Evaluation Summary

International Labour Office

Evaluation Unit

Harnessing sustainable linkages for the SMEs in Turkey's textile sector – Mid Term Joint Evaluation

Quick Facts

Countries: *Turkey*

Mid Term: *April 2012*

Mode of Evaluation: *Independent Joint*

Technical Area: *EMP/SEED*

Evaluation Management: *United Nations MDG Fund – (ILO lead) Partners: IOM, FAO and UNDP; Consultant: Monika Zabel*

ILO Project Code: *TUR/09/50/UND*

Donor: *United Nations MDG Fund* US$ 2,700,000

UNIDO: 858,675
UNDP: 1,428,922

ILO: 410,880

Keywords: *Youth employment, migration, Decent Work, employment creation*

Taken from the Executive Summary of the MDG Joint Evaluation Report

The MDG Achievement Fund (MDG-F) is an international cooperation mechanism aiming to accelerate progress on the Millennium Development Goals (MDGs) worldwide. Established in December 2006 with a contribution of €528 million Euros ($US 710 Mio) from the Spanish Government to the United Nations system, the MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. In September 2008 at the UN High Level Event on MDGs, Spain committed an additional €90Mio to the MDG-F.

It has 128 programmes in eight thematic windows in 49 countries across five regions of the world. All country programmes working through the UN system and with governmental and non-governmental organizations. "Harnessing Sustainable Linkages for SMEs in Turkey's Textile Sector" is one of the programmes under the thematic window Private Sector and Development (PCD).

The Turkish "Textile and Clothing Sector" is one of the most important sectors in Turkey in terms of contribution to the gross domestic product (GDP), employment generation and net exports. There are approximately 40,000 companies in the sector, which employ an estimated 2 million workers, including the unregistered work-force. The rate of registered employment for women in this sector is estimated around 35%, which is above the national average rate of women employment (23.5%). However, women workers in the textile sectors are among the least well paid, often working in unregistered working relations. In 2009 the textile and apparel sector accounted for 18.3 billion USD of exports.

The Government of Turkey has taken a number of measures to transform the national textile and clothing sector, within the framework of the World Trade Organization rules. The recently adopted National Textile, Clothing and Leather Sector Strategy (Textile Strategy) foresees that the manufacturing capacity in the western (and more developed) regions of the country would move to the eastern (less developed) regions, including Central and South-eastern Anatolia, creating “regions” or “clusters” that specialize on different segments of the textile and clothing value chain. This strategy has been supported by a new incentives scheme, announced in June 2009 by the Prime Minister. This scheme encourages companies to move their manufacturing to or set up new companies in less developed regions of Turkey, specially the southeast, and further specifies textiles and clothing sector as a prioritized sector or investment in this region. The implementation of the national Textile Strategy requires a holistic approach based on three inter-connected pillars: (a) productivity, (b) innovation, and (c) corporate social responsibility (CSR) and sustainability.

The region targeted by this JP is a textile region in south east Anatolia and encompasses four provinces, i.e. Kahramanmaras, Malatya, Adiyaman, Gaziantep. The programme management is situated in Turkey’s capital Ankara, also HQ of the UN implementing agencies, and in Istanbul, location of HQ of the national implementation partner Istanbul Textile and Exporters Union (ITKIB).

• The MDG-F JP modality has triggered an integrated approach of the agencies in the direction of delivering as One. It has driven UN agencies to work closer together and also to work closer with the implementation partner ITKIB.

The JP also made it clearer that the procedures among the UN agencies are (still) very different and not aligned. The degree of the implementation in the spirit of delivering as “One UN” was not as advanced as expected. The time required to work around this obstacle was underestimated as it was a first time experience.

• The work experience of the JP Private Sector has facilitated setting up new Joint Programmes under the UNDCS 2011 – 2015, for example the JP on Gender Equality implemented by UNDP, UNFPA and UNWOMEN.

• At the time of MTE there is ownership confirmed at national level, however, there is hardly any ownership at micro level yet. Ownership at meso level varies and has to be further analyzed.

• This JP is currently in a decisive stage. It has to carefully plan the further implementation at province level and will have to consider changes of some of the original strategies in order not to work against market forces. Overarching objective is not to implement activities but to achieve sustainable results.

• Priority has to be given to setting up forward planning and M&E instruments and to use them as programme management tools. Otherwise it will not be possible to measure progress in JP Implementation.

• Some of the outputs or specific outputs are time critical and have to be worked on with priority.

Finalizing the VCMP and to bring it online are important; acquisition of paying clients can only start once a working product is available. Also the CSR Strategy and report are time critical shall they serve as input to the National Textile Strategy and the National Development Plan 2014 to 2020.

• All activities have to be completed at least 5 months and all results achieved about 2 months before JP end date to allow follow up measure to sustain the results. There is opportunity to request a second budget neutral extension of up to 6 months until June 2013, leading to a project implementation period of 30 months as originally planned.

See full report for recommendations.