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**Country programmes and related matters**

**Country programme document for Türkiye (2026-2030)**

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## I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. The Republic of Türkiye is an upper middle-income OECD member country of 85 million people with the 17<sup>th</sup> largest economy that has made impressive progress towards the achievement of several Sustainable Development Goals (SDGs), especially eliminating absolute poverty and hunger, increasing access to basic services including health, education, clean water and sanitation, and energy.<sup>1</sup> Real gross domestic product (GDP) growth averaged 5.4 per cent between 2002 and 2022, doubling income per capita over the same period. Growth was accompanied by rapid poverty reduction: poverty rate (per international poverty line) decreased from above 20 per cent in 2007 to 7.6 per cent in 2021.<sup>2</sup> Türkiye's Human Development Index (HDI) value has increased 43 per cent since 1990, placing it in the "very high human development" category, although inequality-adjusted HDI in 2022 was 16.1 per cent lower, primarily due to inequality of income.<sup>3</sup> However, a poly-crisis context presents challenges, inflation, revitalizing economic growth in the post-COVID-19 period, and restoring infrastructure, services, and livelihoods after the devastating earthquakes in 2023. Structural challenges continue to undermine potential growth, including high inflation, underutilized labour force participation and productivity, and weakening foreign direct investment<sup>4</sup> along with limited domestic savings and fiscal pressures resulting from the recent earthquakes. These challenges have contributed to rising inequality, with the GINI coefficient increasing from 0.395 in 2019 to 0.423 in 2023.<sup>5</sup> Türkiye's revised Nationally Determined Contribution (NDC) aims for a 41 per cent reduction in greenhouse gas emissions by 2030 from a business-as-usual scenario, projecting a decrease as of 2038 and achieving net zero by 2053. The current NDC includes mitigation, adaptation, and implementation details for the first time.

2. The country's ambitious development agenda is guided by the Government's *Vision 2053* document, which aspires to transform Türkiye into a high-income country with one of the world's top ten economies and ranked in the top 20 countries according to HDI.<sup>6</sup> Near-term development objectives and strategies are set forth in the Twelfth Development Plan (2024-2028), which is aligned with SDGs and European Union accession priorities. The vision goes beyond the traditional position of the country as a bridge between East and West, and defines a new era of economic, technological, and social advancement, where Türkiye would be at the forefront of technological innovation with a dynamic innovation ecosystem, becoming a hub for advanced technologies, accompanied by improved institutional structures to effectively coordinate political, economic, and sectoral goals.

3. In line with these national development objectives, the United Nations Sustainable Development Cooperation Framework 2026-2030 (UNSDCF) focuses on four priority areas *mainly related to social development, economic competitiveness, climate, environmental sustainability and resilience, governance and quality of judiciary services*. The UNSDCF prioritizes addressing inequalities, aligning with the "leave no one behind" principle.

4. To achieve these objectives whilst reducing inequalities, needs of women, older persons, youth, persons with disabilities, and Syrians under Temporary Protection (SuTP) and International Protection Status Holders and Applicants (IPSHA) will be prioritized. In this context, eliminating barriers experienced by women in all spheres of life such as education, health, and employment, and reducing poverty requires global cooperation in addition to national efforts.<sup>7</sup> In line with Women's Empowerment Strategy Document and Action Plan

<sup>1</sup> United Nations *Common Country Analysis (CCA)* 2024

<sup>2</sup> <https://www.worldbank.org/en/country/turkey/overview>

<sup>3</sup> UNDP *Human Development Report 2023-24*

<sup>4</sup> <https://www.worldbank.org/en/country/turkey/overview>

<sup>5</sup> <https://data.tuik.gov.tr/Bulten/Index?p=Gelir-Dagilimi-Istatistikleri-2024-53712>

<sup>6</sup> Presidency of Strategy and Budget (PSB), *Twelfth Development Plan (2024-2028)*

<sup>7</sup> [https://www.oecd-ilibrary.org/sites/647d546b-en/1/3/3/index.html?itemId=/content/publication/647d546b-en&\\_csp\\_=17c4858d86e74b867d2295a1af736c1d&itemIgo=oecd&itemContentType=book#notes-d7e239](https://www.oecd-ilibrary.org/sites/647d546b-en/1/3/3/index.html?itemId=/content/publication/647d546b-en&_csp_=17c4858d86e74b867d2295a1af736c1d&itemIgo=oecd&itemContentType=book#notes-d7e239) (26.04.2024)

(2024–2028), improving labour force participation of women, facilitating effective access to social protection benefits, eliminating unregistered employment,<sup>8</sup> engaging men and boys for increased awareness, reducing women’s economic dependence to prevent violence against women, and strengthening women employed in agriculture, who are more vulnerable to climate risks and generally face disproportionate hardship linked to disasters, are priority areas of cooperation for women empowerment in socioeconomic life.

5. Youth need tailored support in education, employment, and social protection. In 2024 the rate for 15–24-year-olds who are not in employment, education or training (NEET) was 22.9 per cent (significantly higher for young women with 30.1 per cent), which is higher than OECD average (14.5 per cent).<sup>9</sup> New skills will be needed for country’s transition to green economy and digitalization, and youth will especially need access to appropriate training.

6. While Türkiye still has a relatively young population, the proportion of people aged 65 and over is expected to more than double by 2050,<sup>10</sup> causing additional pressures on the health and social welfare system. Many older persons continue to work due to low pensions and social security benefits. Poverty affects 21.7 per cent of older population, corresponding to 20.7 per cent of older men and 22.4 per cent of older women.<sup>11</sup>

7. While national legislation contains relevant protections, some persons with disabilities may still not adequately benefit from education and employment opportunities, as well as important social services to enhance their self-reliance. Job training and placement services, health services, physical access to buildings and transportation, and information on how to access them are important priorities to advance inclusion.

8. Despite wider access to health and education, the SuTP/IPSHA population continues to face some challenges in accessing the labour market and formal employment. While work permit exemption system entered into force to facilitate SuTP access to labour market, language barriers and lack of social networks result in challenges in access to opportunities and support systems. The devastating 2023 earthquakes affected 11 provinces in Türkiye’s south-eastern region, resulting in losses affecting 15 million inhabitants, including almost two million SuTP, constituting 11 per cent of the population, creating new challenges in shelter, services and livelihoods.<sup>12</sup> Women, older persons, persons with disabilities, and youth in affected areas may experience challenges related to accessibility, access to health, assistive technologies, and education.

9. Under the new country programme, UNDP will prioritize actions to address inequalities within four priority areas of UNSDCF, leveraging its comparative advantage in these areas, lessons learned and partnership with the Government. According to the Independent Country Programme Evaluation (ICPE),<sup>13</sup> UNDP is regarded by stakeholders as a trusted, effective, efficient, neutral and responsive development partner—able to mobilize technical expertise, deliver timely procurement services, and manage large-scale funds and initiatives. It has consistently adapted to address evolving needs, including 2023 earthquake crisis, COVID-19 pandemic, adverse macroeconomic developments, regional challenges, evolving political, economic, and social dynamics, and increased human mobility.<sup>14</sup> Notable examples of programming success include:

<sup>8</sup> <https://data.tuik.gov.tr/Bulten/Index?p=Istatistiklerle-Kadin-2024-54076#:~:text=Okuryazar%20olmayan%20kad%C4%B1nlar%C4%B1n%20i%C5%9F%C3%BCn%C3%BCne%20kat%C4%B1lma,oran%C4%B1%20%68%2C9%20oldu.>

<sup>9</sup> <https://data.tuik.gov.tr/Bulten/Index?p=Istatistiklerle-Genclik-2023-53677#:~:text=Gen%C7%20erkeklerde%20ne%20e%C7%20g%C7%20itiliminde%20ne,yılında%20%29%2C8%20oldu.&text=Hanehalkı%20İşgücü%20Araştırması%20sonuçları%20göre%20genç%20nüfusun%20istihdam%20oranı%2C%202022,37%2C7%20yükseldi>

<sup>10</sup> CCA 2024

<sup>11</sup> Poverty rate calculated by equivalized household disposable income criteria 60%. TurkStat, Income and Living Conditions Survey, 2019–2023.

<sup>12</sup> UNDP *Recovery and Reconstruction after the 2023 Earthquakes in Türkiye*, 2024

<sup>13</sup> UNDP Independent Evaluation Office, *ICPE Türkiye*, 2025

<sup>14</sup> Ibid

10. UNDP promoted social cohesion through civic engagement, vocational and language training, and interaction between Turkish and SuTP communities, largely through the *Regional Refugee Resilience Plan (3RP)*.<sup>15</sup> UNDP facilitated job placement of 6,586 SuTP and supported 25,000 beneficiaries (42 per cent female) through entrepreneurship opportunities, skills and language training and career guidance. The Government-led Türkiye Earthquakes Recovery and Reconstruction Assessment (TERRA) was supported by UNDP, on behalf of the United Nations, the World Bank (WB) and the EU. UNDP contributed to social care services, recovery of earthquake demolition waste, helping municipalities rebuild waste management services, reviving livelihoods through support for small businesses and vocational training, and restoring tangible and intangible cultural heritage through a crowdfunding campaign.

11. UNDP expanded its Model Factory network to ten locations across the country in close collaboration with the Ministry of Industry and Technology (MoIT), driving structural transformation, productivity, and innovation in the manufacturing sector. UNDP facilitated solar energy adoption by 1,600 households in villages and upland farms and provided sustainable agriculture and livelihood support to over 20,000 rural residents annually. Vocational training was provided to over 9,000 women, SuTP and host communities, and persons with disabilities. UNDP trained over 600,000 individuals through online and in-person programs, thereby enhancing economic inclusion and digital skills across communities. UNDP provided technical support to the Government's updates on climate mitigation and adaptation strategies and action plans alongside preparation of Türkiye's second 2030 NDC and 2053 Long-Term Climate Strategy.

12. The ICPE provided following recommendations: (a) UNDP should continue working on social cohesion and integrating SuTP/IPSHA into the Turkish economy focusing on employment, policy support and private sector partnerships; (b) UNDP needs to better integrate governance across priority areas, while strengthening cooperation with civil society, the private sector, and the Government at central and local levels; being well-positioned to mainstream good governance in various thematic areas of work; (c) UNDP should strengthen the capacities of national institutions to promote women's empowerment and autonomy at local and national levels; and (d) UNDP should consolidate its experience to build expertise in designing, implementing and learning from grant schemes.<sup>16</sup>

13. UNDP enhances the United Nations country team (UNCT) coherence by chairing two of the six UNSDCF results groups, in environment and governance, under the United Nations Resident Coordinator Office's coordination. UNDP co-chairs the Regional Refugee and Resilience Plan (3RP) initiative with the Office of the United Nations High Commissioner for Refugees (UNHCR) to coordinate support for SuTP in Türkiye, shifting from humanitarian support to self-reliance and formal employment. UNDP collaborated with Inter-Agency Team led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in carrying out the UNCT System-Wide Action Plan. Seeking synergies, UNDP, the International Labour Organization (ILO), UN-Women, and the United Nations Children's Fund (UNICEF) conducted an assessment of Türkiye's care system, leading to formulation of a joint programme on digital transformation of care policies.

## II. Programme Priorities and Partnerships

14. Acknowledging the regional and global dimension of Türkiye-UNDP partnership, the vision for the country programme is to support the Government in accelerating progress toward its SDGs and national development objectives to position Türkiye as "an

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<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

environmentally friendly, disaster-resilient, high value-added production based on advanced technology, fair distribution of income, stable, robust, and prosperous nation” in line with its *Vision 2053*.<sup>17</sup> Directly derived from all four key priority areas of the UNSDCF, UNDP will focus on supporting public institutions’ administrative capacity enhancement, enhancing service delivery and promoting measures that expand people’s civic and economic empowerment. Through systemic perspectives and programmatic interconnectedness, combined with actions to protect the environment and build climate resilience, these efforts will support sustainable growth. Leveraging integrated, cross-sectoral solutions, and programmatic consolidation, UNDP will pursue a three-pronged strategy of: (a) placing the “leave no one behind” principle at the centre of its efforts, designing initiatives to prioritize benefits for women, youth, persons with disabilities, and SuTP; (b) utilizing portfolio integration and coherence through deeper, system-driven insights, cross-sectoral engagements, and adaptive and mutually supportive initiatives capturing compounded inter-sectionalities focusing on groups and populations in need; and (c) ensuring lessons from prior work in these priority areas are internalized and leveraged to design and implement high-impact initiatives. A rights-based approach will guide the programme to ensure resilience and capacities are strengthened for both rights-holders and duty-bearers.

15. The country programme has benefited from extensive consultations with national/sub-national institutions including the UNSDCF workshops, involving over 300 representatives. Furthermore, the country programme is informed by a series of analytical exercises, including systems-thinking, futures analysis, strategic foresight, and structured consultations with local counterparts, civil society, the private sector, the United Nations and development partners exploring linkages. The programme is designed holistically considering the ICPE, UNSDCF evaluation, outcome and project evaluations, and syntheses.

16. UNDP will expand use of technological solutions to foster participatory digital ecosystems across sectors. This includes enhancing the competitiveness of small and medium-sized enterprises (SMEs) through online platforms; contributing to advancement of e-governance to improve public service delivery; supporting digitalization in municipal services; facilitating e-commerce; and supporting the modernization of the agricultural sector. Strategic innovation will remain central to supporting the Government and communities. Integrated approaches will link economic competitiveness with poverty reduction and social cohesion, promoting sustainable recovery in earthquake-affected areas, with a strong emphasis on renewable energy, energy efficiency, and expanded employment opportunities. In development financing, UNDP will leverage regional initiatives, including the UNDP Istanbul International Centre for Private Sector in Development, to strengthen collaboration with public and private sector and to mobilize domestic resources at scale. Partnerships with international financial institutions (IFIs) will be expanded to drive investment in net-zero and nature-positive solutions, green technologies, and sustainable rural livelihoods. While maintaining strong partnerships with the EU, Global Environment Fund (GEF), the WB, and the International Fund for Agricultural Development (IFAD), UNDP will diversify its partnership base to include Sweden, Japan, the Republic of Korea, the United Kingdom, and non-traditional partners, aligning private capital with development priorities.

## **Good Governance**

17. UNDP will focus on enhancing local governance, promoting human rights, strengthening and fostering civic space, supporting legislative proposals on volunteering, and advancing women’s empowerment. A key precondition for progress in these areas is enhancing partnerships and civic engagement with public institutions to improve responsiveness

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<sup>17</sup> PSB, *Twelfth Development Plan (2024-2028)*

complemented by efforts to support strengthening of national legislation in line with international standards and best practices.

18. Partnering with the Ministry of Environment, Urbanization and Climate Change (MoEUCC) and the Union of Municipalities of Türkiye (UMT), UNDP will support local governance by strengthening monitoring, participatory dialogue and advocacy capacities of civil society, and enhancing institutional capacities by improving analytical and data governance capacities, social impact assessment tools for responsive public service delivery, Artificial Intelligence (AI)-powered real-time citizen feedback within e-governance systems, and engagement with the private sector, particularly in more developed urban and peri-urban areas. Good governance principles and participatory civic engagement will contribute to the enhancement of governance systems across the other priority areas of the country programme.

19. UNDP will support integration of Business and Human Rights (BHR) principles by assisting in development of a National Action Plan. This will include a national baseline assessment, alignment of legislation with international standards, and capacity building for institutions and businesses to embed human rights into their operations. UNDP will work to strengthen capacity of civil society organizations (CSOs) to effectively apply BHR tools in programming, bringing together businesses and policymakers to incorporate human rights-based business practices.

20. The UNDP triple partnership with the Government provides scope for becoming a growing development actor by facilitating Türkiye. This includes supporting Türkiye's agenda to assist least developed countries through South-South and triangular cooperation by sharing its experience and expertise—including with OECD members—and leveraging the potential of volunteerism, digital and industrial transformation, disaster response, and trade and connectivity, such as the Middle Corridor.

### **Social Development**

21. The reduction of inequalities in Türkiye will require a multi-faceted approach to ensure no one is left behind, involving both the improvement or restoration of public services (especially in earthquake-affected areas), and more opportunities for economic participation to increase self-reliance, and social cohesion. Partnering with the Government and CSOs, the contributions of UNDP will prioritize socially empowering women, youth, SuTP/IPSHA, persons with disabilities, and older persons (especially for digital and financial literacy and care), to address multi-dimensional vulnerabilities. This will include enhancing physical infrastructure, accessibility and quality of education, and competencies of teachers in special education.

22. Partnering with academia and the private sector, the focus will be on improving employability through digital skills development programs centred on information technology, AI literacy, machine learning, big data, robotics, coding, digital marketing, and e-transformation with targeted initiatives for women and girls including those with disabilities, and by harnessing volunteerism for broader participation and impact. Additionally, UNDP will strive to reduce the digital divide between urban and rural contexts by developing initiatives responsive to women's needs, promoting the use of e-commerce platforms, and supporting transformation of rural settlements as holistic, sustainable hubs for innovation and economic activity.

23. Expanding economic participation will require sufficient market demand, skills matching, and social acceptance for SuTP/IPSHA. For SuTP/IPSHA, host communities and returnees, supported by already mobilized resources, UNDP will scale up efforts to achieve greater impact in sustainable livelihoods and formal employment by enhancing employability in non-agricultural sectors through applied training programmes. Particular attention will be given to seasonal agricultural workers by increasing their employability and strengthening the

capacities of cooperatives and nature-positive agribusinesses. The country's strong private sector and business associations will be key partners in recommending improvements to the legal framework to reduce barriers to participation and promote job opportunities. UNDP will continue to closely monitor the evolving situation in Syria and remains ready for joint engagements related to resilience-building, cross-border cooperation, and regional partnerships. This includes, in coordination with relevant United Nations entities, projects that could support voluntary, safe, dignified and orderly<sup>18</sup> return of Syrians to their home country.

24. UNDP will support cross-sectoral approaches through social cohesion and environmental resilience in provinces experiencing increased demands on municipal services due to the SuTP presence, and evolving service needs post-earthquakes, by expanding zero-waste models, providing waste collection equipment, and building efficient governance mechanisms through increased municipal capacities for sustainable waste management. These initiatives will target urban areas facing significant environmental and social challenges, particularly those impacted by the earthquakes.

### **Competitive Economic Development**

25. Achieving more equitable and sustainable economic growth in Türkiye will require adaptation of the capacity of economic actors for structural transformation needs. UNDP will focus on the quality of growth through initiatives supporting women's economic empowerment, competitiveness, industrial transformation, sustainable practices and rural development while exploring partnership opportunities with IFIs, including government financing. These efforts aim to support strengthening Türkiye's growth to be more equitable, enhance resilience, and ensure sustainability in line with national and global priorities.

26. UNDP will support advancing women's empowerment, particularly for NEET women who require a combination of empowerment and protection measures, alongside women in Science, Technology, Engineering and Mathematics (STEM) fields who will benefit from improved employability through relevant skills enhancement and digital mentoring support. Together with the support of business, civic and voluntary organizations, UNDP will facilitate data-informed labour market analysis, foster public-private partnerships to support entrepreneurship and innovation ecosystems. This includes holistic models for skills development and reskilling- including green, digital, social skills and employment, while addressing systemic barriers through engagement with public and private sector actors.

27. UNDP will strengthen the competitiveness of Turkish enterprises in close partnership with MoIT and leveraging country's strong innovation ecosystem to drive productivity, digitalization and sustainable transformation in private sector, particularly among SMEs accompanied with initiatives to mitigate the risk of digital skill gaps in labour force. In partnership with the Ministry of Culture and Tourism (MoCT), UNDP will support the alignment of national sustainable tourism priorities with internationally recognized standards, focusing on community-based socio-economic development in small-scale destinations.

28. Advancing more sustainable growth will require additional investments in sustainable value chains and circular economy business models. This includes, enabling governance mechanisms, improving resource efficiency, and fostering innovation. With planned resource mobilization, UNDP will scale up rural development initiatives to expand their impact on smallholder farmers. Efforts will include empowerment of women through establishment of sound mechanisms that strengthen their capacity to form more effective economic clusters, promote sustainable use of natural resources, and enhance resilience of smallholders.

<sup>18</sup> <https://en.goc.gov.tr/voluntary-safe-and-dignified-return>

## Climate, Environmental Sustainability and Resilience

29. Protecting Türkiye's natural resources and ensuring resilience will require integration of risk management into development and spatial planning, and into integrated land use and water management. These efforts will help reinforce governance mechanisms and capacities for disaster risk reduction and climate adaptation. UNDP will support decarbonization of the economy, preservation and restoration of biodiversity, genetic resources, ecosystem services, and advancement of circular economy and just transition principles, aimed at achieving a sustainable balance between social and economic systems. This will require engagement of communities and civil society in governance, planning, and decision-making processes. It will require policy and technical support to design and implement advanced, integrated measures, such as ecosystem-based adaptation and disaster risk reduction, that promote behavioural change through national education and responsible, conscious use of water.

30. In line with national legislation, UNDP will maintain and expand partnerships with local authorities to prepare risk assessments and action plans aimed at building resilience. This includes enhancing risk management capabilities and coping capacities to address climate-driven hazards and their impacts across all segments of society. AI-powered early warning systems, geospatial big data analytics, and predictive risk modelling tools can be used to improve local disaster preparedness and climate resilience planning. These efforts will be complemented by increased grant management capacities to support nature-positive and net-zero initiatives led by voluntary and civil society. UNDP contribution to decarbonization efforts will focus on emission-intensive sectors, supporting country's efforts toward alignment with the Carbon Border Adjustment Mechanism to maintain competitiveness in international markets, in collaboration with IFIs. UNDP will explore ways to support private sector actors and SMEs in decarbonization initiatives linked to mitigation, develop policies and capacities to improve energy efficiency in buildings and industrial sectors, enhance water efficiency, and integrate green and sustainability principles into the financial mechanisms.

31. To protect natural resources and biodiversity partnering with the GEF, UNDP will expand its support for sustainable land and forest management, including protected areas and species, marine ecosystems, and ecosystem management and restoration. UNDP will promote Türkiye's international leadership role in green transformation, including through zero-waste initiatives, implementation of the national circular economy plan, and multi-stakeholder partnerships for pollution and waste management. Provincial action plans and corresponding by-laws will support efforts to protect the population from exposure to particulate matter. AI-based solutions in waste management and smart agriculture can be leveraged to enhance efficiency and sustainability in circular economy applications.

## III. Programme and Risk Management

32. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes are prescribed in the organization's Programme and Operations Policies and Procedures (POPP) and Internal Control Framework.

33. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to *force majeure* cases. The Harmonized Approach to Cash Transfers (HACT), will be used in a coordinated fashion with other UN agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.



34. The programme will be implemented under the coordination of the Presidency of Strategy and Budget (PSB) within the context of UNSDCF annual monitoring with the Joint Steering Committee comprised of the United Nations, the PSB, and the Ministry of Foreign Affairs (MFA). Projects will be implemented by national/local institutions and UNDP will be responsible for delivering results, with oversight conducted by project boards.<sup>19</sup> UNDP is committed to cost rationalization and efficiencies in all interventions.

35. The programme is based on key assumptions that support effective implementation, while acknowledging the dynamic regional and economic landscape. Economic and monetary risks, such as inflation, will continue to play a crucial role in maintaining growth, reducing inequalities, and ensuring sustainable development. UNDP will align its programming through strategic foresight to improve reliability of planning, recognizing possibility of change, and contextual modifications. Programming will focus on building resilience of individuals and communities most at risk, to prevent increases in poverty and inequality. The consequences of adverse weather events and disasters range from the loss of lives, habitats and property to potential economic losses and slower development progress. UNDP will support national and local capacities in addressing multiple risks, adaptation, disaster preparedness and response. These efforts will contribute to long-term resilience and sustainable development, aligned with UNDP social and environmental standards.

#### IV. Monitoring and Evaluation

36. The UNSDCF Results Groups co-chaired with the Government will be responsible for planning, tracking, and reporting on UNSDCF and country programme results and will monitor changes in the development landscape to identify signals, assess risks and readjust programmatic interventions.

37. Previous evaluations recommended strengthening participatory monitoring systems, particularly to track progress on equality and women's empowerment.<sup>20</sup> The new country programme mainstreams equality and women's empowerment across indicators. Alongside national statistics, UNDP will use digital tools and platforms to collect primary data, including geospatial tools and surveys to gain feedback on the effectiveness of UNDP programming. UNDP will allocate at least 15 per cent of programme resources to women's empowerment initiatives and use corporate systems to track its contributions and results.

38. UNDP will mainstream measurement of training results across portfolios to capture short-term impacts of its capacity-building initiatives and generate evidence on its role in driving systemic changes. UNDP will support the initiatives to strengthen national evaluation capacities alongside efforts of the national statistics agency TurkStat to increase Sustainable Development Goals indicator availability and to expand data disaggregation.

39. The Evaluation Plan is utilizing a mix of project, thematic and outcome evaluations with due regard for the sequence and timing of evaluations to inform programmatic decisions and design.

40. The monitoring and evaluation agenda includes a learning component to generate new knowledge about Türkiye in identified priority areas. New knowledge products will be developed in emerging areas such as resilience, biodiversity (genetic resources) management, waste management, equality between women and men, economic growth, disaster resilience, and care economy development.

<sup>19</sup> Appraisal mechanisms identified in UNSDCF will be followed. Programme data will be shared for monitoring through PSB's International Development Cooperation Information System (IDCIS)

<sup>20</sup> UNDP Türkiye *Outcome Evaluation for Outcomes 4.1 and 2.1*, 2024

## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

<b>NATIONAL PRIORITY OR GOAL:</b> 12 <sup>th</sup> NDP Axis 3. <i>Qualified people, strong family, healthy society, Sustainable Development Goals: 1, 4, 5, 8, 10, 16, 17</i>					
<b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP:</b> Outcome 1.1: By 2030, people benefit more from inclusive quality services, protection and empowerment promoting equity and resilience.					
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.					
<b>COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)</b>	<b>SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</b>	<b>INDICATIVE COUNTRY PROGRAMME OUTPUTS</b>	<b>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</b>	<b>ESTIMATED COST BY OUTCOME (US\$)</b>	
<i>Proportion of people at risk of poverty or social exclusion, by sex and age group (%)</i> <b>Baseline (2024)/Target (2030)</b> Male: 27.1/21.7 Female: 31.5/25.2 Children (0-17): 38.9/31.1 Total: 29.3/23.4  <i>Rate of Youth NEET (15-24 years-old, %)</i> <b>Baseline (2023)/Target (2030):</b> Total: 22.5/19.7 Female: 29.8 (2023) Male: 15.6 (2023)	Turkish Statistical Institute (TurkStat)	<p><b>Output-1.1: Displaced populations and residing communities benefit from improved employability and sustainable livelihoods in crisis or post-crisis settings</b></p> <p><b>Indicators:</b>  <b>1.1.1: Number of people benefiting from jobs and improved livelihoods in crisis or post-crisis settings</b>  <b>Baseline (2025)/Target (2030)</b>  a) female  <b>40,185/45,013</b>  b) male  <b>35,616/48,878</b>  c) SuTP/IPSHA  <b>63,346/72,391</b>  <b>Source:</b> Project reports, Turkish Employment Agency (ISKUR), Ministry of Labour and Social Security (MoLSS), Ministry of Agriculture and Forestry (MoAF)</p> <p><b>1.1.2: Number and proportion of agricultural organizations/cooperatives/unions and employer enterprises capacitated to expand employment opportunities for targeted populations and residing communities</b>  <b>Baseline (2025)/Target (2030)</b>  a) agricultural organizations/cooperatives/unions  <b>0/42</b>  b) employers  <b>0/315</b>  c) women-led cooperatives/employer  <b>0/30 (%)</b>  <b>Source:</b> Project reports, ISKUR, MoLSS, MoAF</p>	MoAF	<b>Regular \$319,250</b>	
	TurkStat		MoLSS  Ministry of National Education (MoNE)  ISKUR  EU  NGOs/INGOs (i.e. Turkish Red Crescent)  UMT  Local administrations/municipalities  Private Sector (i.e. DSM Group Trendyol)	<b>Other \$94,974,849</b>	

		<p><b>Output-1.2: Access to resources, digital opportunities, skill formation, and decent jobs improved in urban and rural settings</b></p> <p><b>Indicators:</b></p> <p><b>1.2.1: Number of public and private institutions that leverage digital technologies in ways that improve people's lives at:</b>  <b>Baseline (2025)/Target (2030)</b>  a) national  7/9  b) sub-national level  6/61  <b>Source:</b> Project reports, UMT</p> <p><b>1.2.2: Number of people benefiting from skill formation, re/upskilling, and employment opportunities</b>  <b>Baseline (2025)/Target (2030)</b>  a) female  1,403,691/1,413,715  b) male  1,244,784/1,261,424  <b>Source:</b> Project reports, ISKUR, MoLSS, MoAF, Southeastern Anatolia Project Regional Development Administration (GAP RDA)</p> <p><b>1.2.3: Average percentage point improvement in participant knowledge scores in post-tests for technical, vocational and soft skills trainings</b>  <b>Baseline (2025)/Target (2030)</b>  0/30  <b>Source:</b> Project reports</p> <p><b>Output-1.3: Comprehensive service provision strengthened to promote improved delivery, expanded access, and protection with special focus on needs of both women and men</b></p> <p><b>Indicators:</b></p> <p><b>1.3.1: Number of state and non-state entities strengthened for improved services targeting groups including women and girls</b>  <b>Baseline (2025)/Target (2030)</b>  148/242  <b>Source:</b> Project reports, ISKUR, MoLSS, UMT</p> <p><b>1.3.2: Number of people within intersectional <sup>21</sup> groups of women, persons with disabilities and older persons provided with inclusive services</b>  <b>Baseline (2025)/Target (2030)</b></p>		
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<sup>21</sup> UNDP will collect disaggregations to capture intersectionalities.

		<i>a) female</i> <b>4,286/4,386</b> <i>b) male</i> <b>3,832/3,932</b> <i>c) persons with disabilities</i> <b>1,735/1,835</b> <i>d) older persons</i> <b>1,186/1,286</b> <i>Source: Project reports</i>		
<b>NATIONAL PRIORITY OR GOAL:</b> <i>12<sup>th</sup> NDP Axis 2. Competitive production with green and digital transition, Sustainable Development Goals: 1, 2, 4, 5, 6, 8, 9, 10, 12, 17</i>				
<b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP:</b> <i>Outcome 2.1: By 2030, Türkiye has an accelerated green, resilient and inclusive economic transformation that provides skills, decent work and livelihood opportunities for all, enhancing human development, and welfare in urban and rural settings.</i>				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> <i>Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.</i>				
<b>COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)</b>	<b>SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</b>	<b>INDICATIVE COUNTRY PROGRAMME OUTPUTS</b>	<b>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</b>	<b>ESTIMATED COST BY OUTCOME (US\$)</b>
<i>Land allocated to organic and good agricultural practices (%)</i> <b>Baseline (2023)/Target (2030):</b> <i>Hectares: 549,441/1,040,000</i> <b>Baseline (2022)/Target (2030):</b> <i>Proportion: 1.4/4.5</i>  <i>The Share of High Technology in Exports of SMEs Operating in Manufacturing Industry (%)</i>  <b>Baseline (2022)/Target (2030)</b> <i>1.5/3</i>  <i>Employment Rate (%)</i> <b>Baseline (2023)/Target (2030):</b> <i>Total: 48.3/53</i> <i>Female: 31.3/37.7</i>	<i>TurkStat and MoAF</i>	<b>Output-2.1: Capacities at national and sub-national levels supported and innovative solutions for sustainable value chains scaled-up to promote economic development</b>  <b>Indicators:</b> <b>2.1.1: Number of local economic development partnerships at scale for accelerating sustainable economic growth</b> <b>Baseline (2025)/Target (2030)</b> <b>117/143</b> <i>Source: Project reports</i>  <b>2.1.2: Number of private sector entities (incl. MSMEs) with improved sustainability, enhanced performance, business transactions, and/or income generation</b> <b>Baseline (2025)/Target (2030)</b> <b>13,603/13,747</b> <i>Source: Project reports</i>  <b>2.1.3: Number of private sector employees capacitated for innovation and productivity</b> <b>Baseline (2025)/Target (2030)</b> <i>a) female</i> <b>2,018/2,082</b> <i>b) male</i> <b>5,663/5,854</b>	<i>MoAF</i>  <i>MoIT</i>  <i>MoCT</i>  <i>MoLSS</i>  <i>Ministry of Family and Social Services (MoFSS)</i>  <i>Development Agencies (i.e. GAP RDA)</i>  <i>Local administrations/ municipalities</i>  <i>EU</i>  <i>IFIs (i.e. IFAD and European Bank for Reconstruction and Development (EBRD))</i>	<b>Regular \$319,250</b>  <b>Other \$82,140,831</b>
	<i>TurkStat</i>			
	<i>TurkStat</i>			

		<p><i>Source: Project reports</i></p> <p><b>Output-2.2: Capacities of ecosystem actors supported, awareness raised, and opportunities created for women's socioeconomic empowerment</b></p> <p><b>Indicators:</b></p> <p><b>2.2.1: Number of measures implemented to:</b></p> <p>a) eliminate discrimination against women and segregation in labour market  <b>Baseline (2025)/Target (2030)</b>  13/15</p> <p>b) increase women's access to and use of digital and green technologies, digital finance, ecommerce and digital value chains  <b>9/11</b></p> <p>c) ensure women's economic security and empowerment in crisis contexts, including through economic recovery plans  <b>0/3</b></p> <p>d) promote the recognition, reduction, and redistribution of unpaid care and domestic work  <b>1/3</b></p> <p><i>Source: Project reports</i></p> <p><b>2.2.2: Number of partnerships raising awareness to remove barriers to women's economic empowerment</b>  <b>Baseline (2025)/Target (2030)</b>  32/66</p> <p><i>Source: Project reports</i></p> <p><b>2.2.3: Number of young NEET women skilled and STEM women re/up-skilled through green economic empowerment programmes</b>  <b>Baseline (2025)/Target (2030)</b></p> <p>a) NEET Women  <b>3,449/5,949</b></p> <p>b) STEM Women  <b>200/400</b></p> <p><i>Source: Project reports</i></p> <p><b>Output-2.3: Resilient market infrastructure enhanced, access to financial and non-financial assets expanded, and livelihoods improved to accelerate rural development</b></p> <p><b>Indicators:</b></p> <p><b>2.3.1: Number of people accessing financial and non-financial assets</b>  <b>Baseline (2025)/Target (2030)</b>  107,606 (37% women)/120,000 (min.40% women)</p>	<p>INGOs/NGOs (i.e. Better Cotton Initiative, Confederation of Turkish Employers' Unions, Türkiye Tourism Promotion and Development Agency, chambers, Organized Industrial Zones)</p> <p>CSOs (i.e. Sabanci Foundation)</p> <p>Private sector (i.e. Enerjisa)</p>	
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		<i>Source: Project reports, MoAF, GAP RDA</i>		
<b>NATIONAL PRIORITY OR GOAL:</b> 12 <sup>th</sup> NDP Axis 4. Disaster resistant living areas, sustainable environment, Sustainable Development Goals: 5, 6, 7, 11, 12, 13, 14, 15, 17				
<b>COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP:</b> Outcome 3.1: By 2030, all people benefit from strengthened policies and collaborative action for climate change mitigation and adaptation, environmental sustainability as well as enhanced disaster preparedness				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.				
<b>COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)</b>	<b>SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</b>	<b>INDICATIVE COUNTRY PROGRAMME OUTPUTS</b>	<b>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</b>	<b>ESTIMATED COST BY OUTCOME (US\$)</b>
Proportion of land that is degraded over total land area (%) <b>Baseline (2019)/Target (2030)</b> 13.4/12	Turkstat	<b>Output-3.1: Evidence-based policies, innovative technologies and mechanisms enabled for adaptation and mitigation and effective disaster prevention and preparedness addressing needs of both women and men</b>	MoAF	<b>Regular \$319,250</b>
Waste Recovery Rate within the Scope of Zero Waste Project (%) <b>Baseline (2023)/Target (2030)</b> 35/45	MoEUCC	<b>Indicators:</b> <b>3.1.1: Number of risk-informed development strategies and plans responsive to particular needs of women and men at national/sub-national levels</b> <b>Baseline (2025)/Target (2030)</b> 14/20 <b>Source: Project reports, MoEUCC</b>	MoEUCC MoNE Disaster Emergency and Management Presidency (AFAD)	<b>Other \$63,738,486</b>
Number of provinces that adopt and implement local climate change action plans <b>Baseline (2024)/Target (2030):</b> 15/31	MoEUCC MoAF	<b>3.1.2: Number of low carbon and energy-efficient solutions:</b> <b>Baseline (2025)/Target (2030)</b> a) developed 2/3 b) financed 2/3 c) applied at scale 1/2 <b>Source: Project reports</b>	Local administrations/ municipalities EU GEF Biodiversity Finance Initiative CSOs	
		<b>3.1.3: Number of initiatives that increase public awareness and ownership on environmental challenges and percentage of those actively integrate women's perspectives and leadership roles</b> <b>Baseline (2025)/Target (2030)</b> 186/521(10%) <b>Source: Project reports</b>	Private sector (i.e. Amazon)	
		<b>Output-3.2: Integrated solutions including nature-based solutions scaled up for sustainable management of natural</b>		

		<p><b>resources, natural conservation and restoration and biodiversity protection</b></p> <p><b>Indicators:</b></p> <p><b>3.2.1:</b> Natural resources that are managed under a sustainable use, conservation, access, and benefit-sharing regime:  <b>Baseline (2025)/Target (2030)</b>  a) amount of chemicals reduced, disposed or avoided (metric tons)  <b>3,012/4,085</b>  b) area of forest and forest land restored (hectares)  <b>638,923/639,373</b>  c) area of terrestrial and marine protected areas created or under improved management  <b>94,800/94,800</b>  d) areas of landscapes under improved practices, excluding protected areas  <b>6,074/6,504</b>  <b>Source:</b> Project reports, MoAF</p> <p><b>3.2.2:</b> Number of solutions responsive to specific needs of women for conservation, sustainable use, and equitable access to natural resources, biodiversity and ecosystems:  <b>Baseline (2025)/Target (2030)</b>  a) policy framework  <b>1/2</b>  b) institutional framework  <b>7/10</b>  c) financing framework  <b>1/2</b>  d) demonstration  <b>1/7</b>  <b>Source:</b> Project reports,</p> <p><b>Output-3.3: Chemicals waste, and pollution prevented, managed and disposed of in an environmentally sound manner and community engagement strengthened in crisis and non-crisis settings</b></p> <p><b>Indicators:</b></p> <p><b>3.3.1:</b> Number of regulatory and technical tools, incentives and infrastructure developed for waste management, circularity and pollution prevention  <b>Baseline (2025)/Target (2030)</b>  a) regulatory  <b>1/42</b>  b) technical  <b>7/17</b>  c) incentive</p>		
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		<p>12/33 d) infrastructure 12/13 <i>Source: Project reports, MoEUCC</i></p> <p>3.3.2: Tons of waste subject to prevention/collection/recycling/reuse in Türkiye through UNDP waste management interventions <b>Baseline (2025)/Target (2030)</b> 69,429/3,805,034 <i>Source: Project reports</i></p> <p>3.3.3: Number of companies/facilities evaluated according to their environmental performance <b>Baseline (2025)/Target (2030)</b> 0/100 <i>Source: MoEUCC</i></p>		
NATIONAL PRIORITY OR GOAL: 12 <sup>th</sup> NDP Axis. Democratic good governance based on justice, Sustainable Development Goals: 5, 10, 16, 17				
COOPERATION FRAMEWORK OUTCOME INVOLVING UNDP: <i>Outcome 4.1: By 2030, the governance system in Türkiye is more transparent, accountable, inclusive, and rights-based, with active civil society participation, and the quality of judiciary services is improved.</i>				
RELATED STRATEGIC PLAN OUTCOME: <i>Outcome 1: Structural transformation accelerated, particularly green, inclusive and digital transitions.</i>				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p>Existence of independent national human rights institutions in compliance with the Paris Principles <b>Baseline (2024)/Target (2030)</b> Partly compliant/ TBD</p> <p>Number of local civic engagement strategies/action plans developed in consultations with CSOs <b>Baseline (2024)/Target (2030)</b> 20/30</p>	<p>European Network of National Human Rights Institutions</p> <p>UNDP</p> <p>Ombudsperson's Institution (OI)</p>	<p><b>Output-4.1: Governance mechanisms at national and subnational level supported to promote accountability, participation, and digitalization</b></p> <p><b>Indicators:</b> 4.1.1: Number of entities capacitated for civil society's active involvement, volunteerism and participation in decision-making <b>Baseline (2025)/Target (2030)</b> a) CSOs/NGOs 78/193 b) CSOs focusing on women 3/15 c) public authorities 71/137</p>	<p>MFA Directorate for EU Affairs</p> <p>Ministry of Interior Directorate General for Relations with Civil Society</p> <p>MoFSS</p> <p>Ministry of Justice</p> <p>MoLSS</p>	<p><b>Regular \$319,250</b></p> <p><b>Other \$18,395,834</b></p>



		<p><b>Source:</b> Project reports</p> <p><b>4.1.2:</b> Number of regional, national and sub-national initiatives, policies, and strategies to protect and promote civil society to function in the public sphere and contribute to sustainable development</p> <p><b>Baseline (2025)/Target (2030)</b> <b>36/99</b></p> <p><b>Source:</b> Project reports, OI</p> <p><b>Output-4.2: Public and private sector capacities strengthened to promote human rights in compliance with international standards</b></p> <p><b>Indicators:</b></p> <p><b>4.2.1:</b> Number of people trained and capacitated for human rights and responsible business conduct and policies</p> <p><b>Baseline (2025)/Target (2030)</b></p> <p>a) female <b>624/850</b></p> <p>b) male <b>509/750</b></p> <p><b>Source:</b> Project reports, OI</p>	<p><i>Human Rights and Equality Institution of Türkiye</i></p> <p><i>OI</i></p> <p><i>UMT</i></p> <p><i>Local administrations/ municipalities</i></p> <p><i>EU</i></p> <p><i>CSOs</i></p> <p><i>Private sector</i></p>	
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