industry related information available to the platform members and the industry players by the establishment of a databank and
- assists the preparation of combined industry reports for the region,

•Setting-up permanent communication channels;

Another challenging task of the local secretariat is the establishment of permanent communication channel. The local secretariat may establish the permanent communication channels by

- establishing a follow-up mechanism and internally publishing quarterly follow-up reports
 - creating a neutral environment for discussions and decision-making and
 - seeking to reach out to the broader community through the forums and social media while seeking ongoing public feedback on what it is doing in the industry.
- Implementing CSR;

A series of training programs will help to disseminate CSR consciousness about transparency & accountability, responsible business, social impacts & social marketing, decent work, gender equality, fair labor practices and environmental responsibility

The four main tasks are shown in a draft yearly plan in order to give an idea about the activities of the local secretariat of SCC.

Output 1.4

Sustainable business models in T/A industry, encouraged and achieved (through a support scheme).

Business models that capitalize on JP's activities and objectives will be promoted. The main criteria is to support SME's in textile sector in establishing sustainable business linkages. Therefore ITKIB (and the PMC) has decided to support the participation and VCMP membership of SME's in pilot provinces by using the support scheme..

Output 2.1

An assessment report on CSR in Turkish T/A industry produced..

Primary and secondary research activities are carried out to identify the level of awareness of CSR, the needs of the industry as well as the needs of the SME support agencies. Surveys were conducted in the four provinces to prepare situation analysis reports on a) sustainability, b) environmental conditions, c) working conditions and d) gender equality. Workshops and questionnaires were used to reach 100 SME's. The reports on sustainability and gender equality are completed in November 2011. The situation analysis reports will provide the input for the final CSR report of the textile sector in Turkey.

Five business models for CSR applications of the textile sector is being prepared which will also provide input for the CSR report.

The JP activity for the integration and edition of the final CSR report will be completed during the first half of 2012.

Additional information:

2.2.2.1. Conduct a Research on social conduct and gender: A joint survey with UNDP, UNDO, ITKIB was conducted in the project provinces in order to collect data regarding the implementation of ILO labour standards, gender equality and perception of SMEs on corporate social responsibility. 100 SMEs operating in knitting, dyeing, textile and garment sector were surveyed and the technical team of the ILO interviewed representatives of related public institutions including Social Security Institution, Ministry of Labour, Development Agencies as well as trade unions and employers' organisations. The surveyed covered the issues related to labour standards including wages, working hours, social security, collective bargaining, forced labour, health and safety at work, gender, legal compliance, training and career development, auditing and the challenges of the textile sector in general. To get a holistic approach for the situation analysis of the labour standards; technical team of the ILO made interviews with seven large companies, headquarters in Istanbul, where some of the companies had operations in the pilot provinces. The technical team of the ILO also interviewed with eleven business organizations both in the pilot provinces and operating in Turkey and with five public institutions both in the pilot provinces and in Ankara. The working group developed special questions to each related stakeholder group regarding their role in the system.

2.2.2.2. Complete situation analyses on social conduct: A draft Assessment Report on Labour Standards and CSR was prepared as a result of an integrated study including the surveys with SMEs operating in the pilot provinces of the project, interviews with specified stakeholders and the desktop research. Assessment of the analysis of the surveys and the interviews have been made according to the ILO norms and national legislation including freedom of association, collective bargaining, child labour, social security coverage, informal employment, working conditions, overtime working, wages, occupational health and safety and gender equality. The report, combining the findings with the desktop research, identifies the challenges and the opportunities regarding the core CSR issues to be targeted by the SMEs in the textile Sector with a recommendations part in the end. The draft report will be finalised in the beginning of February.

2.2.2.3. Complete situation analyses on gender: Given the fact that textile and garment sector is one of the most job creating sector for women, a specific priority was given to women's employment in the project provinces, thus a separate field research was conducted to analyse the role of textile for boosting employment for women and working conditions of women. 30 interviews with women workers, employers, labour inspectors, representatives of Ministry of Labour and Social Security, trade unions, Chambers of Industry and Trade were conducted in the field research which allowed the researcher to collect necessary qualitative data for a comprehensive assessment. The draft report has been finalised and shared with the UN Joint Programme team for comments.

2.2.2.4. Contribute to five business models: ILO provided inputs on the selection criteria for companies to be elaborated in detail within the framework of five business model. The criteria that ILO put forward was the compliance with IL standards as well as national labour law, particularly regarding freedom of association, collective bargaining, wage determination, working hours, child labour and discrimination. Based on the information provided by trade unions organised in textile sector, ILO shared with the UNJP Team a list of companies which could serve as good examples particularly in terms of compliance with ILO labour standards in their business operation.

2.1.3. Assessment of environmental conduct of SMEs in textile and clothing sectors elaborated in a gender sensitive and participatory manner

2.1.3.1 Implementation of a survey /desk review covering 10 large scale national or transnational companies, 100 SMEs and at least 10 relevant business organizations.

Activity launched in line with the time plan and completed. The activity was launched with workshops in 4 provinces in order to announce the beginning of this component of the UNJP.

Surveys carried out in 116 companies with extra focus on wet processes. Site visits carried out and assessments made in combination with interviews.

Province Total Survey Wet Process Companies Wet Process Companies visited

Gaziantep 47 12 12

Kahramanmaraş 24 6 3

Malatya 21 3 0

Adiyaman 12 1 0

Tekirdağ 5 5 4

Kayseri 2 2 0

Bursa 2 2 1
 İstanbul 1 1 0
 Adana 1 1 0
 Afyon 1 1 1
 Total 116 3421

2.1.3.2 Completion of a Situation Analysis for SMEs in textile and clothing sectors.

Activity launched in line with the time plan and is completed. First draft of the report is ready and available. Companies are selected for 5 Business Models and the case studies are also currently being finalized.

2.1.3.3 Presentation of five business models from the sector to be collected, analyzed, edited and published within the report as case stories

Companies are selected for 5 Business Models and the case studies are also currently being finalized as part of the overall CSR report on Environment Conduct.

2.1.3.4 Dissemination of the report.

Activity to be launched upon the completion of the finalization and the printing of the report. As the output of this activity is going to be an overall report on Corporate Social Responsibility in the Textile Sector; it will be combining the three reports of all partaking UN agencies. Accordingly a common list for dissemination of the report is currently being established by all parties. Once the report is finalized and printed it will be disseminated through the common list.

2.1.3.5 Publishing of the report as 2,000 copies and made publicly available. (As part of the

CSR Assessment Report)

Activity to be launched upon completion of 2.1.3.1 and 2.1.3.2. Once the combined report is finalized, it will be published as 2,000 copies.

Output 2.2

An overall awareness-raising strategy developed, and enterprise-level awareness building tools produced and deployed.

The JP aims at improving local capacities and producing awareness-raising tools. This Output is planned to be realized by three steps: a) JP Team and the stakeholders received extensive CSR training at the ILO Training Center at Turin/ Italy in February 2011. The following activities are as follows: 1. TTT seminars took place in 17-21 October 2011 at Ankara, during which local trainers are trained on CSR, and 2. Actual CSR training activities started during November and December 2011, will continue during the first months of 2012, with the aim of reaching 750 workers from textile SME's of the four provinces.

Additional information:

2.2.3 Awareness building strategy on social conduct implemented:

2.2.2.1. Contribute to development of overall awareness building strategy through training activities:

- The training on "ILO's CSR Principles and International Labour Standards" training was organised in cooperation with ILO's International Training Centre (ITC-ILO) between 22-25 February 2011 in Turin. The main object of this training was to develop a common understanding on the interrelated concepts of CSR, sustainable development, gender and environment in line with ILO's perspective on CSR and international labour standards. As the main aim of the training was to create common language on CSR with reference to ILO international labour standards the participants were carefully identified and selected among the UNJP Team including UNIDO and ITKIB. As ILO is represented as a tripartite body including trade unions, employers' organisation and Ministry of Labour, local experts and representatives of trade unions and employer organisations were also attended the training programme. At the end of the training programme, participants better understood:

- CSR-related concepts and instruments
- the ILO standard-setting activities and their relevance to the corporate world
- the issues and challenges relating to labour compliance in global supply chains and the relevant actors
- the mechanism for application of ILO's standards and principles as in supply chains

•Following to the training programme targeting core project staff, the training of trainers programme on “Better productivity and competitiveness through responsible workplace practices” was organized between 17-21 October 2011 in Ankara. The aim of the training programme organised by in cooperation with ITC-ILO and İTKİB was to look at the role of CSR in today’s globalized world of work and show the ways how labour rights and the achievement of “decent work for all” in Turkey will be respected through effective usage of CSR principles. It is expected that through ToT programmes, the capacity of local experts and institutions in promoting the application of international labour standards in the framework of CSR policies and practices will be strengthened. The topics covered by the training were, among others: supply chain management, competitiveness and sustainability, core labour rights guaranteed by the national legislation, occupational health and safety, workplace cooperation, gender equality and training techniques. 24 participants from different organisations and public institutions including trade unions, employer organisation, the Labour Inspection Board of Ministry of Labour, Development Agencies, Chambers of Trade and Industry and local experts were participated to the training. As the participants will undertake the training sessions for workers and employers in the project provinces, the TOT did not just focus on the thematic discussion on labour standards and CSR related issues but also provided insights on training techniques by using variety of role plays. The ToT programme was designed in two phases: e-learning platform and face-to-face course. During the e-learning phase, informative materials on the training topics were shared and participants were invited to discuss the issues raised by the training team in the online platform. The discussion portal created by ILO will be used as a platform to organise training sessions in the field and share the experiences gained during the target group training programmes. It is expected that the participants will actively use and benefit from the platform.

•Meetings with multinational textile brands/international buyers (NEXT, Nike, H&M, M&S and Otto-Hermes) as well as national big textile companies (Koton and Yeşim Tekstil) were held to introduce the JP and discuss the possible cooperation areas. Although all companies we met showed a significant interest to our JP, particularly two brands NEXT and H&M openly expressed their interest in further cooperation with the ILO. Both companies have well-structured CSR policies having a special reference to the ILO Conventions and detailed programmes to implement their CSR policy at subsidiary level.

•Further steps were taken to initiate collaboration with the Labour Inspection Board of MoLSS. As the Labour Inspection Board has launched a project on promoting labour standards in textile sector, a high-level meeting was held with the president of the Board together with labour inspectors. The project implemented by the Board has several characteristics in common with our JP in terms of aims, methods, activities and target groups as well as project provinces. This collaboration will not only strengthen the influence of our activities and widen the visibility of the UNJP but also will provide us an opportunity to benefit from the expertise of labour inspectors. Such partnership will also stimulate our relation with the Board. After having several technical meetings with participation of labour, ILO Turkey Office and the Board signed a protocol to frame the core basis of the cooperation. Following to approval of the Ministry of Labour and Social Security, the protocol became effective on 17 October 2011.

•A close cooperation with the Women for Women’s Rights: New Ways, a women’s NGO, established. With this collaboration, a special session for women workers in textile companies on women’s economic rights as well as human rights will be organised. The NGO will support our activities by mobilising their experts to deliver training sessions and allowing us to use their short video on women’s economic rights during those awareness raising sessions.

2.2.2.2 Develop awareness building tools on social conduct and gender through training activities:

•As an good example of creating synergy between different MDGF Joint Projects, ILO developed and published “A Handbook on Workers Rights” as a joint activity with other MDG-F UN Joint Programme on “Growth with Decent Work for All: Youth Employment in Antalya”. The handbook was distributed to UNJP Partners, related public institutions, trade unions, employers’ organisations and most importantly to workers and employers during the target group training sessions.

•Within the framework of the MoU signed with Labour Inspection Board of the Ministry of Labour and Social Security, the following booklets were developed and published:

- Rights for women workers in the Labour Law
- Resting in the Labour Law
- Wages in the Labour Law
- Working hours in the Labour Law
- Child labour and special working conditions for young workers in the Labour Law

The booklets were distributed to UNJP Partners, related public institutions, trade unions, employers’ organisations and most importantly to workers and employers during the target group training sessions. The three more booklets on “Mobbing and Harassment at Work”, “Occupational health and safety in textile sector” and “HR Policies and Workplace

Cooperation” will be developed and published in coming months.

•A short documentary movie on “Labour Rights in Turkey’s Textile Sector” will be designed and produced. The overall aim of the movie is to raise awareness on core labour rights, illustrate best practices in terms of application of labour standards in textile sector and reflect the views of ILO’s constituents. The main themes of the movie will be, among the others, the role of ILO in guaranteeing fundamental rights at work and the importance/meaning of decent work approach; importance of textile sector in Turkey, employment opportunities that it creates and its contribution to national economy; corporate social responsibility practices shaped by codes of conducts developed by multi national companies and the reflection of this trend in Turkey; Core labour rights and protections for workers in Turkey, including right to organise, collective bargaining, discrimination, child labour, occupational health and safety and gender-based violence at workplace. The movie will be used as a complementary tool during the target group training seminars.

2.2.2.3. Contribute to implementation of the awareness building strategy through training activities:

In line with annual work plan of the UNJP and the MoU signed with the Labour Inspection Board of the MoLSS, ILO organised training sessions both for workers and employers in the project provinces. The awareness raising seminars for workers and employers were designed under different themes in respect to the needs of the textile sector. The topics are the following:

- Labour rights and labour legislation
- Occupational health and safety
- Women’s economic rights
- HR management, communication and workplace cooperation

In 2011, 481 workers in total were received awareness raising sessions on the above-mentioned topics in the project provinces. The trainers were selected among the participants of TOT programme held in Ankara in 2011. 59 employers in total were also received awareness raising sessions particularly on labour rights and labour legislation as well as HR Management & workplace cooperation.

The training seminars will be continued throughout 2012.

2.2.3. Capacity development strategy containing intensive training programs on environmental conduct and productivity aspects is implemented and delivered to 100 managers and 750 workers as well as 10 experts of local business support and advisory institutions, with special focus on young people and gender balanced participation

2.2.3.1 Designing training programs on environmental conduct and productivity aspects

The surveys and interviews carried out with SMEs, large enterprises and institutions have formed the basis of the themes determined for the training programmes. There are three different target groups to be covered under this component. The training programmes are designed at two levels: worker level for implementation at the shop floor and manager level for managers and experts of business support institutions.

The subjects to be covered are as follows:

MANAGERS AND EXPERTS OF BUSINESS SUPPORT INSTITUTIONS:

- Corporate Social Responsibility and the Environment
(Standards, Relations with International Buyers/Retailers)
- Environmental Management and Environmental Management Systems
(Principals of environmental management, environmental management systems in practice)
- Cleaner Production: An Introduction
(Basic concepts, pollution control and cleaner production, benefits of cleaner production, cleaner production as part of environmental management)
- Methods/Approaches for Cleaner Production
(Components of cleaner production, raw material/resource/waste monitoring and associated Benchmarking, cleaner production audits)
- Management Perspectives, Planning and Organization for Cleaner Production

(Policies, team set-up, communication with employees, cleaner production action plans, organization)

- Cleaner Production Case Studies and Related Videos

(International best practices, UNIDO-TTGV applications)

- International/National Financial Mechanisms and Funds

(EU funds, UN resources, TÜBİTAK, KOSGEB, TTGV, and Regional Development Agencies)

WORKERS

- Messages from Top Management

(General expectations, targets, importance of environmental management and cleaner production)

- Environmental Impacts of Textile (Producer) Firms

(Resource consumption, generated waste/wastewater/emission, effect on human health)

- Current Environmental Management Practices and the Need for Cleaner Production

(Waste storage and disposal, wastewater treatment, pollution control and cleaner production, benefits of cleaner production)

- Efficient Use of Resources and the Importance of Waste Minimization

(Water/Energy/Raw material savings, recycling, reuse)

- The Role of Employees on Cleaner Production Implementation

(Resource/raw material/waste monitoring, auditing routines, maintenance, reporting)

- Cleaner Production and Worker Health Safety

(Prevention of accidents, improvements in working conditions, health issues etc.)

- Impacts of Employees, Communication with Managers and Coordination

- Cleaner Production Case Studies

2.2.3.2 Designing and developing the relevant training materials

The activity is launched in line with the time plan. The already available UNIDO methodology on the subject matter and also new materials will be used during the training programmes.

2.2.3.3 Delivering trainings to 100 managers and 750 workers with a focus on young people and women, as well as 10 experts of local business support and advisory institutions

The training programmes are currently being launched.

Output 2.3

A CSR advocacy strategy, complemented with CSR-based management and reporting tools and improved institutional capacities.

2.3.1. A CSR based management and reporting tool for Turkish SMEs in the textile and clothing sectors piloted and made available to the local private sector

2.3.1.1 Organizing one expert group meeting, gathering interested multinational firms (TNCs) sourcing from Turkey, as well as large national textile firms and representatives of the local private sector to identify the importance of responsible business practices in the supply chain and identify potential partners for this project component

Within the framework of the UNJP, the UNIDO is in charge of carrying out activities that will help local SMEs in the textile sector to integrate social and environmental standards and principles into their business processes and operating practices.

One of the first steps in this process was the organization of an Expert Group Meeting (EGM) aiming to bring together multinational firms sourcing from Turkey as well as large national textile companies and representatives of the local private sector, with a view to:

- Discuss the relevance of social and environmental upgrading in this sector and related private standards in the supply chain, and to

- Shape the content of subsequent technical assistance provided to SMEs in this regard.

The EGM took place in the premises of the Beneficiary İTKİB on the 30th March 2011 with the wide participation of the desired representatives of the value chain. 38 participants of the various links of the value chain were gathered around one table discussing the complex issue of Corporate Social Responsibility and Private Standards profoundly. National Expert İsmail Seymen was recruited for this activity.

In order to determine participants with the highest potential to contribute to the floor, a deep analysis of the industry was carried out and the companies that had the most relevant features and applications were identified. The process of invitation was not only carried out in the form of official letters or e-mails, however most companies were visited in their premises and the objectives of the EGM were explained in detail. In this way future ground for collaboration related to training and counseling activities was also established. The EGM was initiated as a starting point for a series of activities that foresee to bridge the gap between the requirements of the buyers and the current compliance levels and capacities of the actors at the lower ends of the textile value chain, through a series of focus group meetings, training programmes, and pilot interventions in selected SMEs.

The objectives of the EGM were threefold. These were namely:

- Identifying the relevance of socially and environmentally responsible business practices in the textile supply chain for market access of Turkish SMEs, by discussing the following questions:
 - Determining, from the view point of buyers, the most common challenges that their suppliers face in meeting their social and environmental requirements, by discussing the following questions:
 - Taking stock of the relevant existing support schemes that help potential and existing suppliers upgrade in the social and environmental domains and their effectiveness to shape the related future activities of the Joint Programme by discussing the following questions:
- The participant profile was carefully determined in cooperation with the UNIDO HQ in relation to the Private Standards Project executed as well as the Istanbul Textile and Apparel Exporters' Associations" (İTKİB) as the National Implementing Agency. The group of participants were:
- Representatives of multinational companies sourcing from Turkey
 - Representatives of large national textile manufacturing firms in Turkey (Tier 1)
 - Representatives of Tier-2 manufacturers
 - Representatives of relevant business support and advisory institutions (including consulting firms) offering upgrading support programmes to SMEs in environmental, social and productivity domains
 - Representatives of Academia active in the field of CSR

The report on the outcomes of the Expert Group meeting is prepared and is available.

2.3.1.2 Organizing small focus group meetings with selected partner TNCs/large firms, international/national experts and potential local business support institutions

Based on the extensive research on the active enterprises in CSR and also networks established during the Expert Group meeting preparations and the meeting itself, a group of global brands and large enterprises were identified, in order to cooperate further within the framework of the UNJP.

Focus group meetings were carried out with the following brands:

- Nike
- Marks and Spencer
- H&M
- LC Waikiki
- Li Fung
- Otto Hermes
- Yeşim Tekstil

During the focus group meetings, the information on CSR activities of the selected companies were received and further information on the UNJP specifically the CSR component was provided. This was also taken as an opportunity to raise awareness on the overall CSR know-how methodology of UNIDO. The cooperation established is being vigorously followed up as the participation of the buyers carries vital importance for the UNJP.

2.3.1.3 Adapting existing UNIDO training material and other CSR tools to the local contexts and the requirements of the textile sector, as deemed appropriate, to develop the CSR tool

Activity launched and is being carried out in time with the time plan, and it is being carried out in two different aspects:

- Adaptation of the REAP Methodology into Turkish
- Adaptation and updating of the REAP software

2.3.1.4 Selection of pilot SMEs

The activity is launched and currently the process for pre-selection of pilot SMEs is ongoing. The global brands that have potential or current buyers in the pilot project provinces, local chambers, development agencies are being consulted related to the selection of pilot SMEs. A competitive selection process in the form of call for interest will be launched.

2.3.1.5 Implementation of CSR in target firms and development of case studies with the support of the trained/qualified national experts

Activity launched and will be expedited upon selection of pilot SMEs. Selected pilot SMEs will be provided counselling on UNIDO REAP CSR methodology in order to integrate social and economic aspects into their business practices. This will enable them to comply with the buyer standards in order to equip them with skills for export capacity.

2.3.1.6 Integration/compilation of all outcomes/results of the above project activities into a CSR strategy for the textile sector in collaboration with İTKİB and partner UN agencies and submitting the CSR strategy to MoIT for consideration to be integrated into Textile Strategy

Activity to be launched out towards the end of the project in line with the time plan in order to reflect all the results and activities related to CSR. This will be prepared in the form of an Advocacy Strategy Paper for İTKİB in order to be submitted to the relevant Ministries for future policy design.

2.3.2.1 Designing and implementing training seminars on institutional development for 20 selected national experts (including representatives of interested partner TNCs) on the adapted UNIDO CSR methodology and its implementation in local textile SMEs(promoting equal participation of women and men)

Activity launched in line with time plan. Potential participants are currently being identified to be trained. The training will take place on UNIDO REAP Methodology specifically on CSR. The target group of this particular component is; employees of business institutions, associations, governmental organizations, large enterprises, consultants that are directly involved in policy making, counselling, project design and implementation related to environmental issues, cleaner production and productivity. The objective of this component is to equip the target group with knowledge related to REAP Methodology of UNIDO so that they will be able to design and implement projects and policies related to CSR.

Output 2.4

A national sustainable and responsible competitiveness agenda for the T/A industry created

The JP will facilitate implementation of a targeted advocacy campaign to create and pursue a sustainable and responsible competitiveness agenda for the T/A industry.

A communication strategy is prepared for this purpose.

Measures taken for the sustainability of the joint programme: N/A other than those already embedded in programme design.

•Sustainability Strategy

The sustainability strategy of the JP identified five key success factors: (a) an equal emphasis on skills and capabilities; (b) scalability and replicability of the interventions; (c) inclusiveness and participation; (d) cooperation and collaboration with other projects and programmes; and (e) efficient and effective communication and outreach.

A key element of the JP's methodology is ensuring sustained impact; in other words, ensuring that the capacities to be established and/or improved continue to contribute to progress towards MDGs even after completion of the JP. The strongest assurance of the JP's sustained impact is the ownership of the İTKİB, which is one of the key players in the Turkish T/A industry.

- An Equal Emphasis on Skills and Capabilities

The strongest side of the JP's intervention modality is its emphasis on both skills (i.e. the learned capacity to carry out certain functions) and competencies (i.e. the ability to use learned capacity) to achieve its ambitious, yet achievable, outcomes. An intervention modality that focuses merely on skills development would still be a valuable effort, however improved skills, combined with the competencies/capabilities to exercise those skills, possess a higher potential to lead to transformational change.

For instance, improving the skills of the SMEs on CSR-based management and reporting has its own merit; however if such improvement is backed up with tools that will make help the SMEs exercise these skills, one can safely claim existence of a sound basis, on which further progress towards sustainability can be built. This approach underpins almost all JP activities, including but not limited to the Value Chain Management Platform, CSR-based management and reporting tools, awareness-raising tools etc.

- Scalability of the Intervention

Another important cross-cutting strategy that the present IR brings to the scene is scalability of the intervention. The present JP is about the Turkish T/A industry and targets a specific region. In terms of manageability of the JP focusing on a single industry and a specific region make perfect sense; however this should not preclude the JP partners from thinking beyond these perimeters and envisioning an impact that goes far beyond even the articulated outcomes of the JP.

For instance, the VCMP will be an online portal accessible by SMEs in other less developed regions of Turkey which could not be made part of the JP mainly for budgetary constraints. Another example of scalability is the expanded scope of the awareness-building tools that the JP will produce. The original JP Document foresaw classroom training as the main medium of awareness-building activities; whereas the present IR adds additional media (such as animated movies etc.) that can be readily utilized by T/A SMEs all across Turkey.

- Inclusiveness and Participation

The present JP is built on an inclusive and participatory approach, bringing all relevant parties and making them a part of the solution.

- Cooperation with other Projects and Programmes

The inception phase provided the JP with the opportunity to identify projects and programmes, with which the JP can collaborate. As an official candidate for EU membership Turkey is the recipient of EU's financial support under the Instrument for Pre-accession Assistance. As such, there are several ongoing and upcoming projects and programmes, co-funded by EU and the Republic of Turkey. Additionally, all three partaking UN Agencies have ongoing projects and programmes in Turkey. Annex 6 provides the list of the projects, with which the JP may cooperate and the areas of cooperation.

- Communication and Outreach

The goal of the JP's communication and outreach strategy is to "Increase networking and collaboration among T/A value chain actors and accelerate progress towards MDG1, MDG3, MDG7 and MDG8 by raising awareness, strengthening broad-based support and action and increasing engagement in MDG related policy and practice in Turkish T/A industry".

The outcomes of this strategic goal are (a) increased networking and collaboration among T/A value chain actors; and (b) increased awareness on CSR (in particular MDG1, MDG3 and MDG7).

Measures taken for the sustainability of the joint programme

Are there difficulties in the implementation?

Joint Programme design

What are the causes of these difficulties?

External to the Joint Programme

Early stakeholder consultations revealed that the province, which had been foreseen as the province in which most of the local activities would be carried out, will be recipient of large-scale EU-funding through at least 2 projects. It will be difficult to assure local commitment with that many international projects being implemented in a relatively small province. Aid-effectiveness is yet another concern.

JP design foresees the involvement of four provinces however it is difficult to manage and coordinate the JP activities of these provinces effectively.

Briefly describe the current difficulties the Joint Programme is facing

Briefly describe the current external difficulties that delay implementation

Explain the actions that are or will be taken to eliminate or mitigate the difficulties

A meeting has been held with Delegation of the EU to identify potential redundancies, synergies and complementarities (aid effectiveness). Parties (donors) share similar concerns with regard to aid effectiveness.

An adjacent province that faces similar developmental challenges and that possess also a strong textile and clothing sector is being considered as an alternate location.

2 Inter-Agency Coordination and Delivering as One

Is the joint programme still in line with the UNDAF?

Yes

No

If not, does the joint programme fit the national strategies?

Yes

No

What types of coordination mechanisms

Types of coordination mechanisms and decisions that have been taken to ensure joint delivery

Heads of participating agencies collaborated during mobilization of the JP Manager by ITKIB.

UNDP was invited by UNIDO and ITKIB to participate in the interview panel of consultants that will be mobilized by UNIDO for the JP.

An inter-agency task force has been established to ensure seamless coordination.

Coordination between different joint programmes in the country

Formulation of inception workshops, preparations for MTE,

Coordination with different project and programmes:

Coordination established with UNDP's ongoing project which supports Ministry of Industry and Trade on implementation of EU-funded regional competitiveness operational

programme.

Please provide the values for each category of the indicator table below

Indicators	Baseline	Current Value	Means of verification	Collection methods
Number of managerial practices (financial, procurement, etc) implemented jointly by the UN implementing agencies for MDF-F JPs		3	Minutes	
Number of joint analytical work (studies, diagnostic) undertaken jointly by UN implementing agencies for MDG-F JPs		1	Reports	
Number of joint missions undertaken jointly by UN implementing agencies for MDG-F JPs		2	Mission Reports	

3 Development Effectiveness: Paris Declaration and Accra Agenda for Action

Are Government and other national implementation partners involved in the implementation of activities and the delivery of outputs?

Not Involved false
 Slightly involved false
 Fairly involved true
 Fully involved false

In what kind of decisions and activities is the government involved?

Policy/decision making

Who leads and/or chair the PMC?

1st PMC on the 7.12.2010 at Ankara chaired by Ms. Richardson-Golinski UNDP
 2nd PMC on the 16.3.2011 at Istanbul chaired by Ms. Richardson-Golinski UNDP
 3rd PMC on the 5.7.2011 at Ankara chaired by Ms. Richardson-Golinski UNDP
 4th PMC on the 3.11.2011 at Istanbul chaired by Mr. Sahid Najam RC

Number of meetings with PMC chair

Is civil society involved in the implementation of activities and the delivery of outputs?

Not involved false
 Slightly involved false
 Fairly involved false
 Fully involved true

In what kind of decisions and activities is the civil society involved?

Policy/decision making

Are the citizens involved in the implementation of activities and the delivery of outputs?

Not involved

Slightly involved

Fairly involved

Fully involved

In what kind of decisions and activities are the citizens involved?

Where is the joint programme management unit seated?

Local Government

UN Agency

Current situation

4 Communication and Advocacy

Has the JP articulated an advocacy & communication strategy that helps advance its policy objectives and development outcomes?

Yes

No

Please provide a brief explanation of the objectives, key elements and target audience of this strategy

What concrete gains are the advocacy and communication efforts outlined in the JP and/or national strategy contributing towards achieving?

Key moments/events of social mobilization that highlight issues

Media outreach and advocacy

What is the number and type of partnerships that have been established amongst different sectors of society to promote the achievement of the MDGs and related goals?

Faith-based organizations

Social networks/coalitions

Local citizen groups

Private sector

Academic institutions

Media groups and journalist



Other

What outreach activities do the programme implement to ensure that local citizens have adequate access to information on the programme and opportunities to actively participate?



Section III: Millenium Development Goals

Millenium Development Goals

Additional Narrative Comments

Please provide any relevant information and contributions of the programme to de MDGs, whether at national or local level

Please provide other comments you would like to communicate to the MDG-F Secretariat

Section IV: General Thematic Indicators

1 Promote and support national and local policies and programmes in favor of enterprise development

1.1 Number of laws, policies or plans supported by the Joint Programme related to the advancement of enterprises (including agro industry)

Policies

National

Local

Laws

National

Local

Strategies

National

Local

1.2 Please briefly provide some contextual information on the law, policy or plan and the country/municipality where it is going to be implemented

1.3 Number of entrepreneurs and/or entities that the law, policy or strategy directly affects

Farmers

Total

Urban

Rural

Entrepreneurs

Total
Urban
Rural

Micro enterprises

Total
Urban
Rural

Small enterprises

Total
Urban
Rural

Medium enterprises

Total
Urban
Rural

Large enterprises

Total
Urban
Rural

Finanacial providers

Total
Urban
Rural

Business development providers

Total
Urban
Rural

Other, Specify

Total
Urban

Rural

1.4 Please indicate the sector of focus of the law, policy or plan

1.5 Government's budget allocated to support enterprise development before the implementation of the Joint Programme

National Budget

Total Local Budget(s)

1.6 Variation (%) in the government's budget allocated to programmes or policies on enterprise development from the beginning of the joint programme to present time

National Budget

% Overall

% Triggered by the Joint Programme

Local Budget

% Overall

% Triggered by the Joint Programme

2 Promote and support national and local policies and programmes in favor of enterprise development

2.1 Type and number of programmes or interventions supported by the joint programme aiming to improve enterprises' capacities, competitiveness, and / or access to market:

Technical Assistance

Total
Microenterprises
SME
Farms
Cooperatives
Other

Business Development Services

Total
Microenterprises
SME
Farms
Cooperatives
Other

Access to finance

Total
Microenterprises
SME
Farms
Cooperatives
Other

Certification

Total
Microenterprises
SME
Farms
Cooperatives
Other

Other, Specify

Total
Microenterprises
SME
Farms

Cooperatives
Other

2.2 Total number of individuals directly assisted through those interventions

Technical Assistance

Farmers
Entrepreneurs
Employees
Other
Women
Men

Business Development Services

Farmers
Entrepreneurs
Employees
Other
Women
Men

Access to finance

Farmers
Entrepreneurs
Employees
Other
Women
Men

Certification

Farmers
Entrepreneurs
Employees
Other
Women
Men

Other, Specify

Farmers
Entrepreneurs
Employees
Other
Women
Men

2.3 What impacts have these interventions had?

3 Creating or strengthening organizations and partnerships to contribute to enterprise development and competitiveness

3.1 Type and number of organizations created or strengthened

Clusters

Total
Participating Business
Total participating individuals
Participating men
Participating women

Cooperatives

Total
Participating business
Total participating individuals
participating men
participating women

Farmers Associations

Total
Participating business

Total participating individuals
participating men
participating women

Business groups

Total
participating business
Total participating individuals
participating men
participating women

Other, Specify

Total
Participating business
Total participating individuals
participating men
participating women

3.2 Number of target enterprises who realize a financial benefit as a result of the joint programme's contribution

Clusters

Total
Participating Business
Total participating individuals
participating men
participating women

Cooperatives

Total
participating business
Total participating individuals
participating men
participating women

Farmers Associations

Total
participating business



Total participating individuals
participating men
participating women

Business groups

Total
participating business
Total participating individuals
participating men
participating women

Other, Specify

Total
participating business
Total participating individuals
participating men
#participating women

- **JP M&E Framework**

There is an M&E system in place, the baseline is established and the results will be evaluated accordingly. M & E expert will be employed by the JP in order to evaluate the results. In addition to the regular monitoring framework, the results of the various outputs of the JP can be monitored and evaluated by the increased involvement and ownership of ITKIB. Ownership of ITKIB will also ensure the sustainability of the JP not only for following the results of the JP, but for supporting further development of the textile sector especially at the pilot provinces as well.

All these efforts related to training and counseling programmes are not only targeting quantity but definitely capacity building related to competitiveness of SMEs. That is to say that the required skills and competencies in order to start exporting or cooperate with exporting companies will be addressed through our activities and they will not remain merely as project activities but will target practicality and applicability. Multinational Brands require the Value Chain to comply with various standards related to CSR and our project activities concentrate on various aspects of CSR to ensure cooperation of the SMEs with multinational brands and also build own skills and competencies.

In addition, following approach will be used for all training activities under related outputs of the JP:

- All training activities (on VCMP, clustering and CSR) will be evaluated by the participants and the results will be reported to ITKIB.
- ITKIB can provide an “Impact Assessment Study” after the completion of the JP.

Monitoring framework can be found as an attachment.

Expected Results (Outcomes and Outputs)	Indicators	Baseline	Overall JP Expected Target	Achievement of Target to date	Means of Verifications	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Joint Program Outcome 1: Productivity and innovation capacities of the SMEs in the Turkish textile industry especially in poor and vulnerable areas strengthened through enhanced collaboration and networking for increased competitiveness	Share of SMEs in exports.	50%	53%					
	Share of textile and clothing sectors in total exports	17%	19%					
	Share of south-eastern Turkey based textile and clothing companies in total textile and clothing exports	1.5%	5%					
Output 1.1: A Value Chain Management Platform (VCMP) that disseminates	Number of SMEs registered.	0	1000	To be reached by the second				
	Percentage of registered	0	70%					

affordable productivity enhancing technologies is established and approved by ITKIB and accessible by sector companies and all relevant parties.	members benefitting. Number of persons trained. % of women trainees	0 0	1000 500	half of 2012				
Output 1.2: The capacity of national SME support and advisory institutions in the field of clustering and business linkage development are enhanced.	Number of experts from business support institutions received trainings	0	25	fulfilled				
Output 1.3: A Sustainable Competitiveness Centre (SCC) is established and activated.	Number of SMEs receiving advisory services of SCC	0	25	To be reached by the second half of 2012				
Output 1.4: Innovation in pro-poor and gender sensitive business models is encouraged and achieved.	Number of SMEs supported for their successful projects.	0	10	To be reached by the second half of 2012				
Joint Program Outcome 2: Sustainable development, CSR principles and gender equality are integrated into the business processes and practices of the Turkish SMEs in textile sector for increased competitiveness .	Ratio of registered employment in textile and clothing sector. Ratio of registered women employment in textile and clothing sector. The number of Global Compact signatory Turkish textile and clothing companies. The number of Turkish textile and clothing	30% 35% 4 1	35% 38% 100 5					

	companies reporting on CSR and/or sustainability							
Output 2.1: An assessment report on sustainable development and MDGs awareness as well as on gender sensitive, social and environmental conduct among Turkish SMEs in textile and clothing sectors is prepared and launched by ITKIB and consequently shared with MoIT, UFT and SMEs other national stakeholders	<p>The (CSR) Assessment Report in Textile and Clothing Sector is prepared.</p> <p>Number of copies printed and distributed.</p> <p>No. of companies participated in surveys.</p>	0	1	Ongoing.				
		0	2000	To be reached by the second half of 2012				
		0	120					
Output 2.2: Awareness building strategy on sustainable development, and gender sensitive, social and environmental conduct of selected SME enterprises is implemented	Number of women and men who received training and able to apply their knowledge in their workspace	0	100 managers , 750 workers trained.	Ongoing				
Output 2.3: A CSR Strategy for textiles and clothing sector is developed, implemented in selected firms and submitted to MoIT for consideration to be integrated into Textile Strategy	<p>A CSR strategy for the sector.</p> <p>A CSR management & reporting tool in Turkish.</p> <p>Number of firms/experts participating in expert group and focus group meetings,</p> <p>Number of SMEs participating in study,</p> <p>Number of national</p>	0	1	Ongoing.				
		0	1	To be reached by the second half of 2012				
		0	30					
		0	15					
		0	40					

	experts participating in training program							
Output 2.4: Awareness of national authorities on the impact of textile and clothing sector on environment is developed and strengthened.	<p>A gender sensitive policy advocacy note on the impact of textile and clothing sectors on environment.</p> <p>No. of industry representatives attending conference</p>	0 0	1 80	Ongoing. To be reached by the second half of 2012				

- **Joint Programme Results Framework with financial information**
- **(color coded work plan can be found in the attachment)**

JP output: 1.1: A Value Chain Management Platform (VCMP) that disseminates affordable productivity enhancing technologies is established and approved by ITKIB and accessible by sector companies and all relevant parties.										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
1.1.1: An Internet based value chain management portal	1.1.1.1 Selection of members for the expansion of the existing pilot application.	X			UNDP	ITKIB	5.600			
	1.1.1.2 Identification of system requirements.	X			UNDP	ITKIB	5.100			
	1.1.1.3 Design and implementation of software.	X			UNDP	ITKIB	92.150			
	1.1.1.4 Launch of the platform and its promotion	X			UNDP	ITKIB	37.400			
	1.1.1.5 Management and maintenance of the platform.		X	X	UNDP	ITKIB	75.600			
1.1.2: Capacity development strategy on ICT	1.1.2.1 Identification of gender sensitive training needs.	X			UNDP	ITKIB	18.700			
	1.1.2.2 Design training programs and the relevant materials.	X			UNDP	ITKIB	37.400			
	1.1.2.3 Deliver training to the target group employees		X	X	UNDP	ITKIB	285.900			
TOTAL							557.850		209,051.02	

JP output: 1.2: The capacity of national SME support and advisory institutions in the field of clustering and business linkage development are enhanced.										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
1.2.1: needs assessment	1.2.1.1. Undertake a gender sensitive needs assessment	X			UNIDO	ITKIB	14.000			
	1.2.1.2 Organization of a gender balanced focus group meeting	X			UNIDO	ITKIB	14.000			
	1.2.1.3 Preparation of a set of recommendations	X			UNIDO	ITKIB	9.300			
1.1.2: Capacity development at 4 institutions	1.2.2.1 Adaptation of UNIDO training material	X			UNIDO	ITKIB	9.300			
	1.2.2.2 Organization of 2 training courses for selected experts	X	X		UNIDO	ITKIB	37.400			
	1.2.2.3 Formulation of a gender sensitive and participatory diagnostic	X			UNIDO	ITKIB	18.700			

	study									
	1.2.2.4 Formulation and participatory validation of action plans		X		UNIDO	ITKIB	18.700			
	1.2.2.5 Support in the implementation of the cluster action plan		X	X	UNIDO	ITKIB	50.400			
	1.2.2.6 Formulation of gender sensitive policy recommendations			X	UNIDO	ITKIB	15.000			
	TOTAL						186.800		101,899.4	

JP output: 1.3: An SME Innovation Research and Advisory Centre (IRAC) is established and activated.										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
1.3.1 Consultancy services provided to at least 50 companies in 2 years by the IRAC	1.3.1.1 Establishment of administrative infrastructure.	X			UNDP	Local University	2.300			
	1.3.1.2 Installation of facilities and equipment.	X			UNDP	Local University	9.300			
	1.3.1.3 Capacity development of academic members.	X			UNDP	Local University	70.100			
	1.3.1.4 Design and delivery of an operational program for the delivery of consultancy services.	x	X	X	UNDP	Local University	58.300			
	TOTAL						140.000		64,707.09	

JP output: 1.4: Innovation in pro-poor and gender sensitive business models is encouraged and achieved.										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
1.4.1. Support Scheme implemented (~10 - 12 SMEs) on innovative projects	1.4.1.1 Preparation of support scheme guidelines.		X		UNDP	Local Chamber	9.350			
	1.4.1.2 Publish and promote call for proposals / applications		X		UNDP	Local Chamber	2.400			
	1.4.1.3 Evaluation of the applications by gender balanced independent committee		X		UNDP	Local Chamber	157.250			
	1.4.1.4 Monitoring of the supported actions		x		UNDP	Local Chamber	18.250			
	TOTAL						187.250		-	

JP output: 2.1: An assessment report on sustainable development (SD) & MDGs awareness as well as on gender sensitive, social and environmental conduct among Turkish SMEs in textile & clothing sectors is prepared and launched										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount	Estimated Total	Estimated Total	Estimated %

						Planned for the JP	amount Committed	Amount Disbursed	Delivery rate of budget
2.1.1. Assessment of awareness of SMEs of SD and MDGs (gender sensitive and participatory)	2.1.1.1 Implementation of a survey	X			UNDP	ITKIB	28.000		
	2.1.1.2 Situation Analysis for SMEs in textile and clothing sectors	X			UNDP	ITKIB	18.700		
	2.1.1.3 Presentation of five business as case studies	X			UNDP	ITKIB	14.700		
	2.1.1.4 Elaboration of a gender analysis report	X			UNDP	ITKIB	31.700		
	2.1.1.5 Publishing of the Report (As part of the CSR Assessment Report)		X		UNDP	ITKIB	30.000		
2.1.2 Assessment of social conduct for SMEs in textile and clothing sectors (gender sensitive and participatory)	2.1.1.1 Implementation of a survey	X			ILO	ITKIB	22.500		
	2.1.1.2 Situation Analysis for SMEs in textile and clothing sectors	X			ILO	ITKIB	20.100		
	2.1.1.3 Presentation of five business as case studies	X			ILO	ITKIB	23.400		
	2.1.1.4 Elaboration of a gender analysis report	X			ILO	ITKIB	17.500		
	2.1.1.5 Publishing of the Report (As part of the CSR Assessment Report)		X		ILO	ITKIB	27.100		
2.1.3 Assessment of environmental conduct for SMEs in textile and clothing sectors (gender sensitive and participatory)	2.1.1.1 Implementation of a survey	X			UNIDO	ITKIB	21.500		
	2.1.1.2 Situation Analysis for SMEs in textile and clothing sectors	X			UNIDO	ITKIB	9.500		
	2.1.1.3 Presentation of five business as case studies	X			UNIDO	ITKIB	5.000		
	2.1.1.4 Elaboration of a gender analysis report	X			UNIDO	ITKIB	10.000		
	2.1.1.5 Publishing of the Report (As part of the CSR Assessment Report)		X		UNIDO	ITKIB	9.450		
	TOTAL						289.150		130,603.75

JP output: 2.2: Awareness building strategy on sustainable development, and gender sensitive, social and environmental conduct of selected SME enterprises is implemented										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
2.2.1. Capacity dev. strategy –	2.2.1.1 Designing training programs on sustainable	X			UNDP	ITKIB	28.000			

Sustainable Dev. and MDGs	development and MDGs									
	2.2.1.2 Designing and developing the relevant training materials	X			UNDP	ITKIB	10.200			
	2.2.1.3 Delivery of trainings programmes	X	X	X	UNDP	ITKIB	179.500			
2.2.2 Capacity dev. Strategy - social and gender sensitive conduct	2.2.1.1 Implementation of a survey	X			ILO	ITKIB	38.300			
	2.2.1.2 Situation Analysis for SMEs in textile and clothing sectors	X			ILO	ITKIB	18.700			
	2.2.1.3 Presentation of five business as case studies	X	X	X	ILO	ITKIB	216.400			
2.2.3 Capacity dev. Strategy – environment & productivity	2.2.1.1 Implementation of a survey	X			UNIDO	ITKIB	23.400			
	2.2.1.2 Situation Analysis for SMEs in textile and clothing sectors	X			UNIDO	ITKIB	18.600			
	2.2.1.3 Presentation of five business as case studies	X	X	X	UNIDO	ITKIB	148.600			
TOTAL							681.700		92,800.9	

JP output: 2.3: A CSR Strategy for textiles and clothing (TC) sector is developed, implemented in selected firms and submitted to MoIT for consideration to be integrated into Textile Strategy										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
2.3.1. A CSR based mgmt & reporting tool for Turkish SMEs in the TC sector piloted and made available to the local private sector	2.3.1.1 Expert group meeting	X			UNIDO	ITKIB	23.900			
	2.3.1.2 A gender balanced small focus group meeting	X			UNIDO	ITKIB	18.500			
	2.3.1.3 Adapting existing UNIDO training material and other CSR tools to the local context	X	X		UNIDO	ITKIB	68.500			
	2.3.1.4 Selection of pilot SMEs		X		UNIDO	ITKIB	3.700			
	2.3.1.5 Implementation of CSR in the target firms and development of case studies		X	X	UNIDO	ITKIB	127.900			
	2.3.1.6 Development of CSR Strategy.			X	UNIDO	ITKIB	20.000			
2.3.2 Institutional capacities improved	2.3.1 Designing and implementing training seminars on institutional development for 40 selected national experts (including representatives of interested partner TNCs) on the adapted UNIDO CSR		X	X	UNIDO	ITKIB	107.150			

	methodology and its implementation in local textile SMEs (promoting equal participation of women and men)								
	TOTAL					369.650		215,773.2	

JP output: 2.4: Awareness of national authorities on the impact of textile and clothing sector on environment is developed and strengthened.										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned for the JP	Estimated Total amount Committed	Estimated Total Amount Disbursed	Estimated % Delivery rate of budget
2.4.1. Awareness on environment & climate change increased	2.4.1.1 Organising an Environment and Textile Congress for increased environmental standards in textile sector		X		UNDP	ITKIB	48.850			
	2.4.1.2 Developing promotional materials on Environmental and climate change awareness		X		UNDP	ITKIB	14.000			
2.4.2 Policy note prepared	2.4.2.1 Presenting outputs of the Congress to ITKIB, the ministries of Environment and Forestry, Trade and Industry and Prime Ministry's Under-secretariat for Foreign Trade		X	X	UNDP	ITKIB	13.000			
2.4.3 UN Agency support and monitoring system established	2.4.3.1 Periodically monitoring progress and evaluation	X	X	X			15.000			
	TOTAL						90.850		27,432.31	