

## Section I: Identification and JP Status

### Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector

#### Semester: 1-12

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	1-12
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
<b>Total</b>	<b>\$2,698,478.00</b>

**Total Amount of Transferred To Date**

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

**Total Budget Committed To Date**

UNDP	\$199,250.00
UNIDO	\$0.00
ILO	\$145,594.00
<b>Total</b>	<b>\$344,844.00</b>

**Total Budget Disbursed To Date**

UNDP	\$920,863.27
UNIDO	\$639,242.00
ILO	\$258,046.32
<b>Total</b>	<b>\$1,818,151.59</b>

**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
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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
Institutions	4	4	National Institutions	Supports stakeholders in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs
Institutions	1	7	Local Institutions	Supports stakeholders in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs
Institutions	4	4	National Institutions	Supports stakeholders in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs
Institutions	1	7	Local Institutions	Supports stakeholders in acquiring and adapting PSD-relevant knowledge to their specific contexts and development needs

## 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

•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.

Therefore, the main indicators of achievement for this Outcome can be measured after the completion of the JP. These indicators are:

Number of business inquiries received through VCMP

Number of business deals facilitated through VCMP

Number of cluster networks established: Two cluster networks are operationalized by the JP.

Number of SME owners / managers initiated structural improvement in their establishments

•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.

The indicators of achievement for this Outcome will be measured by brief surveys towards the end of the JP. Although some developments can already be observed. These indicators are:

-SMEs implemented some changes in their company CSR practices.

-Intension to propose policy level changes by policy making institutions; effects of the CSR Report can already be observed in policy making organizations, since they are intensely involved in the preparation phases of the Report.

-Implementing partners perception of the effectiveness of the monitoring system.

## **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 2012.

Completed:

-The situation analysis, needs identification, and business plan had been prepared.

-Value chain platform design and development work completed in cooperation with Turkcell-Superonline and Workcube.

-VCMP is under test and open to limited users [www.styleturkish.com](http://www.styleturkish.com)

-Data base for T/A companies completed

-□

On-going:

-□ Contents of the portal is completed to a large extend.

1. e-learning modules are completed

2. social media management relations are under preparation

3. financial data provision is under preparation (including cotton prices)

- Presentation of and training on VCMP activities are initiated

For the next 6 months:

-Number of active participant will be clarified

-Provincial conferances will be held for further presentation of VCMP at the pilot provinces

-Training will be provided on the utilization of VCMP

-In accordance with the communication strategy and action plan, active participation to VCMP will be promoted all over in Turkey.

For the sustainability of VCMP:

-Management structure will be clarified

-Number of active participation will have to increase

-Second phase of VCMP should be considered after December 2012, i.e. after the completion of the JP. The second phase contains the development of CRM (Consumer Relations Management) and ERP (Enterprise Resource Planning) and PR (public relations) components and other related modules. Operationalization of these systems will be costly and require an additional budget of approximately \$ 600 000.

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.

VCMP is fully operationalized, training activities will start in September 2012.

Priority will be given to the pilot provinces.

## 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

To summarize, the progress of this Output is as follows:

Completed:

-□ Diagnostic study of the textile sector in pilot provinces is completed and used as a basis for other Activities

-□ Training on clustering is completed in four provinces

-□ UNIDO cluster approach is shared

-□ CDA's have started to work in Kahramanmaraş and Adiyaman

On-going:

-□ Situation analysis for the T/A sector is on-going

-□ Social network analysis is on-going

-□ Recommendations related to the export consortia and cluster is shared with relevant institutions

Some detailed information:

1.2.1 Needs assessment for the support in textile sector 1.2.2 Capacities of minimum 4 selected business support institutions on business linkage development are reinforced/developed

1.2.1.1 Undertake needs assessment

1.2.1.2 Organize focus group meetings

1.2.1.3 Prepare a set of recommendations 1.2.2.1 Adapt UNIDO training material

1.2.2.2 Organize 2 training courses

1.2.2.3 Formulate a diagnosis study

1.2.2.4 Formulate and validate cluster action plans

1.2.2.5 Support the implementation of CAPs

1.2.2.6 Formulate policy recommendations

1.2.1.1: Field work and desk review related to the needs assessment is completed. The first draft of the report is being finalized and will become available in August 2012. The cluster development work being carried out in the field will also be fed in the report.

1.2.1.2 Focus group meetings were carried out in the field related to the Cluster Action plans in order to receive validation. Activity completed according to time plan.

1.2.1.3 Set of recommendations will be prepared in the last quarter of 2012 in order to receive utmost possible outputs of the cluster development activities. These will be then translated into policy recommendations to be submitted to İTKİB. İTKİB will integrate all the recommendations into a complete policy note in order to present them to the relevant ministries that are also members of the PMC.

1.2.2.1 Activity completed according to time plan.

1.2.2.2 Five training courses were organized namely 4 in the project provinces and one in İTKİB premises with a total of 79 people trained in the field and 16 trained in İstanbul. The total number is 95 participants.

1.2.2.3 Activity was completed according to time plan and has formed the basis of all activities in the field.

1.2.2.4 Cluster development activities are being carried out according to the cluster action plans.

1.2.2.5 Two Cluster Development Agents are active in the field and the cluster development actions are ongoing according to the plan. Social Network Analysis is carried out in order to determine density of relationships among cluster members and understand most important information and decision hubs.

1.2.2.6 Set of recommendations will be prepared in the last quarter of 2012 in order to receive utmost possible outputs of the cluster development activities. These will be then translated into policy recommendations to be submitted to İTKİB. İTKİB will integrate all the recommendations into a complete policy note in order to present them to the relevant ministries that are also members of the PMC.

#### 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). Sustainable Competitiveness Platform is a unique model in which İTKİB is involved and provides support for the textile sector outside Istanbul. This model is discussed within the New Textile and Apparel Strategy, prepared by the Government and has the potential of being a model and good example for the rest of the country. Consequently establishment of similar structures within organized industrial sites might be a proposal of the New Textile and Apparel Strategy.

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/training modules are prepared by İTKİB based on the needs analysis of the T/A sector at the pilot provinces. The modules are on Management, Marketing and Manufacturing. These training and advisory services started during March 2012, at the pilot provinces.

Training assessment report is prepared by the end of these advisory/training activities and submitted to İTKİB.

#### 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 İTKİB ( 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..

2.1.1. Assessment of contribution to the MDGs by the Turkish T/A industry 2.1.2. Assessment of social conduct and gender in the T/A industry 2.1.3 Assessment of environmental conduct in the T/A industry

2.1.1.1 Conduct research on contribution to the MDGs by the Turkish T/A industry



- 2.1.1.2 Complete situation analyses SD and MDGs
- 2.1.1.3 Produce five business models as case studies
- 2.1.1.4 Validate, publish and disseminate the assessment report
- 2.1.2.1 Conduct research on social conduct and gender
- 2.1.2.2 Complete situation analyses on social conduct
- 2.1.2.3 Complete situation analyses on gender
- 2.1.2.4 Contribute to five business models
- 2.1.2.5 Validate, design and disseminate the assessment report
- 2.1.3.1 Conduct research survey on environmental conduct
- 2.1.3.2 Complete situation analyses on environmental conduct
- 2.1.3.3 Contribute to five business models
- 2.1.3.4 Validate, design and disseminate the assessment report

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 final CSR report is completed. It will be printed during August 2012 and distributed during September 2012.

CSR Report will be launched during October 2012.

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 Activity completed according to time plan, 116 SMEs and 17 organisations surveyed.

2.1.3.2 Activity completed according to time plan and the report is ready, available and shared with the UNJP team

2.1.3.3 Activity completed according to time plan and the report is ready, available and shared with the UNJP team

2.1.3.4 The activity is a joint activity and the common report is currently being finalized for printing and dissemination

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.

2.2.1. Awareness building strategy on gender-sensitive SD and MDGs implemented

2.2.2. Awareness building strategy on social conduct implemented

2.2.3. Awareness building strategy on environmental conduct and productivity implemented

2.2.1.1 Develop overall awareness building strategy in cooperation w/ UNIDO & ILO

2.2.1.2 Develop awareness building tools on sustainable development

2.2.1.3 Implement the awareness building strategy

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

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

2.2.2.3 Contribute to implementation of the awareness building strategy through training activities. 2.2.3.1. Contribute to development of overall awareness building strategy through training activities.

2.2.3.2 Develop awareness building tools on environmental conduct through training activities.

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

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 İTKİB. 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 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 a 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 The training programmes on Environmental Conduct and Productivity launched. 60 people already trained in Kahramanmaraş. The training programmes are continuing at full speed. The programme is as follows:

#### EXECUTIVES AND MANAGERS

##### 1. Corporate Social Responsibility and the Environment

(Standards, Relations with International Buyers/Retailers etc.)

##### 2. Environmental Management and Environmental Management Systems

(Principals of environmental management, environmental management systems in practice vb.)

##### 3. Cleaner Production: An Introduction

(Basic concepts, pollution control and cleaner production, benefits of cleaner production, cleaner production as part of environmental management etc.)

##### 4. Methods/Approaches for Cleaner Production

(Components of cleaner production, raw material/resource/waste monitoring and associated benchmarking, cleaner production audits etc.)

##### 5. Management Perspectives, Planning and Organization for Cleaner Production

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

##### 6. Cleaner Production Case Studies and Related Videos

(International best practices, UNIDO-TTGV applications etc.)

##### 7. International/National Financial Mechanisms and Funds

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

#### BLUE COLLAR

##### 1. Messages from Top Management

(General expectations, targets, emphasize of environmental management and cleaner production etc.)

##### 2. Environmental Impacts of Textile (Producer) Firms

(Resource consumption, generated wastes/wastewaters/emissions, effect on human health etc.)

##### 3. 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 etc.)

##### 4. Efficient Use of Resources and the Importance of Waste Minimization

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

##### 5. The Role of Employees on Cleaner Production Implementations

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

6. Cleaner Production and Worker Health & Safety

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

7. Impacts of Employees, Communication with Managers and Coordination

(Teamwork, task sharing, motivation, feedback to managers etc.)

8. Cleaner Production Case Studies

2.2.3.2 Develop awareness building tools on environmental conduct through training activities. The training materials are ready and are currently being used. The relevant material chosen for the VCMP were also prepared and presented to İTKİB.

2.2.3.3 The training activities are ongoing.

#### 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 Activity completed according to time plan. Expert Group Meeting took place on the 30th March 2011. The Expert Group Meeting is ready and available and shared with the UNJP team.

2.3.1.2 Focus group meetings are continuously being carried out regularly with various national and international textile buyers. These meetings are initiated in order to lay a sound basis for all the activities being carried out. As one of the objectives is to integrate the SMEs in the pilot project provinces into global supply chains, it is crucial to involve all links of the value chain in all the work carried out.

2.3.1.3 CSR based management and reporting tool is ready and is being tested at the moment. Patronage of İTKİB is sought and achieved whereas buyers were also consulted in order to meet their expectations for practicality reasons. CSR materials prepared in Turkish and are currently being proof read for printing.

2.3.1.4 7 SMEs are selected in the pilot province of Kahramanmaraş and the counselling activities have started. The SMEs are currently receiving training and counselling on three pillars of CSR namely Social, Economic and Environmental components. Social Compliance, Lean Management, Environmental Management and Export Development are the areas on which the companies receive capacity building. The baseline is established and the CSR reporting tool is also being used in order to pilot the whole approach.

2.3.2.1 Case studies have been initiated related to the 7 SMEs receiving training and counselling on CSR. The case studies will be shared upon completion of the activities.

2.3.2.2 The outputs of all the CSR activities will be prepared in the form of a policy recommendations to be submitted to İTKİB. This will be prepared in the last quarter of 2012. The policy note will be then compiled into an advocacy note compiling all the outcomes of the UNJP activities to be submitted to the relevant Ministries.

2.3.3.1 Capacities of select SME support and advisory organizations on CSR improved via CSR Training. The programme was carried out in Istanbul in April and May with a total of 5 full days training on topics of:

- CSR
- Anti Corruption

- Social Compliance
- United Nations Global Compact
- Environmental Management
- Cleaner Production
- Energy Efficiency
- Waste Management
- Lean Management and Production

Total of 26 people trained on CSR methodology. Wide scope of trainees from brands such as H&M, M&S, Li&Fung, Otto, Regional Development Agencies, Chambers of Commerce and Industry, NGOs, freelance counsellors were present. The training programme will be repeated in September in Ankara related to other stakeholders.

#### 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.

Completed:

- M & E system is improved, monitoring framework is revised

On-going

- The Closing Conference of the Joint Programme will be organized
- Policy paper will be prepared.
- Counter-part training on M&E will take place in October 2012

For the next six months:

Closing Conference - planned: December 2012

Policy Paper- Planned: December 2012

Measures taken for the sustainability of the joint programme: The sustainability indicators are included in the revised monitoring framework.

#### **Measures taken for the sustainability of the joint programme**

##### •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 ITKIB, 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).

**Are there difficulties in the implementation?**

Joint Programme design

**What are the causes of these difficulties?**

Other. Please specify

*Difficulties faced during the mobilization of a JP Manager that possesses the skills and qualifications to manage the JP (resolved).*



**Briefly describe the current difficulties the Joint Programme is facing**

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 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.

Regular and quarterly PMC meetings are taking place.

Regular and bi-monthly UN coordination meetings are taking place at technical level.

TAC meetings are taking place bi-annually.

Coordination between different joint programmes in the country

Formulation of inception workshops, preparations for MTE, missions from MDG-F secretariat, periodical meetings of JPM's

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. ITKIB Project Office coordinates all projects implemented by ITKIB.

**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	0	5 PMC 10 UN coordination 2 TAC	Minutes	
Number of joint analytical work (studies, diagnostic) undertaken jointly by UN implementing agencies for MDG-F JPs	0	2	Reports	
Number of joint missions undertaken jointly by UN implementing agencies for MDG-F JPs	0	3	Mission Reports	

NA.

### 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. Shahid Najam RC  
 5th PMC on the 26.03.2012 at Gaziantep chaired by Ms. Ümit Efendioğlu (Director ILO; Representing RC)

**Number of meetings with PMC chair**

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. Shahid Najam RC  
5th PMC on the 26.03.2012 at Gaziantep chaired by Ms. Ümit Efendioğlu (Director ILO; Representing RC)

**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 false  
Slightly involved true  
Fairly involved false  
Fully involved false

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

Policy/decision making

**Where is the joint programme management unit seated?**

other, specify

*Istanbul Textile Exporters Association ITKIB at Istanbul  
And UN Agencies in Ankara*

**Current situation**

At the macro level there is the strong support of the government via the Ministries involved which are also represented at PMC.  
At the mezzo level, the national counter part, ITKIB has the ownership is committed to fulfill the expectations and realize the activities of the JP. In addition, local chambers of commerce and industry of the four provinces are involved and support project activities in various ways, organizing meetings, inviting companies for JP activities, etc.  
At micro level, private sector involvement is not very satisfactory. The companies are reluctant to spent time on JP activities and therefore creative methods have to be used to increase and ensure the participation of the private sector.

## 4 Communication and Advocacy

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

Yes true  
No false

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

The strategy is based on the sustainability concerns of the JP and therefore aims to provide support and to ensure achievement of the expected results in a sustainable manner.

At the same time, communication and advocacy strategy aims to promote ownership, by underlining the importance of some of the outputs for the T/A sector; such as VCMP and CSR.

Communication & advocacy strategy is prepared for national and local audience of the T/A sector in Turkey.

**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

NA.

**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 1

Local citizen groups

Private sector 2

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?**

*Local Newspapers*



## **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**

M&E system is established. An M&E expert is recruited who is working closely with the RCO, all UN Agencies and ITKIB as national counterpart and implementing Agency. A new “Monitoring Framework” is prepared and is in operation.

Consequently, the M&E system in place, Monitoring Framework is revised and the Outcomes, outputs and sustainability issues of the JP are monitored accordingly.

In addition, an integrated approach is 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 training reports are submitted to ITKIB.

Revised monitoring framework is as follows:

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
<b>Outcome 1. Productivity and innovation capacities of the SMEs in the Turkish textile and apparel industry especially in poor and vulnerable areas strengthened through enhanced collaboration and networking for increased competitiveness.</b>						
<b>Outcome Indicators</b>						
1.1 No of business inquiries received through VCMP	VCMP logs	By the members in the pilot provinces from local buyers	0		25	12.2013
		By the members in the pilot provinces from international buyers	0		10	12.2013
		By the members in Istanbul from local buyers	0		50	12.2013
		By the members in Istanbul from international buyers	0		20	12.2013
1.2 No of business deals facilitated through VCMP	Online survey on VCMP users	By the members in the pilot provinces from local buyers	0		10	12.2013
		By the members in the pilot provinces from international buyers	0		5	12.2013
		By the members in Istanbul from local buyers	0		20	12.2013
		By the members in Istanbul from international buyers	0		10	12.2013
1.3 No of cluster networks established	CDA registers	In Kahramanmaraş	0	1	1	08.2012
		In Adiyaman	1	1	1	12.2012
1.4 No of SME owners / managers initiated structural improvement in their	Brief on-line survey on SMEs	Management structure	0		1	12.2013

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
establishments		Marketing strategies	0		1	12.2013
		Manufacturing processes	0		1	12.2013
<b>Output Indicators</b>						
<b>Output 1.1 An online Value Chain Management Platform (VCMP) activated by İTKİB and utilized by T/A value chain actors</b>						
1.1.1 VCMP Launched and operational	ITKIB Records				Yes	12.2012
1.1.2 No of user accounts opened	VCMP logs	Located in Istanbul	0		3000	12.2012
		Located in the pilot provinces	0		500	12.2012
		Located abroad	0		50	12.2012
		Buyers	0		1000	12.2012
		Sellers	0		3000	12.2012
1.1.3 No of portal visitors (unique visitors per month)	VCMP Logs / Google Analytics	From Istanbul	0		3000	12.2012
		From the pilot provinces	0		500	12.2012
		From abroad	0		50	12.2012
1.1.4 No of active VCMP members (having updated profiles and logged in the VCMP in the last ten working days)	VCMP logs	Located in Istanbul	0		1000	12.2012
		Located in the pilot provinces	0		150	12.2012
		Located abroad	0		10	12.2012
		Buyers	0		500	12.2012
		Sellers	0		500	12.2012
1.1.5 No of followers in social media	As indicated on relevant pages	Facebook	0		100	12.2012
		Twitter	0		100	12.2012
		LinkedIn (international vs national or regional)	0		50	12.2012
1.1.6 No of users completing e-learning courses	VCMP logs	-	0		55	12.2012
1.1.7 Satisfaction level of attendees from e-learning courses (Scale of 1 to 5)	VCMP e-learning satisfaction survey	-	0		4	12.2012
<b>Output 1.2 The capacity of national SME support and advisory institutions in the field of clustering and business linkage development are enhanced; clustering and networking case study is conducted in Malatya and neighboring provinces</b>						
1.2.1 No of persons received cluster development training	UNIDO registers	-	0			12.2012
1.2.2 No of SMEs actively participated in the diagnostic study	UNIDO registers	In Kahramanmaraş	38	38	38	12.2012
		In Adiyaman	19	19	19	12.2012
		In Malatya	23	23	23	12.2012
		In Gaziantep	21	21	21	12.2012
1.2.3 No of SMEs reached by the Cluster Development Agents	UNIDO registers	In Kahramanmaraş	0	30	40	12.2012
		In Adiyaman	0	10	25	12.2012

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
1.2.4 No of SMEs participated in the Social Network Analysis	UNIDO registers	In Kahramanmaraş	0	26	30	12.2012
		In Adiyaman	0	0	20	12.2012
1.2.5 No of joint activities of SMEs in the cluster initiated through CDA efforts	CDA registers	In Kahramanmaraş	0	3	10	12.2012
		In Adiyaman	0	0	3	12.2012
1.2.6 Commitment of local actors in cluster initiatives (scale of 1 to 5)	Brief on-line survey on cluster actors (CDA reviews as suggested by UNIDO)	In Kahramanmaraş	1	2	4	12.2012
		In Adiyaman	1	1	2	12.2012
<b>Output 1.3 An SME Sustainable Competitiveness Centre is established and activated</b>						
1.3.1 No of institutions represented and collaborated in the platform	SCC registers	-	0	10	12	12.2012
1.3.2 No of attendants on SCC activities (training + counselling) in pilot provinces	SCC registers	On Management	0	95	30	12.2012
		On Marketing	0	77	30	12.2012
		On Manufacturing	0	83	60	12.2012
1.3.3 Level of satisfaction of attendants on SCC activities (training + counselling) (scale of 1 to 5)	Survey / Evaluation forms	On Management by province	0		4	12.2012
		On Marketing by province	0		4	12.2012
		On Manufacturing by province	0		4	12.2012
1.3.4 No of SMEs reached by SCC	SCC registers	In Kahramanmaraş	0	45	25	12.2012
		In Adiyaman	0	10	10	12.2012
		In Malatya	0	56	25	12.2012
		In Gaziantep	0	25	25	12.2012
1.3.5 No of SCC Platform Meetings	SCC registers	-	0	2	3	12.2012
1.3.6 No of inquiries received by SCC	SCC registers	For services delivered by SCC	0	4	10	12.2012
		For establishing business links with ITKIB	0		5	12.2012
1.3.7 (As the result of SCC activities) no of SME owners / managers motivated for structural improvement in their establishments	Brief on-line survey on SMEs	Management structure	0		1	12.2012
		Marketing strategies	0		1	12.2012
		Manufacturing processes	0		1	12.2012
<b>Output 1.4 Sustainable business models in the T/A industry, encouraged and achieved (through a support scheme)</b>						
1.4.1 No of SMEs received support for taking part in VCMP	ITKIB registers	In Kahramanmaraş	0		100	12.2012
		In Adiyaman	0		75	12.2012
		In Malatya	0		75	12.2012
		In Gaziantep	0		100	12.2012
1.4.2 No of SMEs received support for other joint actions (to be determined)		-				
1.4.3 No of business inquiries received by supported members through VCMP	VCMP logs	In Kahramanmaraş	0		10	12.2012
		In Adiyaman	0		5	12.2012

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
		In Malatya	0		10	12.2012
		In Gaziantep	0		10	12.2012
1.4.4 "Definition of a result based indicator for 1.4.2"		-				
<b>Sustainability Indicators for Outcome 1</b>						
1.5 No of technical staff and consultants dedicated for the management and maintenance of VCMP	ITKIB registers	-	3		3	12.2012
1.6 Annual budget allocated for the management and maintenance of VCMP	ITKIB registers	-	0		\$100,000	12.2013
1.7 Annual membership revenue of VCMP	ITKIB registers	-	0		\$ 100,000	12.2013
1.8 No of SMEs extending their VCMP membership after the support period	VCMP logs	In Kahramanmaraş	0		70	12.2013
		In Adiyaman	0		20	12.2013
		In Malatya	0		50	12.2013
		In Gaziantep	0		70	12.2013
1.9 No of initiatives for accessing other financial resources for sustainability of the cluster	CDA registers	In Kahramanmaraş			1	12.2013
		In Adiyaman			1	12.2013
1.12 Staff allocated by KMTSO for the secretariat of SCC	KMTSO statement	-	1		1	12.2013
1.13 No of institutions represented and collaborated in the platform after completion of the JP	SCC registers	-	10		10	12.2013
1.14 No of SCC Platform Meetings per year after the completion of JP	SCC registers	-	1		1	12.2013



Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
<b>Outcome 2. Sustainable development, CSR principals and gender equality are integrated into the business processes and practices of the Turkish SME's in textile sector for increased competitiveness</b>						
<b>Outcome Indicators</b>						
2.1 SMEs implemented some changes in their company practices	Project records	Labour Standards	0		1	12.2013
		Environmental conduct	0		1	12.2013
2.2 Intension to propose policy level changes by policy making institutions (Scale of 1 to 5)	Brief survey on recipients and event participants	New Textile Strategy	0		4	12.2013
		Development Plan	0		4	12.2013
2.3 Implementing partners perception of the effectiveness of the monitoring system (Scale of 1 to 5)	Brief on-line survey on project implementing agencies	-	0		4	12.2013
<b>Output Indicators</b>						
<b>Output 2.1 An assessment report on sustainable development and MDG awareness as well as on gender sensitive, social and environmental conduct among Turkish SMEs in textile and apparel sectors is prepared and launched by İTKİB and consequently shared with MoIT, UFT and SMEs</b>						
2.1.1 No of institutions surveyed	UNDP/ITKIB Registers	National retailers	0	8	10	9.2011
		International retailers	0	2	10	9.2011
		SMEs in the Provinces	0	100	100	9.2011
		Employer and employee representing organisations	0	34	10	9.2011
2.1.2 No of business models for CSR	UNDP/ITKIB Registers	-	0	5	5	6.2012
2.1.3 No of CSR reports distributed	ITKIB registers	International organisations	0		5	9.2012
		National policy developing organisations	0		5	9.2012
		Regional policy developing organisations	0		30	9.2012
		Vendors in Istanbul	0		40	9.2012
		Manufacturers in the pilot provinces	0		40	9.2012

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
		Employer and employee representing organisations	0		10	9.2012
2.1.4 Recipients views on the CSR report (Scale of 1 to 5)	Brief survey on recipients	International organisations	0		4	12.2012
		National policy developing organisations	0		4	12.2012
		Regional policy developing organisations	0		4	12.2012
		Vendors in Istanbul	0		4	12.2012
		Manufacturers in the pilot provinces	0		4	12.2012
<b>Output 2.2 Awareness building strategy on sustainable development, and gender sensitive, social and environmental conduct ( with respect to climate change implications )of selected SME enterprises is implemented</b>						
2.2.1 No of individuals participated in the training activities	Project documents	Gender and Social Conduct training by gender and by work position (employer-worker)	0	1,589 Workers (679 F - 910 M) 197 employers (62 F - 135 M)	750 workers 100 employers	12.2012
		Environmental Conduct training by gender and by work position (employer-worker)	0	297 workers (70 F and 227 M) 60 employers (19 F and 41 M)	750 workers 100 employers	12.2012
2.2.2 Satisfaction level of trainees on the training activities (scale of 1-5)	Evaluation records	Gender and Social Conduct training by gender and by work position (employer-worker)			4	

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
		Environmental Conduct training by gender and by work position (employer-worker)			4	
2.2.3 No of regional experts / stakeholders / trainers trained	Project documents	By gender	0	F: 25 M: 13	F: 15 M: 15	12.2012
2.2.4 Intensions of SME owner/manager/HR managers for change of company practices (Scale of 1 to 5)	Brief online survey on SMEs	Labour Standards	0		4	12.2012
		Environmental conduct	0		4	12.2012
2.2.5 Number of individuals reached through informative visual materials	ILO registers	-	0	1000	1000	12.2012
<b>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</b>						
2.3.1 No of individuals trained on CSR	UNIDO registers	-	0	25	20	9.2012
2.3.2 No of SMEs in the four pilot provinces received CSR counselling	UNIDO registers	-	0			9.2012
2.3.4 Perception of trainees about applicability of REAP (Scale of 1 to 5)	Brief survey on trainees	-	0		4	12.2012
<b>Output 2.4 Awareness of national authorities on the impact of textile and apparel sector on environment is developed and strengthened</b>						
2.4.1 No of participants to CSR Report launch meeting	Project records	International organisations	0		3	12.2012
		Policy making institutions	0		4	12.2012
		Stakeholder NGOs	0		3	12.2012
2.4.2 No of participants to closing conference	Project records	International organisations	0		3	12.2012
		Policy making institutions	0		4	12.2012
		Stakeholder NGOs	0		3	12.2012
2.4.3 Participants evaluation of CSR report announcement event (Scale of 1 to 5)	Exit polls	International organisations	0		4	12.2012
		Policy making institutions	0		4	12.2012
		Stakeholder NGOs	0		4	12.2012
2.4.4 Participants evaluation of project closing event (Scale of 1 to 5)	Exit polls	International organisations	0		4	12.2012

Indicators	Source of verification	Breakdown	Values			
			Baseline	Current	Target	
					Value	Time Frame
		Policy making institutions	0		4	12.2012
		Stakeholder NGOs	0		4	12.2012
2.4.5 Monitoring indicators and procedures on how to collect them in place	Project records	-			Yes	7.2012
2.4.6 Monitoring indicators and procedures on how to collect them are adapted and being used by the implementing agents	Project records	-	0		Yesw	12.2012
<b>Sustainability Indicators for Outcome 2</b>						
2.5 Consultancy business expectations of experts / trainers in the four pilot provinces	Brief online survey on regional experts / stakeholders / trainers	-	0		4	12.2012
2.6 Continuing use of the monitoring framework	ITKIB registers	-	0		Yes	2013
2.7 CSR Report Contribution in Policy Documents	Brief online survey on report recipients	-	0		4	2013 and 2014

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

<b>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.</b>										
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	

<b>JP output: 1.2: The capacity of national SME support and advisory institutions in the field of clustering and business linkage development are enhanced.</b>										
PROGRAMME OUTPUTS	ACTIVITY	YEAR			UN AGENCY	RES. PARTY NATIONAL/ LOCAL	Estimated Implementation Progress			
		1	2	3			Total amount Planned	Estimated Total amount	Estimated Total Amount	Estimated % Delivery

						for the JP	Committed	Disbursed	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 study	X			UNIDO	ITKIB	18.700		
	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	

<b>JP output: 1.3: An SME Innovation Research and Advisory Centre (IRAC) is established and activated.</b>										
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	

<b>JP output: 1.4: Innovation in pro-poor and gender sensitive business models is encouraged and achieved.</b>										
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		-	

<b>JP output: 2.1: An assessment report on sustainable development (SD) &amp; MDGs awareness as well as on gender sensitive, social and environmental conduct among Turkish SMEs in textile &amp; clothing sectors is prepared and launched</b>										
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
2.1.1. Assessment of awareness of SMEs of SD and MDGs gender sensitive and	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			

participatory)	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 ( <i>As part of the CSR Assessment Report</i> )		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 ( <i>As part of the CSR Assessment Report</i> )		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 ( <i>As part of the CSR Assessment Report</i> )		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	ACTIVITY	YEAR	UN	RES. PARTY	Estimated Implementation Progress
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OUTPUTS		1	2	3	AGENCY	NATIONAL/ LOCAL	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 – Sustainable Dev. and MDGs	2.2.1.1 Designing training programs on sustainable development and MDGs	X			UNDP	ITKIB	28.000			
	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	

<b>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</b>										
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	2.3.1.1 Expert group meeting	X			UNIDO	ITKIB	23.900			
	2.3.1.2 A gender	X			UNIDO	ITKIB	18.500			

tool for Turkish SMEs in the TC sector piloted and made available to the local private sector	balanced small focus group meeting									
	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 methodology and its implementation in local textile SMEs (promoting equal participation of women and men)		X	X	UNIDO	ITKIB	107.150			
TOTAL							369.650		215,773.2	

<b>JP output: 2.4: Awareness of national authorities on the impact of textile and clothing sector on environment is developed and strengthened.</b>										
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	2.4.1.1 Organising an Environment and Textile Congress for increased environmental		X		UNDP	ITKIB	48.850			

increased	standards in textile sector									
	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	