Implementation Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	Continue as planned: The project is of sufficient quality to continue as planned. All management actions must be addressed in a timely manner.
Portfolio/Project Number:	00094576
Portfolio/Project Title:	Developing a Model for Technology Development in OIZs
Portfolio/Project Date:	2016-03-20 / 2021-12-31

Strategic   **Quality Rating: Exemplary**

1. Is the project pro-actively identifying changes to the external environment and incorporating them into the project strategy?

○ *3: The project team has identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives and the assumptions have been tested to determine if the project's strategy is still valid. There is evidence that the project board has considered the implications, and documented any changes needed to the project in response. (all must be true)*

○ 2: The project team has identified relevant changes in the external environment that may present new opportunities or threats to the project's ability to achieve its objectives. There is some evidence that the project board discussed this, but relevant changes may not have been fully integrated in the project. (both must be true)

○ 1: The project team may have considered relevant changes in the external environment since implementation began, but there is no evidence that the project team has considered changes to the project as a result.

Evidence:

The project has three main components namely Component A- Current Situation analysis, Component B-Pilot Implementation, Component C-Institutional Capacity Development. The project fully completed Component A and made significant progress in Components B and C. In line with these positive developments and smooth implementation of the project, Steering Committee of the project held a meeting on 16 December 2020 and decided to expand the activities done so far. On 2 July 2021, with the approval of Ministry of Foreign Affairs, the project extended until the end of 2023 and additional resources have been allocated to the project budget. With the latest extension, pilot implementations of Manisa OIZ Innovation Center will continue and establishment process of the Innovation Centers in Başkent, Çerkezköy and Yalova IMES OIZ will be completed. Commitment of Maniza OIZ management was a factor that determined the next steps.

The project board is following the project activities and strategies closely and make necessary changes when required.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	OSBYönlendirmeKuruluToplantıNotları16122 020_9079_201 (https://intranet.undp.org/app s/ProjectQA/QAFormDocuments/OSBYönlen dirmeKuruluToplantıNotları16122020_9079_ 201.docx)	selcuk.sertesen@undp.org	8/10/2021 5:21:00 PM

2. Is the project aligned with the UNDP Strategic Plan?

○ 3: The project responds at least one of the development settings[3] as specified in the Strategic Plan (SP) and adopts at least one Signature Solution[4] and the project's RRF includes at all the relevant SP output indicators. (all must be true)

◉ *2: The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)*

○ 1: While the project may respond to a partner's identified need, this need falls outside the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project responds to the following broad develop ment setting: accelerating structural transformations for sustainable development. The project responds t o signature solution 1: keeping people out of poverty The project responds to the following RRF indicator: 1.1.2.3 Number of countries with an improved enabli ng environment for expansion of decent work and liv elihoods. The Project matches the aim of promoting digital transformation, improving the efficiency of SM Es and developing innovative business models to en sure access to international markets, which are in th e Policies and Measures of Growth and Employment section of The Medium-Term Program of the 2019-2

section of The Medium-Term Program of the 2019-2 021 New Economic Program of Turkey. The project i s also directly related to the 322. clause of 11th Dev elopment Plan of Turkey: "OIZ, TGB, CSR and Indus trial Zones services will be developed, and it will be ensured that these regions contribute more effectivel y to the competitiveness and productivity of the indu stry.

The pilot implementations and institutional capacity development activities will continue within the scope of Article 2.2.3.3. Entrepreneurship and SMEs of 20 21 Presidency Program.

As a result of the desk and field studies carried out within the scope of the project, a synthesis report cal led "Progressing Towards 2023: The Transformation of Organised Industrial Zones in Turkey" was develo ped. This study is focused on the question of how OI Zs can further contribute to companies' successful tr ansformation and increase their capability to innovat e, which will be an important source of reference in bringing suggestions on how to achieve our medium - and long-term goals.

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#	File Name	Modified By	Modified On
1	OIZUzatma_9079_202 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZUzatma_9079_202.pdf)	selcuk.sertesen@undp.org	8/10/2021 5:43:00 PM
2	UNDP-TR-OIZ-BOOK-EN1_9079_202 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-TR-OIZ-BOOK-EN1_9079_202.pdf)	sedef.zaglikilic@undp.org	8/11/2021 10:21:00 AM

Relevant   **Quality Rating: Exemplary**

3. Are the project's targeted groups being systematically engaged, with a priority focus on the discriminated and marginalized, to ensure the project remains relevant for them?

◉ *3: Systematic and structured feedback has been collected over the past two years from a representative sample of beneficiaries, with a priority focus on the discriminated and marginalized, as part of the project's monitoring system. Representatives from the targeted groups are active members of the project's governance mechanism (i.e., the project board or equivalent) and there is credible evidence that their feedback informs project decision making. (all must be true)*

◯ 2: Targeted groups have been engaged in implementation and monitoring, with a priority focus on the discriminated and marginalized. Beneficiary feedback, which may be anecdotal, has been collected over the past year to ensure the project is addressing local priorities. This information has been used to inform project decision making. (all must be true)

◯ 1: Some beneficiary feedback may have been collected over the past year, but this information has not been used to inform project decision making. This option is also selected if no beneficiary feedback has been collected.

◯ Not Applicable

Evidence:

The project team systematically collects feedback from beneficiaries and implementing partners including the Ministry of Industry and Technology, Presidency of Strategy and Budget and pilot OIZs. All important decisions are taken by Steering Committee members. Additionally, in the field visit stage of project, 293 in-dept interviews held with ecosystem actors, field studies carried out in 12 OIZs and focused group meetings held with development agencies, chambers of trade and industry, universities by the project team. Their feedbacks were collected and embedded in the project synthesis report.

The first pilot program was launched in Manisa OIZ. Within the scope of first pilot program workshops and focus group meetings held with the participation of academia, public and private sector representatives, entrepreneurs, OIZ and technology development zone managers and the implementation plan completed, and the results compiled under the book namely "The Transformation of Organized Industrial Zones in Turkey: Manisa OIZ Innovation Center's Design and Foundation" The study shared with 320 OIZ and related ecosystem actors. After the establishment of Manisa OIZ Innovation Center on 23 November 2020 and an opening ceremony was held with the participation of related ecosystem actors and beneficiaries on 2 December 2020. In addition, Manisa OIZ Innovation Center launched its first innovation program with an introductory meeting on 17 Mart 2021 and informed targeted groups. Within the scope of Innovation Program 71 in-dept interview held with representatives of 19 different companies.

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#	File Name	Modified By	Modified On
1	Attachmentlinksforq3_9079_203 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Attachmentlinksforq3_9079_203.docx)	selcuk.sertesen@undp.org	8/10/2021 5:40:00 PM
2	UNDP-TR-OIZ-BOOK-EN1_9079_203 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-TR-OIZ-BOOK-EN1_9079_203.pdf)	sedef.zaglikilic@undp.org	8/11/2021 10:20:00 AM

4. Is the project generating knowledge and lessons learned (i.e., what has worked and what has not) and has this knowledge informed management decisions to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?

⦿ *3: Knowledge and lessons learned from internal or external sources (gained, for example, from Peer Assists, After Action Reviews or Lessons Learned Workshops) backed by credible evidence from evaluation, corporate policies/strategies, analysis and monitoring have been discussed in project board meetings and reflected in the minutes. There is clear evidence that changes were made to the project to ensure its continued relevance. (both must be true)*

◯ 2: Knowledge and lessons learned backed by relatively limited evidence, drawn mainly from within the project, have been considered by the project team. There is some evidence that changes were made to the project as a result to ensure its continued relevance. (both must be true)

◯ 1: There is limited or no evidence that knowledge and lessons learned have been collected by the project team. There is little or no evidence that this has informed project decision making.

Evidence:

The project is generating knowledge and lessons learned and these are in fact being discussed in Steering Committee meetings and reflected into the project documents. In July 2021 an amendment for the original Project Document was signed by the Government. In due course, Government extended the scope and budget of the project. With the know-how generated from the establishment process of Manisa OIZ Innovation Center, Project Board decided to increase the number of Innovation Centers by adding the Çerkezköy OIZ and Yalova IMES OIZ to the scope of the project. Lessons learned generated from the experience of Manisa OIZ Innovation Center and its Innovation Program will be used in other OIZs for better implementation and be prepared for mitigation of the possible risks.

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1	OIZUzatma_9079_204 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZUzatma_9079_204.pdf)	selcuk.sertesen@undp.org	8/10/2021 5:52:00 PM
2	OSBYönlendirmeKuruluToplantıNotları16122020_9079_204 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OSBYönlendirmeKuruluToplantıNotları16122020_9079_204.docx)	selcuk.sertesen@undp.org	8/10/2021 5:55:00 PM

5. Is the project sufficiently at scale, or is there potential to scale up in the future, to meaningfully contribute to development change?

○ *3: There is credible evidence that the project is reaching a sufficient number of beneficiaries (either directly through significant coverage of target groups, or indirectly, through policy change) to meaningfully contribute to development change.*

○ 2: While the project is currently not at scale, there are explicit plans in place to scale up the project in the future (e.g. by extending its coverage or using project results to advocate for policy change).

○ 1: The project is not at scale, and there are no plans currently to scale up the project in the future.

Evidence:

> The Project originally planned to design a "Transformation and Innovation Center in the Industry" and prepare a roadmap for the Center. The Project initially extended with no cost to complete existing activities. However, in 2019, with the additional funding from the government, the scope of the project extended, and new activities were added to be completed until the end of 2021. Additional project activities were designed to implement the proposed models in the two selected OIZs, prepare result-oriented scaling proposals, and conduct a detailed feasibility study for the "Design and management of new generation multi-functional zones" model. With the additional funding for the fourth amendment, Government showed its ownership to project and its determination. Therefore, the project is continuing to reach sufficient number of beneficiaries in different regions of the country both directly and through policy change and contribute development change.

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#	File Name	Modified By	Modified On
1	PSC5-OIZ_9079_205 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/PSC5-OIZ_9079_205.docx)	sedef.zaglikilic@undp.org	8/11/2021 10:25:00 AM
2	OSBYönlendirmeKuruluToplantıNotları16122020_9079_205 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OSBYönlendirmeKuruluToplantıNotları16122020_9079_205.docx)	sedef.zaglikilic@undp.org	8/11/2021 10:25:00 AM

Principled   Quality Rating: Satisfactory

6. Are the project's measures (through outputs, activities, indicators) to address gender inequalities and empower women relevant and producing the intended effect? If not, evidence-based adjustments and changes have been made.

○ 3: The project team has systematically gathered data and evidence through project monitoring on the relevance of the measures to address gender inequalities and empower women. Analysis of data and evidence were used to inform adjustments and changes, as appropriate. (both must be true)

◉ *2: The project team has some data and evidence on the relevance of the measures to address gender inequalities and empower women. There is evidence that at least some adjustments were made, as appropriate. (both must be true)*

○ 1: The project team has limited or no evidence on the relevance of measures to address gender inequalities and empowering women. No evidence of adjustments and/or changes made. This option should also be selected if the project has no measures to address gender inequalities and empower women relevant to the project results and activities.

Evidence:

Within the ISG portfolio, UNDP implements Applied SME Capability Center (Model Factory) Project and Developing a Model to Improve Technology Use in OIZs Project in cooperation with Ministry of Industry and Technology. UNDP has received requests from Ministry of Industry and Technology (MoIT) in the scope of aforementioned projects to conduct a study on the gender equality analysis and the situation of women in manufacturing industry to accommodate current challenges in the employment of women in the manufacturing industry and enhance the capacity of the Ministry to tackle the issues.

As per this request and emerging needs, a study was launched by the collaborative action of these two projects to analyze the situation of women in the manufacturing industry by means of a desk research and a field study to present effective policies and practices that would support capacity of manufacturing industry in creating new jobs and eliminate the obstacles preventing and/or limiting woman employment and participation to labour force in the manufacturing industry in general and in Organized industry zones in particular.

Within the scope of the study, historical background and the current picture of employment of women in the manufacturing industry is presented; woman labour is analyzed based on professions and capabilities; general outlook of woman employment is evaluated, and policy proposals are developed based on these findings. Additionally, suggestions are presented for the case studies that will be conducted in the upcoming period.

With the implementation of the case studies a readm

With the implementation of the case studies a roadm
ap for the pilot OIZs will be generated for the succes
sful gender mainstreaming.

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#	File Name	Modified By	Modified On
1	FemaleEmploymentinManufacturingIndustry_9079_206 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/FemaleEmploymentinManufacturingIndustry_9079_206.pptx)	sedef.zaglikilic@undp.org	8/11/2021 10:29:00 AM
2	WomanEmploymentReport_9079_206 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/WomanEmploymentReport_9079_206.docx)	sedef.zaglikilic@undp.org	8/11/2021 10:31:00 AM

7. Are social and environmental impacts and risks being successfully managed and monitored?

○ 3: Social and environmental risks are tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed for identified risks through consultative process and implemented, resourced, and monitored. Risks effectively managed or mitigated. If there has been a substantive change to the project or change in context that affects risk levels, the SESP is updated to reflect these changes. (all must be true)

◉ *2: Social and environmental risks are tracked in the risk log. Appropriate assessments conducted where required (i.e., Environmental and Social Impact Assessment (ESIA) for High risk projects and some level of social and environmental assessment for Moderate risk projects as identified through SESP). Relevant management plan(s) developed, implemented and monitored for identified risks. OR project is categorized as Low risk through the SESP.*

○ 1: Social and environmental risks have not been tracked in the risk log. For projects categorized as High or Moderate Risk there is no evidence that social and environmental assessments have been completed and/or management plans or measures development, implemented or monitored. There have been substantive changes to the project or changes in the context but SESP has not been updated. (any may be true)

Evidence:

Please keep in mind that this project's documents were finalized before SESP policy became operational at UNDP. So the project does not have a SESP form. Having said that, the project diligently follows up its risks to environment and society.
The Project risks and measures to be taken were identified and reflected to the yearly project progress reports including the low level of commitment of industry and lack of institutional capacity. The project risks were updated in accordance with the changes and developments in the project. Risk log is also updated regularly on Atlas system.

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#	File Name	Modified By	Modified On
1	OIZ_Project_ProgressReport__2020_DRAFT_v.2signature_9079_207 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__2020_DRAFT_v.2signature_9079_207.docx)	sedef.zaglikilic@undp.org	8/11/2021 10:33:00 AM

8. Are grievance mechanisms available to project-affected people and are grievances (if any) addressed to ensure any perceived harm is effectively mitigated?

○ 3: Project-affected people have been actively informed of UNDP's Corporate Accountability Mechanism (SRM/SECU) and how to access it. If the project is categorized as High or Moderate Risk through the SESP, a project -level grievance mechanism is in place and project affected people informed. If grievances have been received, they are effectively addressed in accordance with SRM Guidance. (all must be true)

◉ *2: Project-affected people have been informed of UNDP's Corporate Accountability Mechanism and how to access it. If the project is categorized as High Risk through the SESP, a project -level grievance mechanism is in place and project affected people informed. If grievances have been received they are responded to but face challenges in arriving at a resolution.*

○ 1: Project-affected people not informed of UNDP's Corporate Accountability Mechanism. If grievances have been received they are not responded to. (any may be true)

Evidence:

Project team pays specific attention to include all the project partners and beneficiaries to all the project activities. As it was stated before many workshops, in-dept interviews and focus group meeting with Ministry of Industry, Presidency of Strategy and Budget, OIZ management, private sector representatives and other ecosystem actors to get their feedbacks on their possible grievances and ensure that their needs are met and reflected to reports of project.

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#	File Name	Modified By	Modified On
1	UNDP-TR-OIZ-BOOK-EN_9079_208 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDP-TR-OIZ-BOOK-EN_9079_208.pdf)	sedef.zaglikilic@undp.org	8/11/2021 10:36:00 AM
2	MOIZIC_9079_208 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/MOIZIC_9079_208.pdf)	sedef.zaglikilic@undp.org	8/11/2021 10:40:00 AM

Management & Monitoring   **Quality Rating: Highly Satisfactory**

9. Is the project's M&E Plan sufficient and adequately implemented?

○ *3: The project has a comprehensive and costed M&E plan. Baselines, targets and milestones are fully populated. Progress data against indicators in the project's RRF is being reported regularly using credible data sources and collected according to the frequency stated in the Plan, including sex disaggregated data as relevant. Any evaluations conducted, if relevant, fully meet decentralized evaluation standards, including gender UNEG standards. Lessons learned, including during evaluations and/or After Action Reviews, are used to take corrective actions when necessary. (all must be true)*

○ 2: The project has a costed M&E Plan, and most baselines and targets are populated. Progress data against indicators in the project's RRF is collected on a regular basis, although there may be some slippage in following the frequency stated in the Plan and data sources are not always reliable. Any evaluations conducted, if relevant, meet most decentralized evaluation standards. Lessons learned have been captured but may not have been used to take corrective actions yet. (all must be true)

○ 1: The project has an M&E Plan, but costs are not clearly planned and budgeted for, or are unrealistic. Progress data is not being regularly collected against the indicators in the project's RRF. Evaluations may not meet decentralized evaluation standards. Lessons learned are rarely captured and used. Select this option also if the project does not have an M&E plan.

Evidence:

The project has a comprehensive M&E Plan as it was stated in Project Document. The project team monitor the project activities closely and share the results with the implementing partner for necessary changes or revision for the project activities and lessons learned. Project Quality Assurance reports, Project Annual reports, and other related reports are prepared, risk log is updated regularly, and Project Reviews conducted by the Project Board when applicable. Additionally, monitoring and risks section in Atlas Management System is regularly being updated.

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#	File Name	Modified By	Modified On
1	OIZ_Project_ProgressReport__2020_DRAFT_v.2signature_9079_209 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__2020_DRAFT_v.2signature_9079_209.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:21:00 AM
2	ModelOIZsimplementationstage2019_9079_209 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/ModelOIZsimplementationstage2019_9079_209.pdf)	sedef.zaglikilic@undp.org	8/11/2021 11:22:00 AM

10. Is project's governance mechanism (i.e., the project board or equivalent) functioning as intended?

⦿ *3: The project's governance mechanism is operating well, and is a model for other projects. It has met in the agreed frequency stated in the project document and the minutes of the meetings are on file. There is regular (at least annual) progress reporting to the project board or equivalent on results, risks and opportunities. It is clear that the project board explicitly reviews and uses evidence, including progress data, knowledge, lessons and evaluations, as the basis for informing management decisions (e.g., change in strategy, approach, work plan.) (all must be true to select this option)*

◯ 2: The project's governance mechanism has met in the agreed frequency and the minutes of the meeting are on file. A project progress report has been submitted to the project board or equivalent at least once in the past year, covering results, risks and opportunities. (both must be true to select this option)

◯ 1: The project's governance mechanism has not met in the frequency stated in the project document over the past year and/or the project board or equivalent is not functioning as a decision-making body for the project as intended.

Evidence:

Steering committee meetings are organized regularly (on February, May and September 2018, February 2019 and December 2020 …..) to keep Project Board informed and decide on the critical issues of the project. Annual Progress Reports are also prepared for the review of Project Board in order the make necessary revisions on the project activities. In addition to Steering Committees, the Project team holds weekly coordination meetings with implementing partners to discuss current situation of the project activities. The local project stakeholders are also informed regularly via e-mails and online meetings.

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#	File Name	Modified By	Modified On
1	OSBYönlendirmeKuruluToplantıNotları16122 0201_9079_210 (https://intranet.undp.org/ap ps/ProjectQA/QAFormDocuments/OSBYönle ndirmeKuruluToplantıNotları161220201_907 9_210.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:28:00 AM
2	PSC5-OIZ1_9079_210 (https://intranet.undp. org/apps/ProjectQA/QAFormDocuments/PS C5-OIZ1_9079_210.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:28:00 AM
3	02Şubat2018YürütmeKurulu_ToplantıNotları _9079_210 (https://intranet.undp.org/apps/Pr ojectQA/QAFormDocuments/02Şubat2018Y ürütmeKurulu_ToplantıNotları_9079_210.doc x)	sedef.zaglikilic@undp.org	8/11/2021 11:28:00 AM
4	20Eylül2018YürütmeveYönlendirmeKuruluTo plantısı_final_9079_210 (https://intranet.und p.org/apps/ProjectQA/QAFormDocuments/20 Eylül2018YürütmeveYönlendirmeKuruluTopl antısı_final_9079_210.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:28:00 AM
5	8Subat2019MeetingMinutes_eksonrası_907 9_210 (https://intranet.undp.org/apps/Project QA/QAFormDocuments/8Subat2019Meeting Minutes_eksonrası_9079_210.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:29:00 AM
6	OIZ_Project_ProgressReport__2020_DRAF T_v.2signature_9079_210 (https://intranet.un dp.org/apps/ProjectQA/QAFormDocuments/ OIZ_Project_ProgressReport__2020_DRAF T_v.2signature_9079_210.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:29:00 AM

11. Are risks to the project adequately monitored and managed?

○ 3: The project has actively monitored risks every quarter including consulting with key stakeholders, including security advisors, to identify continuing and emerging risks and to assess if the main assumptions remain valid. There is clear evidence that relevant management plans and mitigating measures are being fully implemented to address each key project risk, and have been updated to reflect the latest risk assessment. (all must be true)

⦿ *2: The project has monitored risks every year, as evidenced by an updated risk log. Some updates have been made to management plans and mitigation measures.*

○ 1: The risk log has not been updated as required. There may be some evidence that the project has monitored risks (including security risks or incidents) that may affect the project's achievement of results, but there is no explicit evidence that management actions have been taken to mitigate risks. In the case of a deteriorating security environment, no consultation has occurred with the UNDP Security Office on appropriate measures.

Evidence:

The project team monitored risks annually. The risk l og is reflected into progress reports and Atlas Mana gement System.

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No documents available.			

Efficient   **Quality Rating: Highly Satisfactory**

12. Adequate resources have been mobilized to achieve intended results. If not, management decisions were taken to adjust expected results in the project's results framework.

◉ *Yes*
○ No

Evidence:

> The Ministry of Industry and Technology and Presidency of Strategy and Budget gave utmost importance to the project and the transformation of OIZ. The project only funded by government and the resources are allocated from Annual Investment Program. With the successful achievements towards initially intended results, the project have been extended three times supported with additional time and resources. While the initial budget was 500.000 USD, with the last extension to the project, 15 million Turkish Liras will be transferred into the project budget for the completion of Project activities

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1	OIZUzatma_9079_212 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZUzatma_9079_212.pdf)	sedef.zaglikilic@undp.org	8/11/2021 11:30:00 AM

13. Are project inputs procured and delivered on time to efficiently contribute to results?

○ 3: The project has an updated procurement plan. Implementation of the plan is on or ahead of schedule. The project quarterly reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)

◉ *2: The project has an updated procurement plan. The project annually reviews operational bottlenecks to procuring inputs in a timely manner and addresses them through appropriate management actions. (all must be true)*

○ 1: The project does not have an updated procurement plan. The project may or may not have reviewed operational bottlenecks to procuring inputs in a timely manner, however management actions have not been taken to address them.

Evidence:

> The project has an updated procurement plan and monitors the plan regularly in close coordination with the Portfolio Manager and the procurement unit and takes measures to catch up with the timeline of the plan

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#	File Name	Modified By	Modified On
1	UNDPTURKEYPROCUREMENTPLAN_2021OIZ_SZ_9079_213 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/UNDPTURKEYPROCUREMENTPLAN_2021OIZ_SZ_9079_213.xlsx)	sedef.zaglikilic@undp.org	8/11/2021 11:36:00 AM

14. Is there regular monitoring and recording of cost efficiencies taking into account the expected quality of results?

○ *3: There is evidence that the project regularly reviews costs against relevant comparators (e.g., other projects or country offices) or industry benchmarks to ensure the project maximizes results that can be delivered with given resources. The project actively coordinates with other relevant ongoing projects and initiatives (UNDP or other) to ensure complementarity and seek efficiencies wherever possible (e.g. joint activities.) (both must be true)*

○ 2: The project monitors its own costs and gives anecdotal examples of cost efficiencies (e.g., spending less to get the same result,) but there is no systematic analysis of costs and no link to the expected quality of results delivered. The project coordinates activities with other projects to achieve cost efficiency gains.

○ 1: There is little or no evidence that the project monitors its own costs and is considering ways to save money beyond following standard procurement rules.

Evidence:

The project team regularly review its cost in close coordination with the other ongoing projects within the ISG Portfolio. Since all procurement activities are reviewed by the ISG Portfolio Manager, complementarity among all ongoing projects under ISG portfolio is ensured. The project team also pursues joint activities with other projects to minimize costs and increase efficiencies. Close coordination between the project and Model Factory project to analyze the measures to be taken for empower woman in the manufacturing industry is a good example. Additionally, human resources costs of the project is being shared with Model Factory Project to maximize cost efficiency.

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1	ImalatSanayiindeKadin_10Ekim_EN_v03_90 79_214 (https://intranet.undp.org/apps/Projec tQA/QAFormDocuments/ImalatSanayiindeKa din_10Ekim_EN_v03_9079_214.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:37:00 AM
2	FemaleEmploymentinManufacturingIndustry 1_9079_214 (https://intranet.undp.org/apps/ ProjectQA/QAFormDocuments/FemaleEmpl oymentinManufacturingIndustry1_9079_214. pptx)	sedef.zaglikilic@undp.org	8/11/2021 11:38:00 AM

Effective   **Quality Rating: Satisfactory**

15. Is the project is on track to deliver its expected outputs?

◉ *Yes*
○ No

Evidence:

The project is on track to deliver its expected output s and takes necessary measures to catch up with th e time plan with high quality deliverables. The project team regularly informs the stakeholders about the delivery of outputs and updates its delivery plan whe n necessary. There are three activities defined for th e Project and all activities are on track as stated in t he project progress report which is enclosed. In sum mary Component A including analysis and model de sign was completed; Manisa OIZ Innovation Center has been established, other pilots in Ankara, Tekirda ğ and Yalova are ongoing in the scope of Componen t B; institutional capacity development program has been designed in the scope of Component C and th e implementation of the program will continue until t he project closure.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	OIZ_Project_ProgressReport_Annual2017_9 079_215 (https://intranet.undp.org/apps/Proj ectQA/QAFormDocuments/OIZ_Project_Pro gressReport_Annual2017_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:40:00 AM
2	OIZ_Project_ProgressReport_4_9079_215 (https://intranet.undp.org/apps/ProjectQA/QA FormDocuments/OIZ_Project_ProgressRepo rt_4_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:41:00 AM

3	OIZ_Project_ProgressReport_3_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_3_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:41:00 AM
4	OIZ_Project_ProgressReport_2_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_2_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:41:00 AM
5	OIZ_Project_ProgressReport_1_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_1_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:41:00 AM
6	OIZ_Project_ProgressReport__2018_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__2018_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:41:00 AM
7	OSBTEKNOLOJİGELİSTİRME150721BILGINOTU_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OSBTEKNOLOJİGELİSTİRME150721BILGINOTU_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:42:00 AM
8	OIZ_Project_ProgressReport__2020_DRAFT_v.2002_9079_215 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__2020_DRAFT_v.2002_9079_215.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:42:00 AM

16. Have there been regular reviews of the work plan to ensure that the project is on track to achieve the desired results, and to inform course corrections if needed?

○ 3: Quarterly progress data has informed regular reviews of the project work plan to ensure that the activities implemented are most likely to achieve the desired results. There is evidence that data and lessons learned (including from evaluations and/or After Action Reviews) have been used to inform course corrections, as needed. Any necessary budget revisions have been made. (both must be true)

◉ *2: There has been at least one review of the work plan per year to assess if project activities are on track to achieving the desired development results (i.e., outputs.) There may or may not be evidence that data or lessons learned has been used to inform the review(s). Any necessary budget revisions have been made.*

○ 1: While the project team may have reviewed the work plan at least once over the past year to ensure outputs are delivered on time, no link has been made to the delivery of desired development results. Select this option also if no review of the work plan by management has taken place over the past year.

Evidence:

The project team prepares progress reports yearly basis to review the work plan and present them to the stakeholders. Lessons learned are reflected into these reports to increase efficiency and necessary budget revisions are made in accordance with the decisions taken in the Steering Committee. Work Plans are also reviewed and revised in cooperation with Project Board during each project extension process. Work plans and budget revisions are updated with the last project extension documents dated 2 July 2021.

List of Uploaded Documents		
#	**File Name**	**Modified By**	**Modified On**
1	OIZUzatma1_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZUzatma1_9079_216.pdf)	sedef.zaglikilic@undp.org	8/11/2021 11:45:00 AM

2	OIZ_Project_ProgressReport_31_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_31_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM
3	OIZ_Project_ProgressReport_41_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_41_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:44:00 AM
4	OIZ_Project_ProgressReport__2020_DRAFT_v.20021_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__2020_DRAFT_v.20021_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM
5	OIZ_Project_ProgressReport__20181_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport__20181_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM
6	OIZ_Project_ProgressReport_11_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_11_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM
7	OIZ_Project_ProgressReport_21_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_21_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM
8	OSBTEKNOLOJİGELİSTİRME150721BILGINOTU1_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OSBTEKNOLOJİGELİSTİRME150721BILGINOTU1_9079_216.docx)	sedef.zaglikilic@undp.org	8/11/2021 11:43:00 AM

| 9 | OIZ_Project_ProgressReport_Annual20171_9079_216 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/OIZ_Project_ProgressReport_Annual20171_9079_216.docx) | sedef.zaglikilic@undp.org | 8/11/2021 11:44:00 AM |

17. Are targeted groups being systematically identified and engaged, prioritizing the marginalized and excluded, to ensure results are achieved as expected?

○ 3: The project is targeting specific groups and/or geographic areas, identified by using credible data sources on their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. There is clear evidence that the targeted groups are being reached as intended. The project has engaged regularly with targeted groups over the past year to assess whether they are benefiting as expected and adjustments were made if necessary to refine targeting. (all must be true)

○ 2: The project is targeting specific groups and/or geographic areas, based on some evidence of their capacity needs, deprivation and/or exclusion from development opportunities relevant to the project's area of work. Some evidence is provided to confirm that project beneficiaries are members of the targeted groups. There has been some engagement with beneficiaries in the past year to assess whether they are benefiting as expected. (all must be true)

○ 1: The project does not report on specific targeted groups. There is no evidence to confirm that project beneficiaries are deprived and/or excluded from development opportunities relevant to the project area of work. There may have been some engagement with beneficiaries to assess whether they are benefiting as expected, but it has been limited or has not occurred in the past year.

◉ *Not Applicable*

Evidence:

The project aims to contribute to competitiveness of Turkey through developing models that will enable Organized Industrial Zones (OIZs) to assume an active role in entrepreneurship, innovation and technology development. Within this scope, project is in closed contact with OIZ Managements and local stakeholders to ensure their engagement and facilitate the transformation. OIZs cannot be considered marginalized or excluded but they facilitate the development of SMEs and present them development opportunities. For example, with the establishment of Manisa OIZ Innovation Center, an Innovation Program was launched in January 2021 to measure, analyze and develop the innovation management capacities of enterprises operating in organized industrial zones, and the innovation management measurement tool "Innovation Management Assessment Gadget for Enterprises (IMAGE)" was developed for the Program in July 2021. Lately, a comparative analysis report has been submitted to the enterprises, including the measurement of innovation management capacities, the creation of a data pool regarding these measurements, and the improvement areas in the field of innovation management. The preparation of innovation roadmaps with selected enterprises, the design of projects aimed at increasing the innovation management capacities of enterprises and the implementation of innovation projects in enterprises are still in progress. The results of the program participants will be shared when they completed their innovation projects.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Sustainability & National Ownership   **Quality Rating: Exemplary**

18. Are stakeholders and national partners fully engaged in the decision-making, implementation and monitoring of the project?

○ 3: Only national systems (i.e., procurement, monitoring, evaluation, etc.) are used to fully implement and monitor the project. All relevant stakeholders and partners are fully and actively engaged in the process, playing a lead role in project decision-making, implementation and monitoring. (both must be true)

○ 2: National systems (i.e., procurement, monitoring, evaluation, etc.) are used to implement and monitor the project, but other support (such as country office support or project systems) may also be used if necessary. All relevant stakeholders and partners are fully and actively engaged in the process, playing an active role in project decision-making, implementation and monitoring. (both must be true)

○ 1: There is relatively limited or no engagement with national stakeholders and partners in the decision-making, implementation and/or monitoring of the project.

◉ *Not Applicable*

Evidence:

All relevant stakeholders are actively engaged in the project implementation, monitoring and decision ma king. This has been ensured with regular weekly coo rdination meetings, regular e-mails and Steering Co mmittee meetings, etc. All decisions are taken in Ste ering Committee and Project stakeholders are regul arly updated and informed through reports, regular p rogress report to ensure timely monitoring.

While the project is a NIM project, the systems used to procure, monitor as well as implementation of acti vities resides with UNDP.

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#	**File Name**	**Modified By**	**Modified On**
No documents available.			

19. There is regular monitoring of changes in capacities and performance of institutions and systems relevant to the project, as needed. The implementation arrangements[5] have been adjusted according to changes in partner capacities.

○ 3: In the past two years, changes in capacities and performance of institutions and systems have been comprehensively assessed/monitored using clear indicators, rigorous methods of data collection and credible data sources including relevant HACT assurance activities. Implementation arrangements have been formally reviewed and adjusted, if needed, in agreement with partners according to changes in partner capacities. (both must be true)

○ 2: In the past two years, aspects of changes in capacities and performance of relevant national institutions and systems have been monitored by the project using indicators and reasonably credible data sources including relevant HACT assurance activities. Some adjustment has been made to implementation arrangements if needed to reflect changes in partner capacities. (both must be true)

○ 1: Some aspects of changes in capacities and performance of relevant national institutions and systems may have been monitored by the project, however changes to implementation arrangements have not been considered. Also select this option if changes in capacities and performance of relevant national institutions and systems have not been monitored by the project.

◉ *Not Applicable*

Evidence:

N/A

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#	**File Name**	**Modified By**	**Modified On**
No documents available.			

20. The transition and phase-out arrangements are reviewed regularly and adjusted according to progress (including financial commitments and capacity).

○ *3: The project's governance mechanism has reviewed the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan. The plan has been adjusted according to progress as needed. (both must be true)*

○ 2: There has been a review of the project's sustainability plan, including arrangements for transition and phase-out, to ensure the project is on track in meeting the requirements set out by the plan.

○ 1: The project may have a sustainability plan, but there has not been a review of this strategy since it was developed. Also select this option if the project does not have a sustainability strategy.

Evidence:

Steering Committee has reviewed the progress, financial commitments and the capacity of the project regularly to ensure the high quality of outputs delivered in accordance with the time plan of the project. The Annual work plan including the sustainability has been reviewed and updated twice during the extensions in accordance with the progress. While there are still 2 more years to go to finalize the project, the 11th Development Plan of Turkey published in July 2019 gives specific reference to UNDP work on OIZs and sets the creation of innovation centers under the auspices of OIZs as a developmental target which will ensure the sustainability of the project and a possible prolongation or expansion. The model was created by UNDP hence the chance for further collaboration is quite high.

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	No documents available.		

QA Summary/Project Board Comments

In summary, the Project team produces all necessary documents and reports in line with its Quality Assurance Plan and submit them to review and approval of Project Board. All critical issues and subjects are discussed with Project Board Members at Steering Committee meetings. Project Board Comments on afore-mentioned subjects are given below:

-The project team gave a presentation on current situation, pilot implementations, institutional capacity building studies, planned activities for 2021 and subjects to be decided.

-Management of Manisa OIZ and Director of Manisa Innovation Center provided information on current developments of Manisa OIZ Innovation Center and present their evaluations about the progress.

- Presidency of Strategy and Budget Representatives underlined that ownership of OIZ Managements has utmost importance for the evaluation of pilot implementations and expressed their gratitude that both Manisa OIZ and Çerkezköy OIZ are very enthusiastic and supportive for the project activities. In addition, PSB stated that the request from the Ministry of Industry and Technology regarding the extension of the project period to 2023 for the financing of the project pilot implementation and the allocation of additional resources from the public investment program were approved by them.

- Evaluation of the pilot implementation was continued with the Ministry of Industry and Technology. MoIT emphasized the importance of Manisa OIZ YM as a pioneering pilot of the project and highlighted that they expected the same level of engagement from the other OIZ Managements as Manisa OIZ.

- In the last part of the meeting, it was decided to extend the duration of the project, to add additional resources from the investment program and to recruit experts / assistants.

- It was decided to start the amendment process for the transfer of additional resources following the publication of the 2021 Investment Program in the Official Gazette and to recruit experts / assistants for the project.